

AR 672-20

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ARMY REGULATION

S/S Aug 69

AR 672-20

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DECORATIONS AND AWARDS

INCENTIVE AWARDS



HEADQUARTERS, DEPARTMENT OF THE ARMY

OCTOBER 1967

TAGO 7278A

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HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 17 October 1968

DECORATIONS AND AWARDS
INCENTIVE AWARDS

AR 672-20, 24 October 1967, is changed as follows:

1. New or revised material is indicated by a star.
2. Remove old pages and insert new pages as indicated below:

✓ Remove pages—	✓ Insert pages—
1-1 through 1-5.....	1-1 through 1-4
2-1 through 2-8.....	2-1 through 2-7
4-1 through 4-3.....	4-1 and 4-2
5-1 and 5-2.....	5-1 and 5-2
6-1 and 6-2.....	6-1 and 6-2
7-3 and 7-4.....	7-3 and 7-4
10-1 through 10-3.....	10-1 and 10-2

3. File this change sheet in front of the regulation 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 to Deputy Chief of Staff for Personnel, ATTN: DCSPER-DCP, Department of the Army, Washington, D.C. 20310.

By Order of the Secretary of the Army:

W. C. WESTMORELAND,
*General, United States Army,
Chief of Staff.*

Official:
KENNETH G. WICKHAM,
*Major General, United States Army,
The Adjutant General.*

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*This change supersedes DA message 759663, 12 April 1966.
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ARMY REGULATION

No. 672-20

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 24 October 1967

DECORATIONS AND AWARDS
INCENTIVE AWARDS

	Paragraph	Page
CHAPTER 1. GENERAL		
Purpose	1-1	1-1
Authority	1-2	1-1
Applicability	1-3	1-1
Effective date	1-4	1-1
Objectives	1-5	1-1
Policy	1-6	1-2
Nonappropriated fund organizations	1-7	1-2
Responsibilities	1-8	1-3
Organization and functions of incentive awards committees	1-9	1-4
2. ARMY SUGGESTION PLAN		
Definition	2-1	2-1
Eligibility requirements	2-2	2-1
Authority to grant awards	2-3	2-2
Cash awards for adopted suggestions which result in tangible monetary savings	2-4	2-3
Cash awards for adopted suggestions which result in intangible benefits	2-5	2-4
Evaluation of suggestions	2-6	2-5
Department of the Army recognition for sug- gestion program excellence	2-7	2-7
Supervisor review procedure	2-8	2-8
3. INVENTION AWARDS		
Definition	3-1	3-1
Responsibilities of patent sections	3-2	3-1
Requirement for eligibility	3-3	3-1
4. SUSTAINED SUPERIOR PERFORMANCE AWARDS		
Definition and requirements for eligibility	4-1	4-1
Procedure and approval authority	4-2	4-2
Amount of award	4-3	4-3
5. SPECIAL ACT OR SERVICE AWARDS		
Definition and requirements for eligibility	5-1	5-1
Procedure and approval authority	5-2	5-2
Amount of award	5-3	5-2
6. LENGTH-OF-SERVICE RECOGNITION FOR CIVILIAN EMPLOYEES		
Purpose	6-1	6-1
Coverage	6-2	6-1
Eligibility	6-3	6-1
Presentation	6-4	6-1
Types of emblems	6-5	6-2
Procurement of emblems	6-6	6-2

*This regulation supersedes AR 672-301, 4 November 1960, including C 2, 17 July 1962; C 3, 3 August 1964; C 4, 25 April 1966; paragraphs 38, 39, and 178, and paragraph 6 of appendix IV, AR 672-5-1, 3 May 1961; DA message 755552, 18 March 1966; and paragraph 2b, DA letter, AGAM-P(M) (27 Apr 66) DCSPER OCP P&R, dated 4 May 1966, subject: Reporting--Military Suggestion Program; and replaces RCS USCSC-1033(R1) with RCS DD-M(A) 786.

	Paragraph	Page
CHAPTER 7. HONORARY AWARDS AND OTHER RECOGNITION DEVICES		
The President's Award for Distinguished Federal Civilian Service	7-1	7-1
Department of Defense Distinguished Civilian Service Award	7-2	7-2
Decoration for Exceptional Civilian Service Award	7-3	7-2
Meritorious Civilian Service Award	7-4	7-3
Laurel Leaf Cluster	7-5	7-4
Certificate of Appreciation for Patriotic Civilian Service	7-6	7-4
Certificates of Achievement	7-7	7-4
Army Roll of Economy Champions	7-8	7-5
Other recognition devices	7-9	7-6
8. AWARDS BY NON-FEDERAL ORGANIZATIONS		
General	8-1	8-1
Arthur S. Flemming Award	8-2	8-1
William A. Jump Memorial Award	8-3	8-2
National Civil Service League Career Service Award	8-4	8-2
Federal Woman's Award	8-5	8-3
Rockefeller Public Service Awards	8-6	8-4
Administrative Management Society Paperwork Management Award	8-7	8-5
Format for submission of nominations	8-8	8-6
Processing nominations	8-9	8-6
9. PUBLIC SERVICE AWARDS		
Decoration for Distinguished Civilian Service	9-1	9-1
Outstanding Civilian Service Award	9-2	9-1
Laurel Leaf Cluster	9-3	9-1
Certificate of Appreciation for Patriotic Civilian Service	9-4	9-2
10. PAYMENT, RECORDS, AND REPORTS		
Payment of awards	10-1	10-1
Records	10-2	10-2
Promotional materials	10-3	10-2
Material for public releases	10-4	10-2
Annual Reports on Army Incentive Awards Program, RCS DD-M(A) 786	10-5	10-2

CHAPTER 1

GENERAL

1-1. **Purpose.** This regulation establishes policy and regulations governing the Army incentive awards program. Forms, records and files, and procedures for administration of the program are contained in Section Twelve, Civilian Personnel Procedures Manual No. 1.

1-2. **Authority.** This regulation is issued under authority of Title III, Government Employees Incentive Awards Act of 1954 (68 Stat. 1112); Chapter 451, Civil Service Commission Federal Personnel Manual; Department of Defense Directive 5120.15; Department of Defense Instruction No. 5120.16; Department of the Army General Orders Nos. 32 and 34, 1956; and Public Law 89-198, 1965.

1-3. **Applicability.** *a.* This regulation is applicable to all direct-hire Army civilian personnel (including foreign nationals), paid from appropriated funds, and to individuals serving under personal service contracts where an employer-employee relationship exists.

b. Provisions of this regulation pertaining to the Army suggestion plan, inventions and scientific achievements are applicable to all military personnel, officer and enlisted, on active duty, including cadets at the U.S. Military Academy, West Point, New York.

c. 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 the Department of the Army.

d. Civilian employees of Army nonappropriated fund activities are not eligible to receive cash awards paid from appropriated funds. Such employees are eligible for Army honorary awards granted under appropriate provisions of this regulation.

e. Foreign nationals employed under indirect-hire labor agreements with foreign Governments are not eligible for awards under this regulation.

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

g. Public service awards for noncareer Government officials and for non-Government personnel are covered in Section IX, Public Service Awards.

1-4. **Effective date.** This regulation is *effective immediately*. Cash awards to military personnel, paid from appropriated funds under the provisions of this regulation, are authorized for suggestions, inventions, and scientific achievements, adopted or approved on or after 22 September 1965.

1-5. **Objectives.** Consistent with overall policies and objectives established by the Department of Defense, objectives of the Incentive Awards Program are to —

a. Encourage the fullest participation of civilian employees and military personnel in *improving Government operations*.

b. Recognize and reward civilian employees individually or in groups, for contributions to efficiency, economy, or other improvement of Government operations that are above those normally expected; recognize and reward military personnel for inventions and scientific achievements, and suggestions contributing to efficiency, economy, or other improvement of Government operations that are above those normally expected.

1-6. Policy. *a.* The incentive awards program will be administered as an integral part of Army civilian personnel administration. The Army suggestion plan, the program covering cash awards for inventions and scientific achievements, applicable to both military and civilian personnel, will be operated on a unified basis under this regulation (para 1-8a).

b. Incentive awards activities will be coordinated to the fullest practicable extent with management improvement, work simplification, zero defects, cost reduction, industrial health and safety programs, and with civilian personnel actions dealing with performance appraisal, training, career development, and promotion. Incentive awards, however, will not be used as a means of avoiding or as a substitution for more applicable personnel actions.

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 in the Army suggestion plan and programs pertaining to inventions and scientific achievements by all Army personnel, civilian and military.

(3) Effective adaptation of civilian awards to meet special occupational or organizational conditions, including the development of supplemental awards, where authorized.

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

(5) Exchange of information among major commands and the military departments when adopted suggestions may have wider application.

d. Consideration will be given to the receipt of honorary awards and the more significant suggestion awards, in the evaluation of candidates for promotion.

e. Publicity and other promotional measures will be used to obtain full understanding and participation of all Army personnel in the Incentive Awards Program.

f. Suggestions submitted by Army personnel will be fairly evaluated and processed as expeditiously as possible.

g. Commanders, staff officials and supervisors, will facilitate and encourage suggestion activity by identifying subjects or problems on which con-

structive ideas are desired and by providing positive support to the Army suggestion plan. Supervisors who have demonstrated unusual ability to stimulate participation will be given recognition in the form of letters of commendation or other appropriate recognition.

h. Both an honorary and a monetary award may be granted to civilian and military personnel for the same act or achievement, providing criteria for each award is met. The same act or achievement, however, cannot form the basis for more than one type of monetary or Department of the Army honorary award.

i. Where adverse actions are pending on employees nominated for honorary or monetary awards other than cash awards for adopted suggestions, all action on recommendations will be suspended pending final determination of adverse action.

1-7. Nonappropriated fund organizations. *a.* Nonappropriated fund organizations are encouraged to establish incentive awards programs consistent with this regulation, where authorized under governing directives.

b. Suggestions submitted by nonappropriated fund personnel involving appropriated fund activities will be evaluated by the pertinent Army organization.

★c. Rescinded.

1-8. Responsibilities. *a.* The Deputy Chief of Staff for Personnel, Department of the Army, will exercise staff supervision over the incentive awards program Army-wide. The function, including those portions of the program applicable to military personnel, will be staffed and administered at all levels as an integral part of civilian personnel administration. Appropriate coordination will be effected with military personnel elements in regard to military participation in applicable portions of the program.

b. The Army Incentive Awards Board is responsible for making recommendations on all awards requiring Secretary of the Army approval and for advising the Deputy Chief of Staff for Personnel on matters relating to regulatory criteria and design of the more significant awards.

c. Major commanders are responsible for exercising staff supervision over incentive awards programs within their commands, including program

planning and evaluation; for issuance of supplemental instructions for command-wide suggestion campaigns or competitions, when conducted; for establishing supplemental awards and devices adapted to major command occupations and organizations; and for approving or recommending approval of awards as prescribed in pertinent chapters of this regulation. The term major commander as used in this regulation applies to the following:

(1) Department of the Army agency heads for their respective headquarters and for class II installations and activities under their respective jurisdiction.

(2) Commanding General, U.S. Continental Army Command; Commanding Generals of Continental U.S. Armies and Military District of Washington, U.S. Army for their respective headquarters and class I installations and activities; Commanding Generals of U.S. Army Combat Developments Command, U.S. Army Materiel Command, and U.S. Army Materiel Command major subordinate commands; Commanding Generals of U.S. Army Security Agency, U.S. Army Air Defense Command, U.S. Army Strategic Communications Command, U.S. Army Intelligence Command, U.S. Army Recruiting Command, and Commander, Military Traffic Management and Terminal Service.

(3) Commanding Generals of major oversea commands.

★*d.* Incentive Awards Review Committees will be established by each major commander to—

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

(2) Establish command goals and targets.

(3) Evaluate the total Command Incentive Awards Program and develop feedback to subordinate activities.

(4) Assist the civilian personnel officers in planning Incentive Awards Program activities.

(5) Recommend aspects of the program to be given special emphasis.

e. Activity commanders are responsible for administration and promotion of the program. Commanders will take or direct action to insure that—

(1) Supervisors are provided guidance and staff assistance in encouraging participation in the Army Incentive Awards Program and in initiating

appropriate recognition actions for employee achievements.

(2) Publicity is given to the entire program and information on the incentive awards program is brought to the attention of all personnel.

★(3) Incentive Awards Committees are established to perform the functions listed in paragraph 1-9*c.*

(4) Program plans and goals established by Headquarters, Department of the Army and major commanders are accomplished.

(5) All military personnel are informed that they are eligible to receive cash awards up to \$25,000 from appropriated funds for adopted suggestions, inventions, or scientific achievements.

f. Civilian personnel officers at all organizational levels are responsible for providing positive program leadership and numerically adequate full-time staffing support in the implementation of the incentive awards program, including those portions of the program applicable to military personnel; for maintaining records required by section 12, CPPM No. 1 and submitting required reports. The incentive awards program will be considered as an essential element in evaluating the effectiveness of personnel management, both by the Deputy Chief of Staff for Personnel and major commanders.

g. Information officers at all levels are responsible for aiding in publicity and promotional activities in support of the incentive awards program.

★*h.* Supervisors at all levels are responsible for initiating recommendations for appropriate awards for achievements, and/or accomplishments or special acts or services, encouraging personnel to develop suggestions, and for taking expeditious action on suggestions submitted for evaluation.

1-9. Organization and functions of incentive awards committees. *a. General.* One incentive awards committee will be established at each activity with an operating civilian personnel office. This committee will service all activities served by the civilian personnel office, including all military personnel, elements, units or organizations based on the activity, regardless of command jurisdiction. Wherever feasible, personnel of serviced activities will be represented on the committee. If for reasons of size and/or distance, use of the installation committee does not represent the most

efficient method of administering this program, a separate committee may be established by agreement between the serviced and servicing commanders. The civilian personnel office 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 their jurisdiction when approval of the local commander is required. Action required above the installation level will be channeled to the serviced command.

★*b. Membership.*

(1) Membership of incentive awards committees will be selected from among key operating and staff officials, including those from serviced separate activities. Committees should include individuals with responsible positions in major organizations of the activity and normally will include a representative from the Office of the Comptroller and from the civilian personnel office. In organizations where the work is predominantly technical or scientific in nature, at least one committee member should have pertinent technical or scientific background. Committees will include at least five voting members. In addition, a nonvoting executive secretary will be assigned to perform necessary administrative duties. Where there is substantial activity by military personnel in the areas of suggestions, inventions or scientific achievements, the organizational element concerned with military personnel administration will be represented.

(2) Union representatives will be invited to participate in the deliberations of the incentive awards committee with respect to—

(a) Planning suggestion program activities to stimulate participation.

(b) Establishing suggestion program goals and targets.

(c) Evaluating suggestion program progress, appraisal of employee, supervisor and management reactions.

(3) Union representatives will not participate in any discussion or vote with respect to nomination or consideration of nominations for cash or performance or honorary awards.

(4) The provisions of (2) and (3) above are not to be construed as authorizing any deviation

from the provisions of (1) above, which prescribes the membership of incentive awards committees.

★*c. Functions.*

(1) Consider nominations for cash awards in excess of \$300.

(2) Consider nominations for honorary awards.

(3) Consider nominations for awards which are primarily competitive, and which involve the evaluation of accomplishments of several individuals or groups.

(4) Assist the civilian personnel officer in planning Incentive Awards Program activities, determining aspects of the program to be given special emphasis, implementing new program features and improving local techniques.

(5) Evaluate the effectiveness of the program in organizational units, including analysis of results and trends, and appraisal of employee, supervisor, and management reactions.

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

★*d. Outstanding performance ratings.* Incentive Awards Committees will be convened only for the purpose of performing the functions listed in *c* above. Incentive Awards Committees will not be convened or be used to review recommendations for outstanding performance appraisals; or for considering or approving suggestion awards for nonappropriated fund employees, involving nonappropriated fund activities.

★*e. Use of alternates.* Objectivity is of paramount importance to an incentive awards committee in considering recommendations for awards. There may be cases which would warrant some modification in the composition of the committee or review at a higher echelon. For example, when considering recommendations for employees who are themselves members of the incentive awards committee; employees who supervise, or who are supervised by, committee members; or employees who are related to committee members. Such cases may be resolved by the use of the designated alternates; by convening an ad hoc committee; or by referral to the appropriate committee at the next higher echelon.

CHAPTER 2

ARMY SUGGESTION PLAN

2-1. Definition. *a.* A suggestion is an idea submitted in writing by one or more eligible persons, civilian or military, intended to accomplish a job better, faster and/or cheaper; to simplify or improve operations, tools, methods, procedures, layouts or organization; to conserve materials or property; to promote health or improve working conditions; to reduce the likelihood of accidents; to 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 actually been installed, or for which authoritative official action has been taken which indicates adoption and guarantees implementation in the immediate future.

c. Suggestions may involve constructive ideas within or outside the scope of assigned job responsibilities as outlined in job descriptions or other records.

d. Major commanders will provide for military participation in the Army Suggestion Plan. All military personnel, officer and enlisted, on active duty, regardless of location, will be given the opportunity to participate in the program. Suggestions submitted by military personnel will be processed and evaluated in the same manner and through the same channels as those submitted by civilian personnel.

e. Proprietary rights to a suggestion automatically expire 2 years after the date of final action thereon.

2-2. Eligibility requirements. *a.* A suggestion is eligible for consideration under the following conditions—

- (1) It must be submitted in writing, normally on a DA Form 1045, in original only, before or within 6 months fol-

lowing the date the suggestion is placed into effect. Suggestions submitted by other written media will be accepted for processing.

- (2) It involves a proposal which is original to the organizational element in which adoption is proposed. The fact that the idea is not new or original does not necessarily make the idea ineligible for award consideration.
- (3) It does not duplicate in subject content a suggestion already under consideration.
- (4) A second suggestion, while similar to an earlier rejected suggestion, based on different conditions and providing different justification, is eligible for consideration at any time.
- (5) If the idea in an adopted suggestion falls within the suggesters job responsibility, it can be the basis for a cash award if it exceeds applicable performance requirements. In the case of suggestions submitted by military personnel job responsibilities may be determined by the appropriate MOS. Where performance requirements are not well defined, the following considerations may be used in determining whether the suggested improvement, if adopted, exceeds performance requirements sufficiently to be eligible for consideration for an award—
 - (a) Improvements of a management nature, if the suggester is in a non-supervisory or leader job.
 - (b) If the suggester is a supervisor, the adopted idea should represent a broad or substantial improvement which goes beyond normal expecta-

tions, or its use can be extended outside the organizational area of responsibility of the suggester.

(c) If the suggester is in a staff-type position where responsibility for improvement or development is directly assigned, the suggestion must be outside the normal scope of expected performance.

(d) If the suggester is military, a statement in writing by the suggester's superior that the suggestion is outside the normal scope of expected performance.

(e) In the event duplicate suggestions are received, the suggestion first received by the concerned evaluating office at the approving level will, upon adoption, be eligible for consideration for an award.

(f) When a suggestion submitted by written media other than a DA Form 1045 is adopted, the suggester will be required to sign a waiver similar to that found on the Suggestion Blank, DA Form 1045.

(g) Management improvement, work simplification, cost reduction and zero defects actions which are adopted will be examined by concerned officials to determine whether they meet eligibility requirements to be considered as a suggestion.

★(6) A suggestion concerning the improvement of materials or services purchased from a contractor may be considered for an award, if the improvement results in tangible or intangible benefits to the Government; for example, a reduction in the cost of a product being purchased. To be eligible for such an award, the suggester should submit his suggestion through incentive awards channels at his employing installation so that the Government may propose the improvement to the contractor. Submission of the suggestion through Government channels is important in order to assure identification of the origin of the proposal and of the benefits to the Government. Awards are not payable based upon benefits to a contractor.

b. A suggestion is not eligible for consideration under the following conditions—

(1) It appears to be of the complaint type or proposes changes in housekeeping practices or personal comfort.

(2) It recommends enforcement of existing rules, regulations, or directives.

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

★(4) It creates an appearance of using one's office for private gain, thus violating the spirit of paragraph 3f, AR 600-50.

2-3. Authority to grant awards. a. *Activity commanders.* Activity commanders will grant cash awards under the Army Suggestion Plan to eligible personnel as follows:

(1) Cash awards in amounts up to and including \$1,000 for adopted suggestions (individual or group) resulting in tangible monetary savings computed in accordance with paragraph 2-4.

(2) Cash awards in amounts up to and including \$300 based on adopted suggested (individual or group) resulting in intangible benefits computed in accordance with paragraph 2-5.

(3) For adopted suggestions resulting in both tangible monetary savings and intangible benefits, cash awards totaling no more than \$1,000, provided that the part of the award representing intangible benefits will at no time exceed \$300.

(4) Adopted suggestions which justify awards in excess of amounts authorized in (1) through (3) above, will be forwarded with recommendation and pertinent information and justification to the appropriate major commander for review by his incentive awards review committee.

b. *Major commanders.* Major commanders will grant cash awards under the Army Suggestion Plan to eligible personnel as follows:

(1) Cash awards up to and including \$1,500 for adopted suggestions resulting in tangible monetary savings in accordance with paragraph 2-4.

(2) Cash awards in amounts up to and including \$500 based on contributions resulting in intangible benefits computed in accordance with paragraph 2-5.

(3) For adopted suggestions resulting in both tangible monetary savings and intangible benefits, cash awards totaling no more than \$1,500 provided that the part of the award representing intangible benefits will at no time exceed \$500.

(4) Adopted suggestions which merit awards in excess of amounts authorized in (1), (2), and (3) above, will be forwarded together with recommendation and pertinent information and justification to the Deputy Chief of Staff for Personnel, ATTN: Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310.

c. *Awards in excess of \$5,000.* Recommendations for cash awards in excess of \$5,000 that have been approved by the Secretary of the Army, will be forwarded by the Secretary of the Army to the Assistant Secretary of Defense (Manpower), for consideration and transmittal to the Civil Service Commission in the case of civilian employees; and for final action by the Secretary of Defense in the case of military personnel.

d. *Cash awards.*

(1) Cash awards may be granted for suggestions adopted wholly or in part, which result in tangible monetary savings, in intangible benefits, or a combination of both based upon criteria in paragraphs 2-4 and 2-5.

(2) Cash awards for adopted suggestions may be made to groups of employees, groups of military personnel, and/or groups of civilian employees and military personnel as follows:

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

(b) If the degree of contribution differs materially, each individual will receive a share of the total group award in proportion to his contribution; determination will be based on the recommendation of the official with responsibility for the function.

(c) The total of a group cash award will not exceed the amount that would be authorized for a similar individual award.

(3) All cash awards of \$100 or more for adopted suggestions, will be accompanied by Department of the Army Commendation Certificate (DA Form 2443).

★c. *Delegation of authority.*

(1) Authority to disapprove suggestions, to approve suggestion awards up to \$50.00 and to approve other designated lower level awards based

upon documented evaluations by concerned units, may be delegated to the executive secretary of the incentive awards committee.

(2) Commanders will delegate to directors (normally the managers reporting directly to the commander), authority to approve cash awards for adopted suggestions, up to and including \$300, without reference to or approval by incentive awards committees. Approvals under this provision will be audited by incentive awards personnel for mathematical accuracy and regulatory compliance only, prior to transmittal to the finance and accounts office for payment.

2-4. **Cash awards for adopted suggestions which result in tangible monetary savings. a.** A cash award may be granted on the basis of actual or estimated savings (not including nonappropriated funds) as follows:

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

(2) Extent of increased output at the same cost; or

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

The amount of such savings will be calculated normally on the basis of estimated net monetary benefits for the first full year of operation following adoption, installation or application of the particular suggestion. Where an improvement with a high installation cost will yield measureable savings beyond the first year, the amount of such savings may be based on the average of net average 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.

b. The amount of cash awarded to eligible personnel for adopted suggestions in this category will be determined in accordance with the following scale:

<i>Savings</i>	<i>Award</i>
\$50-\$300.....	\$15
\$301-\$10,000.....	\$15 for the first \$300 in benefits and \$5 for each additional \$100 or fraction thereof
\$10,001-\$20,000.....	\$500 for the first \$10,000 in benefits and \$5 for each additional \$200 or fraction thereof
\$20,001-\$100,000.....	\$750 for the first \$20,000 in benefits and \$5 for each additional \$1,000 or fraction thereof
\$100,001-or more.....	\$1,150 for the first \$100,000 in benefits and \$5 for each additional \$5,000 or fraction thereof

An adopted suggestion with less than \$50 savings will be recognized by a letter of appreciation.

c. Awards will be computed based upon the addition of savings at each successive level to all those previously recorded. The total award covering all adoptions is based on the range of the scales in *b* above and in paragraph 2-5 appropriate to the total savings and benefits realized. This method of computation is equally applicable to both tangible and intangible benefits.

2-5. Cash awards for adopted suggestions which 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. It is important, therefore, that award recommendations be reviewed in light of their intrinsic merit and all relevant precedents and that approval of awards and amounts thereof be as fair and consistent as possible.

b. Recommendations for awards in this category will include justification on the basis of the following:

(1) The significance of the contribution.

(*a*) *Minor.* Involving limited potential value, such as minor improvements in safety, minor changes in procedures or simple modifica-

tion of methods, limited changes in personnel services, welfare facilities, etc.

(*b*) *Major.* Involving a relatively important improvement affecting major programs; such as a major change in methods and procedures which ordinarily would involve considerable ingenuity, initiative, and originality on the part of the contributor.

(*c*) *Extraordinary.* Involving outstanding improvements materially affecting the advancement of an Army-wide program, ordinarily involving ingenuity, initiative, and originality of an unusual or unique quality.

(2) The extent of its application.

(*a*) *Limited.* Affects a small number of personnel, a small activity, or a small number of activities.

(*b*) *Broad.* Affects a large number of personnel or activities, such as field activities in a major command or a CONUS or oversea command; or a large number of personnel at one or a few activities.

(*c*) *General.* Affects a very large number of activities and personnel in the Department of the Army as a whole.

c. The following scale will be used as a guide in determining the amount of awards for intangible benefits:

Significance of the contribution	Extent of application		
	Limited	Broad	General
Minor.....	\$15- 25	\$30-100	\$105-200
Major.....	100-200	200-300	350-500
Extraordinary.....	300-450	450-750	750-up

If an adopted suggestion with intangible benefits in a minor-limited category does not compare favorably with suggestions involving tangible benefits of at least \$50, no cash award is in order. In such cases a letter of appreciation is appropriate.

d. Recommendations for cash awards based solely or primarily on intangible benefits will be forwarded through channels to the Army Incentive Awards Board for review when the recommended award exceeds \$500. An initial award of \$500 will be paid prior to forwarding the recommendation to the Board for an award in excess of that amount.

★2-6. Evaluation of suggestions. *a.* Each suggestion received by the incentive awards office will be checked against incentive awards files to avoid the possibility of duplicate awards. All suggestions received will be assigned a number and a meaningful title, and acknowledged promptly. The number and title will be used as the subject of any correspondence initiated in connection with processing of the suggestion.

b. A suggestion will be returned by the Incentive Awards office when—

(1) A file check indicates that the suggestion repeats a proposal which has been rejected in the past 2 years.

(2) It appears to be of the complaint type, or proposes changes in housekeeping practices or personal comfort, not properly handled under the suggestion plan, or it does not specifically suggest, a means for improvement.

(3) More information is needed in view of lack of supporting data.

(4) It recommends enforcement of existing rules or regulations.

c. (1) Suggestions otherwise will be referred promptly by the Incentive Awards office to the office of primary interest for investigation, evaluation and report as to adoption.

(2) Suggestions should be evaluated as expeditiously as possible using a DA Form 2440 (Suggestion Evaluation), full consideration being given not only to the suggestion itself, but also to related improvements which might result from further study. When it is determined that evaluation cannot be completed within 20 working days after receipt of the suggestion, the suggester will be so informed by the Incentive Awards office and furnished interim progress reports either in writing or by telephone. Reasons for the extended evaluation time should be given.

(3) Upon completion of evaluation at the level where authority for adoption or rejection exists, the suggestion will be returned through the same channels by which it was referred, using at all times the DA Form 2440. The office of primary interest at the point of origin will return the complete file to the incentive awards office, for review and approval for payment of the cash award, if adopted; or advice to the suggester, if not adopted. Should the award be for an amount greater than the activity is authorized to pay, the file will be forwarded to the concerned major command for approval of the additional cash award. Command channels of serviced activities will be followed.

(4) When a suggestion is adopted the evaluation report (DA Form 2440) will include a commitment as to how and when it was or will be placed in operation; an estimate of the annual savings and benefits together with an explanation of the method used in making this determination; an explanation of the type and relative importance of intangible benefits if any such as increased safety, improved working conditions, benefits to health or morale; and a statement as to the extent

of application in accordance with the provisions of paragraphs 2-4 and 2-5.

d. Evaluation reports will be subject to review by the incentive awards office (c(3) above) or the incentive awards committee (para 1-9c) as appropriate. Additional verification may be requested to confirm savings computations.

e. If the suggestion has been adopted, and the recommended award is in excess of \$300, the incentive awards committee will—

(1) Consider both tangible and intangible benefits accruing to the Army or the Government, and the type and/or amount of cash award, computed in accordance with the scales contained in paragraphs 2-4 and 2-5. In cases where delays will be necessary in order to determine the full value of an adopted suggestion, an initial cash award will be made based upon a conservative estimate of the anticipated value of the contribution or upon the value of local adoption. No adjustment downward in this initial award is authorized when a final determination is made of the value of the contribution.

(2) Recommend approval of the award determined upon.

(3) If the suggestion is tentatively approved for adoption, the executive secretary will prepare an interim letter to the suggester, notifying him of its potential adoption, and accomplish followup.

(4) If the suggestion has not been adopted, the executive secretary will prepare a courteous letter to the suggester stating, unless national security is involved, why the suggestion has not been adopted.

f. If the suggestion has been adopted and the approved cash award is \$300 or less, the incentive awards staff will review the suggestion and approved award, for mathematical accuracy, and regulatory compliance; and prepare the necessary documentation to authorize payment of the award.

g. In no instance will a suggestion be rejected solely on the basis that governing regulations do not permit its adoption. Where the office of primary interest considers the suggestion has merit, although contrary to regulations, it will be forwarded to the next echelon office of primary interest with a clear-cut supporting evaluation. Although certain Army regulations may specify channels for proposing changes to those regula-

tions, this will not prohibit the submission and full consideration of a suggestion under the provisions of this chapter, including an appropriate cash award if the suggestion is adopted.

h. (1) If a suggestion is considered desirable and practical but cannot be adopted locally, the office of primary interest will forward it with its evaluation on DA Form 2440 to the next echelon office of primary interest having jurisdiction over the subject matter. A copy of the evaluation will be furnished the local incentive awards office as advice of the suggestion referral.

(2) Even though an evaluating office does not have final authority to adopt or reject a suggestion, it is essential that each echelon to which a suggestion is appropriately referred make a complete evaluation and not serve merely as a referring channel. Recommendations by intermediate channels are necessary and helpful to the final evaluating authority.

i. (1) Direct communication on referrals of suggestions within the Department of the Army not requiring Headquarters, Department of the Army Staff evaluation is authorized between major commands. In such cases major commanders will insure that suggestions are referred to other major commands only when they are considered desirable and practicable. Major commanders may make partial or complete delegation to activity or installation commanders to effect direct suggestion referrals to other Army field activities where subjects are of mutual interest and do not require major command or Headquarters, Department of the Army Staff evaluation.

(2) Suggestions considered of value to, or requiring technical evaluations by, other agencies of the Department of Defense will be reviewed by the concerned staff agency and referred directly to the other agency concerned, using DA Form 2440.

(3) Suggestions requiring technical evaluation by departments or agencies of the Federal Government, other than the Department of Defense, will be reviewed by the concerned Army staff agency, and forwarded to The Adjutant General, ATTN: AGSC-C, Department of the Army, Washington, D.C. 20310, for appropriate referral.

j. (1) A copy of the DA Form 2440 covering the evaluation of a suggestion, may be furnished a suggester, if deemed desirable. When this is done

the name of the evaluator and the responsible official, blocks 7 and 8, will be removed from the copy furnished.

(2) A suggester may request reconsideration and reevaluation of a suggestion that has been rejected, upon the presentation of new and/or additional information. As far as possible such requests should be resolved at the activity or major command level. Failing this, such requests together with all pertinent material should be forwarded to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army, Washington, D.C. 20310, through channels. **2-7. Department of the Army recognition for suggestion program excellence.** *a.* Department of the Army recognition in the form of a specially designed and suitably engraved plaque, will be awarded at the end of each fiscal year, to one installation in each major command or group of commands and agencies as outlined below for suggestion program excellence. Selection will be based on the following criteria—

(1) Combined civilian and military suggestion submissions.

(2) Combined civilian and military adoptions.

(3) Reduction of backlog.

(4) Overall promotion effort.

b. Attainment of Department of the Army objectives should be considered in making selections.

a. (1) Major Commanders who have three or more civilian personnel offices under their staff supervision will select one of these offices to receive the award. The following commands fall in this category:

Continental U.S. Armies and Military District of Washington, U.S. Army; U.S. Army Materiel Command for all USAMC civilian personnel offices, except those under U.S. Army Munitions Command, U.S. Army Weapons Command and U.S. Army Test and Evaluation Command, which will each make its individual selection from among its own civilian personnel offices; Military Traffic Management and Terminal Service; U.S. Army, Europe; U.S. Army, Pacific; Chief of Engineers, and The Surgeon General.

(2) Not later than 31 July of each year commanders of the above will submit to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army,

Washington, D.C. 20310, their selections for this recognition. All other civilian personnel offices will be considered in one group. Selection of the winner will be made by the Deputy Chief of Staff for Personnel, based on statistics and narratives submitted in Civilian Personnel Program reports.

2-8. Supervisor review procedure. *a.* The following procedure for processing suggestions relating to the suggester's work area is authorized on an optional basis:

(1) The suggester presents his suggestion directly to his supervisor. After review, the supervisor may adopt it or recommend its adoption to higher level officials.

(2) If adopted, an evaluation report DA Form 2440 is completed, signed by the official authorized to install the suggestion, attached to the suggestion form and forwarded to the incentive awards office. If the suggestion is rejected, the suggestion and evaluation report will also be transmitted to the incentive awards office for appropriate action and record.

(3) If the supervisor believes the suggestion should be further developed, the suggestion is returned and assistance furnished the suggester.

★*b.* Suggestions not related to the suggester's work area will be forwarded to the Incentive Awards Office for processing through standard procedures.

CHAPTER 3

INVENTION AWARDS

3-1. Definition. Invention awards are monetary grants for patentable inventions conceived by one or more civilian employees and/or military personnel, within or outside job responsibilities.

3-2. Responsibilities of patent sections. *a.* The Patents Division, Office of The Judge Advocate General and patent sections of other Army agencies will forward invention disclosures to the major commander or other reviewing authority within whose jurisdiction the invention originated, for consideration by the pertinent incentive awards committee for an award.

b. Disclosures will be forwarded following a determination that—

- (1) A patent application on the invention will be prepared, and—
 - (a) There has been a determination that the invention was made under circumstances which warrant the Government obtaining either full title to or a license in the invention and the inventor has executed the necessary documents pursuant to the determination of rights; or
 - (b) In the absence of the determination in (a) above, the inventor has executed an agreement to license, or a license to the Government in consideration of the Government filing and prosecuting the application for patent; or
- (2) The disclosure constitutes patentable subject matter and is being used in the public interest and the conditions described in either (1) (a) or (b) above have been met.

c. When a patent covering the invention dis-

closure has issued, the concerned patents section will advise the appropriate incentive awards office, provided the inventor has executed the necessary documents pursuant to the determination of ownership rights in the invention. Where the disclosure has been placed under secrecy order and a Notice of Allowability issues, such information will also be furnished.

3-3. Requirement for eligibility. *a.* Civilian employees and military personnel whose invention disclosures are received by an incentive awards office will be eligible for consideration for an initial award of \$50 upon advice of the appropriate patent section that the conditions described in paragraph 3-2*b* have been met, and will be eligible for consideration for an additional award of \$100 upon advice from the appropriate patent section in accordance with paragraph 3-2*c* that a patent covering the invention disclosure has issued. If the appropriate patent section, in exercising its professional judgment, decides to file more than one patent application on an invention disclosure or to file continuation-in-part applications or to file divisional applications to comply with U.S. Patent Office requirements, the inventor will be eligible for consideration for the initial award of \$50 for each application which is filed on or after the publication date of this regulation; and for consideration for the additional award of \$100 for each patent which is issued on or after the publication date of this regulation, regardless of whether the patent results from a patent, continuation-in-part, or divisional patent application.

b. If an inventor's application for patent is placed under a secrecy order, he will become eligible for consideration for the additional award of \$100 when a Notice of Allowability

of the application is issued by the U.S. Patent Office in lieu of issuance of a patent.

c. When two or more eligible persons are co-inventors, each will receive an initial award of \$50. The additional award of \$100 will be divided equally among the several eligible inventors.

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 which would be authorized if all co-inventors were eligible.

e. Awards under provisions of this paragraph are not authorized if a cash award has been paid for the same contribution under the Army Suggestion Plan, except that where prior awards have totaled less than that authorized in c above, the difference 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 under issuance of the patent on the same application covered by the Notice of Allowability.

g. Incentive awards committees will accept

the following as prima facie evidence on which to approve awards:

- (1) *Initial award.* A brief abstract of the invention disclosure together with a statement from the appropriate patent section that one of the conditions set forth in paragraph 3-2b has 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 to include the name of the inventor and title of the invention and, in the case of a patent, the date of issue and number of the patent.)
- (3) *Restrictions.* Eligible inventors whose invention disclosures were received by patent personnel at headquarters where decisions can be made as to patent application by the Army prior to 3 March 1958 will not be eligible to receive an initial award of \$50, but inventors to whom patents or Notices of Allowability are issued on or after this date will be eligible to receive an additional award of \$100 even though these inventors are not eligible to receive an initial award.

CHAPTER 4

SUSTAINED SUPERIOR PERFORMANCE AWARDS

4-1. Definition and requirements for eligibility.

a. Sustained superior performance is defined as individual performance for a period of at least 6 months which meets the standards for satisfactory performance in every respect and which clearly exceeds standards for satisfactory performance on the majority of those major duties which are critical to the total job. These duties are the grade-determining or significant duties which are essential to successful performance by an individual employee. Performance of major duties of a critical nature must represent a majority of the employee's total worktime.

b. This award consists of a cash award determined in accordance with paragraph 4-3, and a Commendation Certificate.

c. The period of sustained superior performance must have been in the same job at the same grade level, unless the employee was changed to lower grade during this period for reasons other than for personal cause. Personnel actions subsequent to the completion of the eligibility period will not affect the employee's award eligibility except as noted in *f* below. Nomination for this award must be submitted within 6 months after completion of the period of service to be recognized.

d. This award is particularly applicable in those instances where operational standards which can be associated with individual jobs are in effect and where tangible savings resulting from sustained superior performance can be clearly identified.

e. Employees who receive outstanding performance appraisals will receive consideration for a sustained superior performance award.

★*f.* Nominations for this award are not in order when actions to effect promotion, transfer to an agency outside the Department of the Army, resignation or retirement have been initiated, or when adverse actions are pending. Processing of any nominations already submitted will be discontinued.

g. (1) When a recommendation for a cash award is made on the basis of the same perform-

ance for which the outstanding rating is recommended, the two recommendations may be submitted simultaneously as a single action. In any event the recommendation for a sustained superior performance award must be submitted within 60 days of approval of the outstanding performance rating. The justification data for the outstanding rating can be attached to the nomination (DA Form 1256).

(2) The DA Form 2302-4 used for Career Appraisal will under no circumstances be used as justification to substantiate an award for sustained superior performance. The justification for this award must be explicit as to the manner of performance of the majority of those major grade controlling duties specifically mentioned in the position description.

(3) When an outstanding performance appraisal and a sustained superior performance award are made simultaneously, on the basis of the same performance, only one DA Form 2443 will be used.

h. Local procedures will be established to insure initial technical screening of nominations by civilian personnel office representatives and a balanced prudent use of this award among the various elements of the work force. Whenever an apparently excessive number of nominations are submitted by a unit, specific advice will be provided to insure the full application of criteria and to preclude the questionable use of this award.

i. Not more than one award based solely upon superior performance of assigned duties (Sustained Superior Performance Award or Quality Increase), may be granted an employee with respect to any 12-month period of service. The 12 months will be calculated from the beginning date of the period of service for which the last such award was granted.

j. The standard for eligibility for a sustained superior performance award is provided in *a* and *c* above. This does not mean, however, that an employee is automatically entitled to a second or suc-

cessive awards if the performance continues at the same level as that which earned him the first award. There are clearly some cases in which the level of performance is at such an extremely high level in comparison with that ordinarily found in the position, that successive awards are warranted. On the other hand there are clearly cases where the employee's performance must further improve to warrant a second sustained superior performance award. Where successive awards are granted, the extremely high level of performance referred to above, must be shown in positive terms and achievements.

k. Quality Increases for classification act employees are covered in CPR 990-2, Book 531.

★4-2. Procedure and approval authority.

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

b. Documentation for the nomination will be concise and consist of—

(1) A brief listing of the major duties of the employee's position critical to job success.

(2) A very brief, factual statement of actual performance of the majority of those duties, which

indicate very clearly the manner in which the employee's performance exceeded applicable standards for satisfactory performance.

(3) A statement that performance of all other duties has been not less than satisfactory.

c. (1) Commanders will delegate to directors (normally the managers reporting directly to the commander), authority to give final approval to nominations for cash awards for sustained superior performance, without prior approval of, or reference to, incentive awards committees.

(2) Such delegation does not eliminate the requirement for compliance with paragraph 4-1h.

d. (1) If the recommendation is approved, the designated official will complete the DA Form 1256 and forward the file to the Incentive Awards Office for final processing and forwarding to the Finance and Accounts Office for payment.

(2) If the recommendation is not favorably considered, it will be returned to the immediate supervisor by the designated approving official, the reasons for unfavorable consideration being clearly stated.

4-3. Amount of award. a. Awards for employees, other than foreign nationals in oversea areas, will be determined in accordance with the following schedule:

★Pay Schedule and Grades

GS	W	L	S	Class (O/S) teachers	Amount of award
1-4	1-8	1-7	1	-----	\$100
5-8	9-13	8-12	2-8	I and II	150
9-11	14 and up	13 and up	9-12	III, IV, and V	200
12-13			13-16	VI	250
14-18			17	-----	300

Positions not covered by the above schedules will be computed under the following formula: hourly rate × 2080 = total salary to be compared with listed first step of a grade in the GS pay schedule. The resultant comparative GS grade will be the basis for the award determination.

b. Major oversea commanders will determine the amount of awards to be paid to direct-hire foreign nationals. The amounts established will provide generally the same proportionate relationship to the annual salary paid foreign nations as that reflected in the above scale.

CHAPTER 5

SPECIAL ACT OR SERVICE AWARDS

5-1. Definition and requirements for eligibility.

a. (1) A special act or service is defined as a meritorious personal effort, act, service or scientific achievement, performed within or without assigned job responsibilities, which contributes to the efficiency, economy, or other improvement of Government operations or is otherwise in the public interest. The act(s), service(s) or scientific achievement(s) may or may not involve measurable monetary benefits.

(2) A scientific achievement is defined as an act, deed, or accomplishment which establishes a scientific or technological basis for subsequent technical improvements of military or other national significance; or a scientific or technological accomplishment of such quality and effectiveness as to have materially advanced the research and development achievements of an activity, group or project; or a significant scientific or technological achievement which contributes materially to the welfare of the armed services and/or the nation; or an article accepted for publication in a scientific publication, or a technical paper presented to professional societies which constitutes a substantial contribution to scientific knowledge.

b. This award may be granted to individual employees or groups of employees. The provisions of this section are applicable to military personnel with respect to scientific achievements only (PL 89-198).

c. Nominations must be initiated within 6 months after the act, service or scientific

achievement in order to be eligible for an award.

d. Special services, acts or scientific achievements must be related to demonstrable results of the following types:

- (1) Accomplishing individual or group achievements involving major scientific or technological advances or substantial administrative improvements.
- (2) Acceptance of articles for publication in newspapers, periodicals, and other media; presenting technical papers on Army subjects to professional organizations; or performing other similar personal projects which can be shown to have increased public understanding and interest in Army operations.
- (3) Improving service to the public in a specific or measurable way.
- (4) Directly contributing to more efficient or economical operations by management or operational improvements, better planning, or other administration actions involving tangible savings which are not covered by the Army Suggestion Plan.
- (5) Developing a field activities projects and programs which are accepted for major command or Army implementation.
- (6) Achieving an individual record in career or program accomplishment which is clearly superior to other comparable records and has been judged as top-ranking.
- (7) Accomplishing group activities which result in consistently high quality and substantially exceed quality control standards.

e. The provisions of paragraphs 2-4 and 2-5 are applicable in determining appropriate cash awards.

★5-2. Procedure and approval authority. a. A supervisor or any official having direct knowledge of the act or service, or the scientific achievement may initiate the nomination. It will be formally concurred in by an operating official in the line of command, consistent with local procedure.

b. DA Form 1256 will be utilized and will include a detailed description of the special act or service or scientific achievement and a justification of the proposed cash award. Wherever appropriate, information on tangible savings will be included.

c. *Commanders will delegate to* directors (normally the managers reporting directly to the commander), authority to give final approval to awards for Special Acts or Services, up to and including \$300, without prior approval of or reference to incentive awards committees.

d. Approved nominations for cash awards of \$300 or less, will be forwarded to the incentive awards office by the approving officials. The nominations will be audited by the incentive awards staff for mathematical accuracy and regulatory compliance prior to forwarding to the Finance and Accounts Office for payment.

e. Nominations for awards in excess of \$300 will be forwarded to the incentive awards office for processing and consideration by the incentive awards committee.

5-3. Amount of award. a. Cash awards in amounts not to exceed \$300 may be granted by activity commanders.

b. Major commanders are authorized to grant awards up to and through \$500 (including awards granted by subordinate commanders).

c. Cash awards in excess of \$500 will not be granted without the approval of the Army Incentive Awards Board and the Secretary of the Army.

d. Recommendations for cash awards in excess of \$5,000 that have been approved by the Secretary of the Army, will be forwarded to the Assistant Secretary of Defense (Manpower), ATTN: Deputy Assistant Secretary of Defense (Civilian Personnel Policy) for consideration and transmittal to the Civil Service Commission, in the case of civilian employees; and for final action by the Secretary of Defense in the case of military personnel.

e. Each cash award made under the provisions of this Section will be accompanied by a Commendation Certificate, DA Form 2443.

CHAPTER 6

LENGTH-OF-SERVICE RECOGNITION

FOR CIVILIAN EMPLOYEES

6-1. Purpose. Length-of-service emblems and certificates will be awarded civilian employees to provide recognition for long and faithful Federal service with the Department of the Army and other Government agencies.

6-2. Coverage. *a.* U.S. citizen civilian employees of the Department of the Army, who complete 10, 20, 30, 40, or 50 years of satisfactory service will be awarded Department of the Army length-of-service emblems and certificates appropriate to their years of service except that where a system of major command emblems for length-of-service has been in effect such emblems may be continued in use in lieu of the emblems described herein, as elected by the major commander concerned.

★*b.* Foreign nationals who are employed overseas on a direct-hire basis by the Department of the Army, may be awarded the same length-of-service emblems and certificates as prescribed for U.S. citizen employees or emblems and certificates of similar but distinctive design deemed appropriate for each group. Personnel employed by an indirect-hire arrangement may not be awarded the U.S. citizen emblem, but may be awarded emblems of similar but distinctive design.

(1) Plans to award emblems to indirect-hire foreign nationals and proposed emblem designs will be coordinated with host Governments to assure compliance with local traditions and customs. Designs may also be submitted to the Deputy Chief of Staff for Personnel, ATTN: Employee Management Division, Department of the Army, Washington, D.C. 20310, for coordination with the U.S. Army Institute of Heraldry, prior to procurement.

(2) Award of emblems to foreign nationals need not be restricted to intervals of 10, 20, 30, 40, or 50 years but may be awarded for any period deemed appropriate.

6-3. Eligibility. *a.* All Federal civilian and military service creditable for reduction-in-force purposes will apply toward eligibility for a length-of-service emblem, provided the final year of creditable service has been as a civilian employee of the Department of the Army.

b. Creditable service will be figured from the "service computation date" established for each employee for reduction-in-force purposes.

6-4. Presentation. *a.* Length-of-service emblems will normally be presented soon after the employee attains eligibility. However, the date of presentation may be set within a reasonable period of time after date of eligibility in order to arrange presentation ceremonies for groups of employees or to include the presentation in anniversary celebrations or other events of special meaning to the Army activity.

b. Benefits to morale and esprit de corps from such recognition depends to a large degree upon the pride and respect with which it is presented, received, and worn. In order to foster these attitudes, care will be taken to focus maximum public and employee attention upon the emblems as symbols of competent and devoted public 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 manner as to emphasize the mutual interests of the

United States and the host government and to obtain a favorable response from a community relations standpoint.

6-5. Types of emblems. *a.* The emblem consists of a modeled eagle on the top portion of an apex style emblem, with the appropriate year numeral on the center shield, and the Department of the Army inscribed on the bottom curved panel. There are five emblems, as follows:

- 10 years.....Bronze with white enamel.
- 20 years.....Sterling silver with red enamel.
- 30 years.....Gold filled blue enamel.
- 40 years.....Solid gold with blue enamel with two point ruby stone.
- 50 years.....Solid gold with blue enamel with three point diamond stone.

Plastic boxes that are used as containers for the emblems are also available.

b. DA Form 2200 (Certificate of Service) will be issued to U.S. citizen employees of the Department of the Army in conjunction with award of authorized length-of-service emblems. Certificates will be obtained through normal publications channels.

c. DA Form 2200 (Certificate of Service) may be utilized by major overseas commanders for direct-hire foreign nationals when the Army

emblems are used. If considered preferable, major overseas commanders may devise and issue, or authorize subordinate commanders to devise and issue, similar certificates of service in lieu of DA Form 2200.

6-6. Procurement of emblems. It will be the responsibility of major commanders to obtain length-of-service emblems for distribution to personnel under their respective jurisdiction. This responsibility may be delegated to commanders of subordinate activities, if desired.

a. Procurement of length-of-service emblems for civilian personnel of the Department of the Army, within the 48 contiguous States and Washington, D.C., will be made as follows. Ordering agencies may submit purchase delivery orders direct to contractors, listed annually in a GSA Summary of Term Contract. Copies of the contract, listing current contractor, may be obtained from General Services Administration, Federal Supply Service, Procurement Operations Division, General Products Branch, Seventh and D Streets, S. W., Washington, D.C. 20407.

b. Overseas commanders are authorized to effect local procurement of length-of-service emblems in accordance with specifications furnished overseas commanders.

CHAPTER 7

HONORARY AWARDS AND OTHER RECOGNITION DEVICES

7-1. **The President's Award for Distinguished Federal Civilian Service.** *a.* This award, a gold medal and citation, granted by the President of the United States, 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 annually. The achievements upon which a nomination for this award are based should have current impact in improving Government operations or serving the public interest. These achievements should exemplify one or more of the following:

- (1) Imagination in developing creative solutions to problems in Government.
- (2) Courage 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 or the Secretary of Defense.

b. Nominations for this award should be submitted to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army

Incentive Awards Board, Department of the Army, Washington, D.C. 20310, not later than 1 November of each year to be eligible for consideration during that year. Nominations will be submitted through command channels and be personally endorsed by the concerned major commander. Nominees must have already received the Department of the Army Decoration for Exceptional Civilian Service.

c. Nominations will be submitted in original and seven copies in the following format. A recent photograph 8 by 10 inch glossy, will be included with each copy.

- (1) *First page*—A brief biographical sketch to include:
 - (a) Date and place of birth.
 - (b) Education and degrees conferred.
 - (c) Significant employment record.
 - (d) Type of appointment (Federal employees serving by Presidential appointment in noncareer positions are not eligible for consideration for this award).
- (2) *Second page*—A proposed citation for the signature of the President, 75 to 95 words, in two-paragraph form, highlighting the significance of the nominee's achievements.
- (3) Additional pages containing not more than 2,500 words with topical headings as follows:
 - (a) *Summary of achievement*—not more than one page.
 - (b) *Additional details*—in non-technical language and illustrating how nominee was personally responsible.

- (c) *Benefits*—the specific benefits on improving Government operations or serving the public interest. Describe separately the tangible and the intangible benefits.
- (d) *Personal qualities*—example of personal qualities of the nominee which made his achievement possible.
- (e) *Other awards received*—a statement describing any other significant awards received.
- (f) *Published works*—a list of published works in science, technology or the humanities.

d. Nominations may be multilithed, or in original typing, single spaced, on one side of 8- by 10½-inch paper. Each copy will be submitted in individual binders, using Duo-Tang No. 1258, black, 11 by 8½ inches or equivalent. Each sheet and photograph will be separately covered by transparent cellulose acetate binder fillers, with black paper insert, stock number 7510-286-1407, or equivalent. One original and two copies of DA Form 1256 will accompany the nomination.

e. Supporting or technical material may also be submitted as a supplement to the nomination. Any supporting material, however, should be submitted separately in bound form, rather than included in the beaverite folder.

7-2. Department of Defense Distinguished Civilian Service Award. a. The Secretary of Defense annually awards the Department of Defense Distinguished Civilian Service Award to six civilian employees of the Department of Defense, 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 the Department of Defense. Awards are made in two categories;

- (1) for contributions or achievements primarily in the scientific field, or
- (2) for contributions or achievements in fields other than scientific. This award consists of a gold medal and

citation certificate signed by the Secretary of Defense.

b. Nominations for this award should be made from among those employees who already have been awarded the Decoration for Exceptional Civilian Service. In those instances where the contribution(s) or achievement(s) is so outstanding as to warrant consideration for the Department of Defense Award, concurrent nominations may be submitted for both awards.

c. Nominations will be submitted in original and six copies, in the same format and containing the same information and documentation required for the President's Award for Distinguished Federal Civilian Service (para 7-1 c, d, and e). An original and two copies of DA Form 1256 will accompany each nomination. Nominations must be submitted through command channels and be personally endorsed by the major commander concerned. Nominations must be received by the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, not later than 1 November of each year.

7-3. Decoration for Exceptional Civilian Service. a. This award, consisting of a gold medal, rosette and citation certificate signed by the Secretary of the Army, is the highest honorary award granted by the Secretary of the Army to Army civilian employees. All direct-hire employees of the Department of the Army (para 1-3a) 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 for the Decoration for Exceptional Civilian Service will be determined by measuring contributions against the level of achievement defined below:

- (1) Accomplished assigned duties of major program significance to the Department of the Army in such a manner as to have been clearly exceptional or preeminent among all who have performed like or similar duties.

(2) Developed and improved major methods and procedures, developed significant inventions, or was responsible for exceptional achievements which effected large-scale savings or were of major significance in advancing the missions of the Department of the Army, and/or the Department of Defense 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. When this award is granted for a heroic act, such as described in *b*(3) above, a cash award of \$200 will accompany the decoration. The words "FOR BRAVERY" will be inscribed on the reverse side of the medal.

★*d.* Nominations will be submitted in original and one copy, in the same format and containing the same information and documentation required for the President's Award for Distinguished Federal Civilian Service (para 7-1 *c*, *d*, and *e*). DA Form 1256 in triplicate will accompany each nomination. Nominations will be submitted to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, through command channels and be personally endorsed by the major commander concerned.

e. Retirement, separation, or long periods of service will not constitute a sufficient basis for conferring this award.

7-4. Meritorious Civilian Service Award. *a.* This is the second highest Department of the Army honorary award and consists of a medal, rosette and citation certificate. This award may be granted

by the Secretary of the Army or a major commander. All direct-hire Department of the Army employees (para 1-3*a*) 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 for the Meritorious Civilian Service Award 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 conceiving inventions resulting in substantial savings in manpower, time, space, materials, or other items or expense, or improved safety or health of the work force.

(3) Achieved outstanding results in improving the morale of workers in an organizational unit of the Department of the Army with consequent improvement in work performance and esprit de corps.

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

(5) Rendered professional or public relations service of a unique or distinctive character, deemed by the awarding authority to be worthy of recognition either as a reward for accomplishment or as an incentive to others.

c. When this award is granted for an act such as described in *b*(4) above, a cash award of \$100 will accompany the medal. The words "FOR BRAVERY" will be inscribed on the reverse side of the medal.

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

e. All approved recommendations for the Meritorious Civilian Service Award to foreign nationals (para 1-3a) will be forwarded to the Deputy Chief of Staff for Personnel, ATTN: Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, for review and approval by the Secretary of Defense and Department of State, prior to presentation and announcement. Appropriate background data on the proposed recipient will be furnished with the recommendation.

f. Medals, lapel rosettes, and citation certificates for Meritorious Civilian Service Awards may be obtained by major commands upon request to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Office of Civilian Personnel, Department of the Army, Washington, D.C. 20310.

7-5. Laurel Leaf Cluster. *a.* A bronze, silver or gold cluster of three laurel leaves and berries, 5/16-inch overall in height to symbolize civilian honors and achievement, is available for attachment to the ribbon of the Decoration for Exceptional Civilian Service and the Meritorious Civilian Service Award, signifying second, third and fourth awards. Medals will be presented with the proper cluster affixed to the suspension ribbon, centered on the middle white stripe, the leaves pointing upward.

b. Laurel Leaf Clusters will not be issued retroactively.

c. Clusters may be obtained as needed by major commands upon request to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army, Washington, D.C. 20310.

7-6. Certificate of Appreciation for Patriotic Civilian Service. *a.* This award is applicable to individual employees or groups of employees only in those cases where services rendered to the Department of the Army are not job connected and reflect patriotic off-duty activities of a public service type contributing to the

mission accomplishment of an installation, command, or staff agency of the Army or to the welfare of Army personnel.

b. The certificate and lapel button may be awarded to individuals and groups by the Secretary of the Army, or by a major commander for services rendered to elements of the Army under his 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 supervisor on DA Form 1256 and concurred in by responsible officials and approved through incentive awards committee procedures. Recommendations for granting the award by the Secretary of the Army will be personally indorsed by major commanders and submitted to the Deputy Chief of Staff for Personnel, ATTN: Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310.

d. Certificates and lapel buttons may be obtained by major commands upon request to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army, Washington, D.C. 20310. Not more than a 6 months' supply will be maintained by major commands.

e. This award may also be used to recognize civilian employees for donating blood to the American Red Cross Blood Bank. Criteria for individual donors to receive this award will be a minimum of 10 gallons (80 pints).

7-7. Certificates of Achievement. *a.* Certificates of Achievement (DA Form 2442), may be granted by major or activity commanders as honorary recognition for employee contributions.

b. Recommendations for certificates will be initiated by the employee's supervisor on DA Form 1256, concurred in by responsible officials, and approved through incentive awards committee procedures.

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

- (1) Accomplished assigned duties in a commendable manner, demonstrating skill and initiative in devising and improving work methods and procedures which result in savings of manpower, time, space, or materials.
- (2) Significantly affected employee morale resulting in improved work performance and esprit de corps.
- (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.

7-8. **Army Roll of Economy Champions.** *a.* In the interest of giving added impetus to incentive awards activities aimed at encouraging widespread efforts by all Army personnel, civilian and military, to find ways of doing their jobs more efficiently and at less cost, a program designated as the Army Roll of Economy Champions is established. This will be a continuing program beginning with fiscal year 1968.

b. Army personnel, civilian and military, will be entered on the Army Roll of Economy Champions by major commanders and major subordinate commanders when they have made award winning contributions (adopted suggestions or special achievements).

- (1) Which are beyond normal job requirements.
- (2) Which have been placed into effect during the competitive fiscal year.
- (3) Which result in first year measurable benefits having a value of \$10,000 or more.

c. Contributions may be individual or group achievements.

d. In order to give additional distinction to those who have made significant contributions toward achieving the goal of a "Better Product

and Service at Reduced Cost," major commanders and major subordinate will award the Department of the Army Certificate of Achievement, DA Form 2442, to all personnel meeting the criteria for designation as Army Economy Champions. A copy of each nomination for major command or major subordinate command recognition will be furnished the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army, Washington, D.C. 20310.

e. Annually, and not later than 31 July of each year, each major commander and major subordinate commander will nominate an Economy Champion for competition for the title of Army Economy Champion of the Year. Nominees will be selected from among those receiving recognition from major commanders or major subordinate commanders during the fiscal year just concluded. Department of the Army recognition will be presented to the winner at a ceremony at the Pentagon. Nominations will be submitted in duplicate in the form of a fact sheet (single sheet) containing the information in (1) through (10) below, to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310.

- (1) Name of Nominee.
- (2) Position and grade.
- (3) Organization.
- (4) Name and title of organization head.
- (5) Name and title of employee's immediate supervisor.
- (6) Achievement (state briefly).
- (7) First year dollar benefits.
- (8) Date of adoption or installation.
- (9) Amount of award.
- (10) A 4 by 5-inch photograph should be included.

f. Contributions submitted through the Cost Reduction Program, the Management Improvement Program, the Zero Defects Program and Work Simplification Program will be reviewed carefully, to assure that those awardable un-

der this program are given appropriate recognition.

7-9. Other recognition devices. a. Letters of Appreciation or Commendation may be granted by responsible supervisors for specific instances of above-standard performance or work achievements by an individual employee or a small group of employees which warrant special recognition but do not meet criteria for a higher or special-type award. Any supervisor or official having direct knowledge of the employee's acts, services, or performance warranting recognition may prepare letters. Such letters will be signed by the employee's super-

visor or concerned official or by a higher level supervisor, consistent with local procedures. A copy will be placed in the employee's official personnel folder in accordance with chapter 293, appendix A, FPM.

b. Special plaques and other recognition devices may be established by activity commanders, consistent with policy established by the major command. These recognition devices may be granted by activity officials where so delegated by activity commanders. No review or processing by incentive awards committees is required unless provided for under special local procedure.

CHAPTER 8

AWARDS BY NON-FEDERAL ORGANIZATIONS

8-1. **General.** The Department of the Army is afforded the opportunity, at various times during each year, of nominating civilian employees for awards granted by non-Federal organizations to Federal employees who have made outstanding records in their Government careers. Headquarters, Department of the Army requests nominations upon receipt of announcements from awarding organizations. However, there is sufficient similarity in standards of competition for each award 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 who have received high level honorary awards or who have received outstanding performance ratings. This should not be interpreted to exclude from nomination employees who have not been given outstanding performance ratings but who meet specific criteria for these awards.

8-2. **Arthur S. Flemming Award.** *a.* This award is made annually by the Junior Chamber of Commerce of Washington, D.C., to 10 outstanding young men in the Executive Branch of the Government who have performed outstanding and meritorious work for the Government. The award is made in two categories—

- (1) Five to outstanding young men in scientific or technical fields; and
- (2) Five to outstanding young men in administrative or executive fields.

b. Any male civilian, officer or employee who has not reached his fortieth birthday before the last day of the year for which a recommendation is submitted, is eligible for consideration.

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

- (1) *Specific accomplishment.* A specific accomplishment for which the nominee is primarily responsible, resulting in a material improvement in service, a substantial financial savings or significant social or technological progress.
- (2) *General accomplishment.* 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.
- (3) Administrative nominees should have demonstrated exceptional capabilities in any profession, be it law, personnel, science, etc. The scientist nominees should be carrying out research "at the bench" themselves. They may have administrative duties but should be actively participating in the research projects under their supervision.

d. Each nomination must be submitted on an official Nomination Form furnished by the Arthur S. Flemming Awards Commission, to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310. Distribution of these forms will be made as soon as they become available. No more than two reprints of a publication may be attached to the nomination. Bulkier material may be referenced. Nominations will be submitted in duplicate, *with*

the signature line left blank. Those selected for the final Government-wide competition will be signed by the Secretary of the Army. Seven copies of a recent photograph, 8 by 10-inch glossy, will accompany each nomination. There is no limit to the number of nominations that may be submitted.

e. Submission date will be announced by separate publication.

8-3. William A. Jump Memorial Award. a. This award is presented annually by the William A. Jump Memorial Foundation to one employee of the Federal Government, in recognition of outstanding service in the field of public administration, and for notable contributions in this field to the efficiency and quality of the public service.

b. Any employee of the Federal Government who is under 37 years of age within the calendar year during which the nomination is submitted; and whose performance over a considerable period of time demonstrates unusual competence and interest in public administration, endowment for leadership, creative thinking and close adherence to the basic principles of enlightened public service, is eligible for consideration for this award.

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. It 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 to the Deputy Chief of Staff for Personnel, ATTN; Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, through command channels, in original and six copies, typewritten, single spaced, with new subject paragraphs double spaced and numbered to correspond with the following. Original and two copies of DA Form 1256 and seven copies of a photo, 8 by 10-inch glossy, will accompany each nomination.

- (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.
- (6) Brief description of nominees, present duties and responsibilities, including the scope of his work, and a chronological review of any significant prior employment.
- (7) Describe the past and present work performance of the nominee, including evidence of progressive development and personal qualities for leadership in public administration.
- (8) Describe the specific accomplishments and contributions on which the nomination is based.

e. 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 and publications need be submitted.

f. There is no limit to the number of nominations that may be submitted. Each nomination must be personally indorsed by the major commander concerned. Submission date will be announced by separate publication.

8-4. National Civil Service League Career Service Award. a. This award is made annually by the National Civil Service League to ten career employees of the Federal Government, male or female, who exemplify in an outstand-

ing manner the best characteristics of the career service. Selection is made on the basis of demonstrated—

- (1) Efficiency and achievement on 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 in original and four copies to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, through command channels in the following format:

- (1) A cover sheet(s) containing:
 - Name, title and grade:
 - Organizational location:
 - Residence address:
 - Length of service:
 - Marital status:
 - Date and place of birth:
 - Education and degrees (Including names of schools):
 - Chronological synopsis of career service progression, showing titles and Government Organizations.
 - Brief statement setting forth in summary the substantive achievements which qualify the candidates for consideration, and indicating the primary reason(s) for submitting the candidates name.
- (2) A written statement not more than five pages in length containing:
 - (a) Justification in detail in terms of primary considerations noted as the basic for selection.
 - (b) Human interest factors especially related to the candidates career that would give insight into his character.

- (c) Comments on the candidates participation in professional, social and civic activities and organizations.

- (3) Five photographs, 8 by 10-inch glossy.

c. 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 Department of the Army recognition of a high order. There is no limit to the number of nominations that may be submitted for consideration. Each nomination will be personally indorsed by the major commander concerned. An original and two copies of DA Form 1256 will accompany each nomination. Submission date will be announced by separate publication.

8-5. Federal Woman's Award. a. This award is made annually by the Board of Trustees, Federal Woman's Award Program, to six outstanding career women in the Federal service, to provide special recognition and highlight the important work that women are doing in executive, professional, scientific and technical positions.

b. Any woman employee with not less than 3 years of continuous, full-time service in the competitive or excepted service, and who has attained a rank equivalent to a GS-9 of the Classification Act of 1949, or above, is eligible for consideration for nomination for this award. Eligibility may be based upon achievements having an important effect on a major Government program, or it may be based upon the specific outstanding accomplishments which have made or are making, an important contribution to administrative, social, scientific or technical progress in the work of a Federal agency. Eligibility will further depend upon the demonstration of either leadership, or sustained individual performance, showing a high degree of personal integrity, honesty, and judgment.

c. Specific examples and details of achievement must support each nomination. All information should be described in terms of factual data rather than opinion, and be in sufficient detail to be easily understood.

d. Nominations, personally indorsed by the major commander concerned, will be submitted to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, using the special nomination form furnished for this purpose. Distribution of the forms will be made upon receipt from the Federal Woman's Program Board of Trustees. Original and six copies of each nomination must be submitted.

e. *The signature block on the form should be left blank.* The signature of the Secretary of the Army will appear in this block on those nominations selected to represent the Department of the Army.

f. There is no limit on the number of nominations that may be submitted for consideration. Original and two copies of DA Form 1256 should accompany each nomination. Submission date will be announced by separate publication.

8-6. Rockefeller Public Service Awards. a. The Rockefeller Public Service Awards are made annually to strengthen the public service by bringing special recognition to a small number of the most distinguished civilians in the Federal Government and to improve the public image of Government service as a career worthy of the best efforts of our most capable citizens.

b. These are given to men and women whose careers in the Federal Government have been marked by sustained outstanding service to the Nation. Five awards are made each year; one each in the following broad fields of Government activity:

- (1) *Administration:* Activities involved at home or abroad in the policy leadership, planning, or management of a large and complex organization, or the policy leadership, planning, or management of a major program, requiring a high degree of intelligence, and experience of a general or special nature.
- (2) *Foreign Affairs or International Operations:* Activities involved at home

or abroad in planning, developing, or executing the foreign policies of the United States, or in the policy leadership, planning, development or management of the foreign programs of the United States. These activities may relate to diplomacy, or to national security affairs, or to international economic affairs, or to strategic psychological operations, or to any combination of these various aspects of the United States' foreign relations.

- (3) *The General Welfare or National Resources:* Activities involved in policy leadership, planning, development, or management of programs concerned with strengthening the Nation's human resources or its natural resources, or of safeguarding or bettering the conditions of life for the American people. These activities, often in the general area of the social sciences, may relate to the total level of economic and social well-being of the Nation or to such important components of it as the education, health, housing, work, recreation, transportation, or safety of persons. Or they might relate, in the areas of the social or physical sciences, to the proper use or replenishment of the Nation's natural resources.
- (4) *Law, Legislation, or Regulation:* Activities in the executive or legislative branches or in the independent regulatory agencies involved in the development, interpretation, application, or enforcement of legislation, rules, or regulations.
- (5) *Science, Technology, or Engineering:* Activities involved in policy leadership, planning, development, or management of programs concerned with the Nation's use of, or aid to, or distinguished research in, the biological, medical, or physical sciences, or activities involved in policy leadership, planning, development or manage-

ment of programs concerned with the Nation's use of, or aid to, technology or engineering.

c. In recognition of outstanding individual accomplishments and to further public awareness of the degree to which excellence exists in the civilian career services of the Federal Government, an award of \$10,000 will be given to Rockefeller Public Service Award Winners in each of the broad fields of Government activity listed above.

d. Nominations for this award are limited to civilian men and women who have been in the employ of the Federal Government for a minimum of 15 years, are between the ages of 45 and 60, and are in grades GS-16 and above. This award is designed to honor "career" service. Employees serving by Presidential appointment in noncareer positions are eligible for the award only if it is apparent from their records that they achieved their present posts through demonstrated distinction and extended service in career positions.

e. Nominations should be submitted to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, in original and two copies containing the following information:

- (1) Name, title, grade, and salary of nominee.
- (2) Department, command, and activity.
- (3) Date of birth.
- (4) Home address.
- (5) Brief description of nominees' present duties and responsibilities, including scope of his work.
- (6) Describe specific accomplishments and contributions. Justification for the nomination should be complete and factual, free of minor detail, avoiding cautiously restrained language and stereotyped superlatives: emphasize the nominee's past accomplishments and his future potential.
- (7) Four supporting letters from persons

who know the candidate and his work intimately, who are both competent and willing to support the candidate upon inquiry by the Committee. These letters may be submitted with the nomination or forwarded directly to the Rockefeller Public Service Awards, Woodrow Wilson Hall, Princeton University, Princeton, N.J. 08540. In the event the latter procedure is utilized, the names of the four individuals submitting the supporting letters should be included in the nomination.

(8) Exhibit materials, such as copies of publications may be attached, but all of the basic information should be included in the nomination letters. Only one complete set of exhibits and publications need be submitted.

(9) Each nomination will be personally indorsed by the major commander concerned, and will be accompanied by an original and two copies of DA Form 1256.

f. Submission date will be announced by separate publication.

8-7. Administrative Management Society Paperwork Management Award. a. This award is made annually for outstanding leadership and professional excellence in promoting effective paperwork in the Federal Government.

b. Paperwork, as envisioned by this award covers the totality of office methods. It includes manual and automated record processing activities from creation, through arrangement and use, to final storage or destruction. It is the integral system part of administrative support work, management information flow and written communications.

c. One or more awards may be given each year. All employees are eligible for consideration for this award. Nominations should be submitted in triplicate to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310,

following the pattern outlined below. Original and 2 copies of DA Form 1256 should accompany each nomination:

- (1) Name, grade, title, and biographical sketch.
- (2) Description of accomplishment—describe in general terms the work or contribution for which the nomination is being submitted.
- (3) Scope of accomplishment—describe in terms of internal-agency, multi-agency or Government-wide impact. If the work or contribution involves Government paperwork as it affects the public and industry, this too should be covered.
- (4) Results—describe separately both achieved and anticipated results. When possible, results should be expressed in terms of dollar savings, man-hour savings, equipment savings, or other measurable returns such as new or expanded services, decreased time requirements, and increased management capabilities. Also cover intangible benefits when important.

d. Submission date will be announced by separate publication.

8-8. Format for submission of nominations.

a. Unless otherwise specified, nominations will be typewritten on 8- by 10½-inch white bond paper. White manifold will be used for copies. Typewritten material will be neatly arranged, and centered, with uniform margins, top, bottom, and sides. Typewriting will be clean and free of error. Carbon copies will be

clean and legible. *Pages will not be stapled together.*

b. Nominations will be submitted in individual binders, using DUO-TANG No. 1258, Black, 11- by 8½-inch or equivalent. Each sheet and photograph will be separately covered by transparent cellulose acetate binder fillers, with black paper insert, stock number 7510-286-1407, or equivalent. The first page of each nomination will be a cover sheet, with the following information typed thereon, centered and in capital letters:

NAME OF NOMINEE
DEPARTMENT OF THE ARMY NOMINEE
FOR
(TITLE OF AWARD)

c. Labels will not be affixed to the outside of covers. Exhibits and technical material submitted in support of nominations, need not be inclosed in acetate binder fillers. This material should be neatly arranged and attached to binders using spring binder clips.

8-9. Processing nominations. *a.* Nominations initiated at the activity level will be processed by the pertinent incentive awards committee in conformance with applicable portions of this section and forwarded to the appropriate major commander over the signature of the activity commander.

b. Evaluation of activity nominations will be made by the Incentive Awards Review Committee at the major command level and the most worthy candidates selected for forwarding to the Army Incentive Awards Board within the time limits specified in annual announcements. Nominations will be approved and indorsed personally by the major commander concerned.

CHAPTER 9

PUBLIC SERVICE AWARDS

9-1. Decoration for Distinguished Civilian Service. *a. Establishment.* This award, established by the Secretary of the Army in Department of the Army General Orders No. 42, 1957, consists of a gold medal, rosette, and citation certificate.

b. Criteria. This medal is awarded by the Secretary of the Army 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, who render distinguished service, which makes a substantial contribution to the accomplishment of the Army's mission.

c. Nominations.

- (1) Nominations for this award may be submitted by major commanders as defined in paragraph 1-8c, or heads of Department of the Army staff agencies. Nominations will be submitted to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, in letter form, and will describe the project, research or service rendered, the activity in which performed and the dates of service. Justification will not be stated in general terms, but will be specific as to the service rendered. The relationship and value of this service to the Army as a whole must be clearly indicated. Nominations must be submitted within 6 months from the end of the period or service to be recognized.
- (2) The nomination will also include a statement that investigation discloses

the absence of any information requiring action under appropriate security regulations.

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

9-2. Outstanding Civilian Service Award. *a. Establishment.* This award, established by the Secretary of the Army in General Orders No. 3, 1960, consists of a bronze medal, rosette, and citation certificate.

b. Criteria. This medal may be awarded by the Secretary of the Army, a major commander or head of a Department of the Army staff agency as defined in paragraph 1-8c, 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, who render outstanding service, which makes a substantial contribution or is of significance to or within the major command concerned.

c. Nominations.

- (1) The format for nominations for this award will be similar to that covered in paragraph 9-1c. Nominations must be submitted to awarding authorities within 6 months from the end of the period or service to be recognized.
- (2) All nominations of foreign nationals will be forwarded to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, for review and approval by the Secretary of Defense and the Department of State, prior to announcement.

9-3. Laurel Leaf Cluster. A bronze, silver or gold sprig of three laurel leaves and berries,

5/16-inch overall in height, to symbolize civilian honors, achievement and service, signifying second, third and fourth awards, is available for attachment to the ribbon 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, the leaves pointing upward.

9-4. Certificate of Appreciation for Patriotic Civilian Service. *a.* This award consists of a certificate and lapel button. It may be awarded by the Secretary of the Army, a major commander as defined in paragraph 1-8c, or head of a Department of the Army staff agency, in recognition of patriotic civilian service rendered, which contributes to the mission of an installation, command or staff agency of the Army, or to the welfare of Army personnel. This authority may be redelegated to subordi-

nate commanders at the discretion of the major commander concerned.

b. This certificate may be awarded to a private citizen, or official of the Department of the Army at the policy development level. It may also be awarded, on the same basis as for individuals, to groups, including employees, business firms, fraternal organizations and quasi-military units.

c. When the award is presented as an individual award only, the recipient will be presented with the lapel button in addition to the certificate.

d. Medals, certificates, lapel devices and laurel leaf clusters provided for in this chapter may be obtained by major commanders upon request to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army, Washington, D.C. 20310.

CHAPTER 10

PAYMENT, RECORDS, AND REPORTS

10-1. Payment of awards. *a.* The approval of the awarding authority or his authorized representative will be transmitted to the Finance and Accounting Officer as authority for making payments as outlined in section 12, Civilian Personnel Procedures Manual No. 1.

b. All cash awards, whether to civilian or military personnel, will be financed from the operation and maintenance type funds locally available for operating the installation, command or equivalent organization of the commander who approves, or in the case of an award which requires approval above the installation level, recommends the award. 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 which approves or recommends the award.

c. (1) 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 which requires higher echelon approval does not change the financial responsibility of the recommending organization for payment of the full award approved.

(2) Payment of cash awards to military personnel under the provisions of these regulations will be recorded and paid on SF 1034. Civilian Personnel Offices will provide finance and accounting officers with three copies of the DA Form 2441 (Suggestion Award Certificate) as a basis for processing suggestion cash awards to military personnel. This will be done by preparation of two additional copies from another set of the four-part DA Form 2441. Only one copy of this form is required for processing payment to civilian employees.

(3) Cash awards are considered obligations which must be met except where the granting of an award would cause an over obligation as defined by Section 3679, Revised Statutes.

★*d.* The Internal Revenue Code provides that a cash award will be treated as additional compensation. Tax will therefore 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 paragraph 2-93, AR 37-105. Taxes withheld from military personnel will be accounted for and paid to the Internal Revenue Service in the same manner 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 the military personnel showing the gross amount of the cash award and the amount collected for tax.

e. Cash awards may be paid to eligible personnel who submit meritorious ideas or suggestions which result in improvements or economies in the operations of a military department in addition to, or other than, the one in which employed or performing duty. The full amount of the award, less tax, will be paid by the benefiting military department.

f. Governing legislation provides for payment of cash awards on the basis of benefits accruing to one or more departments or Federal agencies resulting from awardable contributions by eligible personnel of another department or agency. The following procedures will apply in making payments.

(1) When making an award for an adopted suggestion to an Army employee for benefits to another Federal agency, upon notification of adoption of suggestion, the employing Department of the Army activity will prepare and forward Standard Form 1080 to the benefiting Federal agency, which 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, and action 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 Department of the Army activity will remit to the suggester's agency the amount of the award from available funds.

★g. (1) When payment of an award is authorized after an individual has separated from employment or military service, efforts will be made to reach him at his last known address, if available. In the case of military personnel separated from the service, when no address is available at the local installation, all substantiating documents pertaining to the award, including a citation to the accounting classification, will be forwarded to the Finance Center, U.S. Army, ATTN: Settlements Operations, Indianapolis, Indiana 46249 for further action and payment.

(2) In the event of death, the unpaid award will be treated as an amount due and processed in accordance with applicable provisions of regulations pertaining to amounts due deceased employees. This includes retired personnel, provided that activities in the public interest supporting the award were made or rendered while the individual was in Government employment or the military service.

10-2. Records. Records and files will be maintained as prescribed in section 12, CPPM 1.

10-3. Promotional materials. Maximum use will be made of all forms of promotional media and materials in order to create and maintain interest in the Army Incentive Awards Program. Subject to the provisions of the Army regulation governing printing and reproduction (AR 310-1), promotional material may be developed by major commanders for distribution to subordinate commanders. Locally developed promotional material should be keyed to subjects of particular interest to the issuing command or activity.

10-4. Material for public releases. Information with respect to the following categories of awards will be furnished to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army, Washington, D.C. 20310, on a continuing basis.

a. *Adopted suggestions with cash awards of \$250 or over.* (Paid to civilian or military person-

nel.) Furnish a copy of the suggestion, date of adoption, total dollar benefits, amount of award, and a brief biographical sketch of suggester. This information will be disseminated Army-wide in digest form, for possible wider application.

b. *Special Act or Service Awards with cash award of \$500 or over.* Furnish a brief description of the act or service, dollar benefits if any, amount of award paid, and brief biographical sketch of the recipient.

c. *Invention awards that are considered unique.* Furnish a brief description of the invention and a brief biographical sketch of inventor.

d. *Scientific achievements with a cash award of \$250 or over.* Furnish a brief description of the achievement, dollar benefits, if any, amount of award paid, and a brief biographical sketch of recipient.

10-5. Annual Reports on Army Incentive Awards Programs, RCS DD-M(A)786. a. An annual report on the Incentive Awards Program for civilian employees will be prepared on a fiscal year basis as of 30 June each year on DA Form 2189 (Incentive Awards Report) in accordance with Section Eight, CPPM 1. Pending revision of DA Form 2189, the reports control symbol will be changed manually from USCSC-1033(R1) to DD-M(A)786.

b. An Incentive Awards Program Annual Report (Military) will be prepared on DD Form 1609 on a calendar year basis, effective with the report for calendar year 1967 covering military participation in the program. This form will be requisitioned through normal publications channels. With the report for calendar year 1967 only, a separate report will be submitted covering the period 1 July 1966 through 31 December 1966 in order to accomplish the transition from fiscal year to calendar year reporting for military personnel. Instructions for preparation of DD Form 1609 are contained on the form. Reports will be prepared through civilian personnel servicing channels. Consolidated command reports will be forwarded in duplicate to the Deputy Chief of Staff for Personnel, ATTN: Office of Civilian Personnel, Department of the Army, Washington, D.C. 20310, not later than the 12th working day after 31 December each year.

24 October 1967

AR 672-20

[DCSPER]

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army: To be distributed in accordance with DA Form 12-9 requirements for Administration—A.

NG: None.

USAR: None.

SISC1

CHAPTER 1

GENERAL

1-1. Purpose. This regulation establishes policy and regulations governing the Army incentive awards program. Forms, records and files, and procedures for administration of the program are contained in Section Twelve, Civilian Personnel Procedures Manual No. 1.

1-2. Authority. This regulation is issued under authority of Title III, Government Employees Incentive Awards Act of 1954 (68 Stat. 1112); Chapter 451, Civil Service Commission Federal Personnel Manual; Department of Defense Directive 5120.15, Department of Defense Instruction No. 5120.16; Department of the Army General Orders Nos. 32 and 34, 1956; and Public Law 89-198, 1965.

1-3. Applicability. *a.* This regulation is applicable to all direct-hire Army civilian personnel (including foreign nationals), paid from appropriated funds, and to individuals serving under personal service contracts where an employer-employee relationship exists.

b. Provisions of this regulation pertaining to the Army suggestion plan, inventions and scientific achievements are applicable to all military personnel, officer and enlisted, on active duty, including cadets at the U.S. Military Academy, West Point, New York.

c. 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 the Department of the Army.

d. Civilian employees of Army nonappropriated fund activities are not eligible to receive cash awards paid from appropriated funds. Such employees are eligible for Army honorary awards granted under appropriate provisions of this regulation.

e. Foreign nationals employed under indirect-hire labor agreements with foreign Governments are not eligible for awards under this regulation.

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

g. Public service awards for noncareer Government officials and for non-Government personnel are covered in Section IX, Public Service Awards.

1-4. Effective date. This regulation is *effective immediately*. Cash awards to military personnel, paid from appropriated funds under the provisions of this regulation, are authorized for suggestions, inventions, and scientific achievements, adopted or approved on or after 22 September 1965.

1-5. Objectives. Consistent with overall policies and objectives established by the Department of Defense, objectives of the Incentive Awards Program are to —

a. Encourage the fullest participation of civilian employees and military personnel in improving Government operations.

b. Recognize and reward civilian employees individually or in groups, for contributions to efficiency, economy, or other improvement of Government operations that are above those normally expected; recognize and reward military personnel for inventions and scientific achievements, and suggestions contributing to efficiency, economy, or other improvement of Government operations that are above those normally expected.

1-6. Policy. *a.* The incentive awards program will be administered as an integral part of Army civilian personnel administration. The Army suggestion plan, the program covering cash awards for inventions and scientific achievements, applicable to both military and civilian personnel, will be operated on a unified basis under this regulation (para 1-8a).

b. Incentive awards activities will be coordinated to the fullest practicable extent with management improvement, work simplification, zero defects, cost reduction, industrial health and safety programs, and with civilian personnel actions dealing with performance appraisal, training, career development, and promotion. Incentive awards, however, will not be used as a means of avoiding or as a substitution for more applicable personnel actions.

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 in the Army suggestion plan and programs pertaining to inventions and scientific achievements by all Army personnel, civilian and military.
- (3) Effective adaptation of civilian awards to meet special occupational or organizational conditions, including the development of supplemental awards, where authorized.
- (4) Full consideration of eligible Army employees for awards sponsored by other Federal and nongovernmental organizations.
- (5) Exchange of information among major commands and the military departments when adopted suggestions may have wider application.

d. Consideration will be given to the receipt of honorary awards and the more significant suggestion awards, in the evaluation of candidates for promotion.

e. Publicity and other promotional measures will be used to obtain full understanding and participation of all Army personnel in the Incentive Awards Program.

f. Suggestions submitted by Army personnel will be fairly evaluated and processed as expeditiously as possible.

g. Commanders, staff officials and supervisors, will facilitate and encourage suggestion activity by identifying subjects or problems on which constructive ideas are desired and by providing positive support to the Army suggestion plan. Supervisors who have demonstrated unusual ability to stimulate participation will be given recognition in the form of letters of commendation or other appropriate recognition.

h. Both an honorary and a monetary award may be granted to civilian and military personnel for the same act or achievement, providing criteria for each award is met. The same act or achievement, however, cannot form the basis for more than one type of monetary or Department of the Army honorary award.

i. Where adverse actions are pending on employees nominated for honorary or monetary awards other than cash awards for adopted suggestions, all action on recommendations will be suspended pending final determination of adverse action.

1-7. Nonappropriated fund organizations. *a.* Nonappropriated fund organizations are encouraged to establish incentive awards programs consistent with this regulation, where authorized under governing directives.

b. Suggestions submitted by nonappropriated fund personnel involving appropriated fund activities will be evaluated by the pertinent Army organization.

c. Incentive awards committees generally will not be used for approving suggestion awards for nonappropriated fund employees, however, where no material cost or workload impact is involved, local arrangements may be effected for incentive awards committees to

process and approve suggestion awards for nonappropriated fund personnel, with payment funded by nonappropriated fund units.

1-8. **Responsibilities.** *a.* The Deputy Chief of Staff for Personnel, Department of the Army, will exercise staff supervision over the incentive awards program Army-wide. The function, including those portions of the program applicable to military personnel, will be staffed and administered at all levels as an integral part of civilian personnel administration. Appropriate coordination will be effected with military personnel elements in regard to military participation in applicable portions of the program.

b. The Army Incentive Awards Board is responsible for making recommendations on all awards requiring Secretary of the Army approval and for advising the Deputy Chief of Staff for Personnel on matters relating to regulatory criteria and design of the more significant awards.

c. Major commanders are responsible for exercising staff supervision over incentive awards programs within their commands, including program planning and evaluation; for issuance of supplemental instructions for command-wide suggestion campaigns or competitions, when conducted; for establishing supplemental awards and devices adapted to major command occupations and organizations; and for approving or recommending approval of awards as prescribed in pertinent chapters of this regulation. The term major commander as used in this regulation applies to the following:

- (1) Department of the Army agency heads for their respective headquarters and for class II installations and activities under their respective jurisdiction.
- (2) Commanding General, U.S. Continental Army Command; Commanding Generals of Continental U.S. Armies and Military District of Washington, U.S. Army for their respective headquarters and class I installations and activities; Commanding Generals of U.S. Army Combat Developments Command,

U.S. Army Materiel Command, and U.S. Army Materiel Command major subordinate commands; Commanding Generals of U.S. Army Security Agency, U.S. Army Air Defense Command, U.S. Army Strategic Communications Command, U.S. Army Intelligence Command, U.S. Army Recruiting Command, and Commander, Military Traffic Management and Terminal Service.

- (3) Commanding Generals of major over-sea commands.

d. Incentive awards review committees will be established by each major commander to review and process those awards requiring the approval of major commanders, to assist in conducting major incentive awards ceremonies and campaigns, and to advise civilian personnel officers on major program developments.

e. Activity commanders are responsible for administration and promotion of the program. Commanders will take or direct action to insure that —

- (1) Supervisors are provided guidance and staff assistance in encouraging participation in the Army incentive awards program and in initiating appropriate recognition actions for employee achievements.
- (2) Publicity is given to the entire program and information on the incentive awards program is brought to the attention of all personnel.
- (3) Incentive awards committees are established, as required, and provided with adequate administrative and staffing assistance.
- (4) Program plans and goals established by Headquarters, Department of the Army and major commanders are accomplished.
- (5) All military personnel are informed that they are eligible to receive cash awards up to \$25,000 from appropriated funds for adopted suggestions, inventions, or scientific achievements.

f. Civilian Personnel Officers at all organ-

izational levels are responsible for providing positive program leadership and numerically adequate full-time staffing support in the implementation of the incentive awards program, including those portions of the program applicable to military personnel; for maintaining records required by Section 12, CPPM No. 1 and submitting required reports. The incentive awards program will be considered as an essential element in evaluating the effectiveness of personnel management, both by the Deputy Chief of Staff for Personnel and major commanders.

g. Information officers at all levels are responsible for aiding in publicity and promotional activities in support of the incentive awards program.

h. Supervisors at all levels are responsible for initiating appropriate awards for achievements, and/or accomplishments or special acts or services, encouraging personnel to develop suggestions, and for taking expeditious action on suggestions submitted for evaluation.

1-9. Organization and functions of incentive awards committees. *a. General.* One incentive awards committee will be established at each activity with an operating civilian personnel office. This committee will service all activities served by the civilian personnel office, including all military personnel, elements, units or organizations based on the activity, regardless of Command jurisdiction. Wherever feasible, personnel of serviced activities will be represented on the committee. If for reasons of size and/or distance, use of the installation committee does not represent the most efficient method of administering this program, a separate committee may be established by agreement between the serviced and servicing commanders. The civilian personnel office 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 their jurisdiction when approval of the local commander is required. Action required above the installation level will be channeled to the serviced command.

b. Membership.

- (1) Membership of incentive awards committees will be selected from among key operating and staff officials, including those from serviced separate activities. Committees should include individuals with responsible positions in major organizations of the activity and normally will include a representative from the Office of the Comptroller and from the Civilian Personnel Office. In organizations where the work is predominantly technical or scientific in nature, at least one committee member should have pertinent technical or scientific background. Committees will include at least five voting members. In addition, a nonvoting Executive Secretary will be assigned to perform necessary administrative duties. Where there is substantial activity by military personnel in the areas of suggestions, inventions or scientific achievements, the organizational element concerned with military personnel administration will be represented.
- (2) There is no objection to the designation of a union official to attend incentive awards committee meetings solely as an "observer without voice or vote." Not more than one union observer may attend any one committee meeting even though more than one exclusive contract exists at the installation. The committee chairman may if he so desires, invite comment from the union observer. The union observer should be thoroughly briefed on the aims and objectives of the incentive awards program prior to attending any meetings.

c. Functions.

- (1) Advise the civilian personnel officer and, where appropriate, the commander on the conduct of suggestion

- campaigns and major presentation ceremonies.
- (2) Make or cause to be made through appropriate referrals a careful, expeditious, and impartial analysis and evaluation of suggestions, inventions, sustained superior performance, and other achievements in accordance with the prescribed standards or criteria governing the various types of awards; make appropriate audits of actions taken by executive secretaries in those instances where authority to process certain suggestions or other awards is delegated.
 - (3) Review evaluations to assure that they are fully responsive to the suggestion. The committee may refer a rejected suggestion to the next higher line official for further review when negative evaluations are considered questionable.
 - (4) Where appropriate, arrange for supervisors to consult with committees on honorary award nominations prior to initiating award nominations and, where necessary, request the supervisor or concerned staff member to meet with the committee to answer questions bearing on award eligibility.
 - (5) Determine eligibility for, and the amount or type of, the award which is most appropriate to the contribution in question. Careful screening and review of nominations will be

undertaken, consistent with criteria established in this regulation. Committees may recommend any type or amount of award for which the contribution qualifies, regardless of the type or amount recommended by the supervisor. If a different or additional award is determined to be more appropriate, the nomination will be returned through channels, to the supervisor, for comment or approval.

- (6) Notify supervisors of action taken on award recommendations and individuals of action taken on suggestions.

d. Outstanding performance ratings. Incentive awards committees may be utilized to review and recommend to the commanding officer approval or disapproval of recommendations for outstanding performance appraisals.

e. Objectivity is of paramount importance to an incentive awards committee in considering recommendations for awards. There may be cases which would warrant some modification in the composition of the committee or review at a higher echelon. For example, when considering recommendations for employees who are themselves members of the incentive awards committee; employees who supervise, or who are supervised by, committee members; or employees who are related to committee members. Such cases may be resolved by the use of the designated alternates; by convening an ad hoc committee; or by referral to the appropriate committee at the next higher echelon.

CHAPTER 2

ARMY SUGGESTION PLAN

2-1. Definition. *a.* A suggestion is an idea submitted in writing by one or more eligible persons, civilian or military, intended to accomplish a job better, faster and/or cheaper; to simplify or improve operations, tools, methods, procedures, layouts or organization; to conserve materials or property; to promote health or improve working conditions; to reduce the likelihood of accidents; to 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 actually been installed, or for which authoritative official action has been taken which indicates adoption and guarantees implementation in the immediate future.

c. Suggestions may involve constructive ideas within or outside the scope of assigned job responsibilities as outlined in job descriptions or other records.

d. Major commanders will provide for military participation in the Army Suggestion Plan. All military personnel, officer and enlisted, on active duty, regardless of location, will be given the opportunity to participate in the program. Suggestions submitted by military personnel will be processed and evaluated in the same manner and through the same channels as those submitted by civilian personnel.

e. Proprietary rights to a suggestion automatically expire 2 years after the date of final action thereon.

2-2. Eligibility requirements. *a.* A suggestion is eligible for consideration under the following conditions—

- (1) It must be submitted in writing, normally on a DA Form 1045, in original only, before or within 6 months fol-

lowing the date the suggestion is placed into effect. Suggestions submitted by other written media will be accepted for processing.

- (2) It involves a proposal which is original to the organizational element in which adoption is proposed. The fact that the idea is not new or original does not necessarily make the idea ineligible for award consideration.
- (3) It does not duplicate in subject content a suggestion already under consideration.
- (4) A second suggestion, while similar to an earlier rejected suggestion, based on different conditions and providing different justification, is eligible for consideration at any time.
- (5) If the idea in an adopted suggestion falls within the suggesters job responsibility, it can be the basis for a cash award if it exceeds applicable performance requirements. In the case of suggestions submitted by military personnel job responsibilities may be determined by the appropriate MOS. Where performance requirements are not well defined, the following considerations may be used in determining whether the suggested improvement, if adopted, exceeds performance requirements sufficiently to be eligible for consideration for an award—
 - (a) Improvements of a management nature, if the suggester is in a non-supervisory or leader job.
 - (b) If the suggester is a supervisor, the adopted idea should represent a broad or substantial improvement which goes beyond normal expecta-

tions, or its use can be extended outside the organizational area of responsibility of the suggester.

- (c) If the suggester is in a staff-type position where responsibility for improvement or development is directly assigned, the suggestion must be outside the normal scope of expected performance.
- (d) If the suggester is military a statement in writing by the suggester's superior that the suggestion is outside the normal scope of expected performance.
- (e) In the event duplicate suggestions are received, the suggestion first received by the concerned evaluating office at the approving level will, upon adoption, be eligible for consideration for an award.
- (f) When a suggestion submitted by written media other than a DA Form 1045 is adopted, the suggester will be required to sign a waiver similar to that found on the Suggestion Blank, DA Form 1045.
- (g) Management improvement, work simplification, cost reduction and zero defects actions which are adopted will be examined by concerned officials to determine whether they meet eligibility requirements to be considered as a suggestion.

b. A suggestion is not eligible for consideration under the following conditions—

- (1) It appears to be of the complaint type or proposes changes in housekeeping practices or personal comfort.
- (2) It recommends enforcement of existing rules, regulations, or directives.
- (3) It duplicates a suggestion for which proprietary rights has not yet expired.

2-3. Authority to grant awards. a. *Activity commanders.* Activity commanders will grant cash awards under the Army Suggestion Plan to eligible personnel as follows:

- (1) Cash awards in amounts up to and including \$1,000 for adopted suggestions (individual or group) resulting in tangible monetary savings computed in accordance with paragraph 2-4.
- (2) Cash awards in amounts up to and including \$300 based on adopted suggestions (individual or group) resulting in intangible benefits computed in accordance with paragraph 2-5.
- (3) For adopted suggestions resulting in both tangible monetary savings and intangible benefits, cash awards totaling no more than \$1,000, provided that the part of the award representing intangible benefits will at no time exceed \$300.
- (4) Adopted suggestions which justify awards in excess of amounts authorized in (1) through (3) above, will be forwarded with recommendation and pertinent information and justification to the appropriate major commander for review by his incentive awards review committee.

b. *Major commanders.* Major commanders will grant cash awards under the Army Suggestion Plan to eligible personnel as follows:

- (1) Cash awards up to and including \$1,500 for adopted suggestions resulting in tangible monetary savings in accordance with paragraph 2-4.
- (2) Cash awards in amounts up to and including \$500 based on contributions resulting in intangible benefits computed in accordance with paragraph 2-5.
- (3) For adopted suggestions resulting in both tangible monetary savings and intangible benefits, cash awards totaling no more than \$1,500 provided that the part of the award representing intangible benefits will at no time exceed \$500.
- (4) Adopted suggestions which merit awards in excess of amounts author-

ized in (1), (2), and (3) above, will be forwarded together with recommendation and pertinent information and justification to the Deputy Chief of Staff for Personnel, ATTN: Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310.

c. Awards in excess of \$5,000. Recommendations for cash awards in excess of \$5,000 that have been approved by the Secretary of the Army, will be forwarded by the Secretary of the Army to the Assistant Secretary of Defense (Manpower), for consideration and transmittal to the Civil Service Commission in the case of civilian employees; and for final action by the Secretary of Defense in the case of military personnel.

d. Cash awards.

- (1) Cash awards may be granted for suggestions adopted wholly or in part, which result in tangible monetary savings, in intangible benefits, or a combination of both based upon criteria in paragraphs 2-4 and 2-5.
- (2) Cash awards for adopted suggestions may be made to groups of employees, groups of military personnel, and/or groups of civilian employees and military personnel as follows:
 - (a) If the members of the group have participated on a substantially equal basis, each individual will receive an equal share of the total award.
 - (b) If the degree of contribution differs materially, each individual will receive a share of the total group award in proportion to his contribution; determination will be based on the recommendation of the official with responsibility for the function.
 - (c) The total of a group cash award will not exceed the amount that would be authorized for a similar individual award.
- (3) All cash awards of \$100 or more for adopted suggestions, will be accom-

panied by Department of the Army Commendation Certificate, DA Form 2443.

e. Delegation of authority.

- (1) Authority may be delegated by the commander to incentive award committees to disapprove nominations for awards and also to take final approval action on certain awards which the commander is authorized to grant.
- (2) Authority to disapprove suggestions, to approve suggestion awards up to \$50, and to approve other designated lower level awards based upon documented evaluations by concerned units may be further delegated by the commander to the executive secretary of the incentive awards committee when conditions allow for such delegation.
- (3) Commanding officers may further delegate authority to appropriate levels of supervision to approve cash awards for adopted suggestions up to \$100 without prior approval of the incentive awards committee. Such authority may be exercised, however, only by the supervisor(s) who has the authority to adopt and implement the suggestion; and the supervisors to whom this authority is delegated have completed the basic training course "Recognition of Employees, CPP 41-B-8." Approvals under this provision will be pre-audited by executive secretaries for mathematical accuracy and regulatory compliance prior to submission for payment.

2-4. Cash awards for adopted suggestions which result in tangible monetary savings. *a.* A cash award may be granted on the basis of actual or estimated savings (not including nonappropriated funds) as follows:

- (1) Actual dollar savings in terms of man-hours or personnel spaces.
- (2) Extent of increased output at the same cost; or

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

The amount of such savings will be calculated normally on the basis of estimated net monetary benefits for the first full year of operation following adoption, installation or application of the particular suggestion. Where an improvement with a high installation cost will yield measureable savings beyond the first

year, the amount of such savings may be based the average of net average 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.

b. The amount of cash awarded to eligible personnel for adopted suggestions in this category will be determined in accordance with the following scale:

<i>Savings</i>	<i>Award</i>
\$50-\$300	\$15
\$301-\$10,000	\$15 for the first \$300 in benefits and \$5 for each additional \$100 or fraction thereof
\$10,001-\$20,000	\$500 for the first \$10,000 in benefits and \$5 for each additional \$200 or fraction thereof
\$20,001-\$100,000	\$750 for the first \$20,000 in benefits and \$5 for each additional \$1,000 or fraction thereof
\$100,001-or more	\$1,150 for the first \$100,000 in benefits and \$5 for each additional \$5,000 or fraction thereof

An adopted suggestion with less than \$50 savings will be recognized by a letter of appreciation.

c. Awards will be computed based upon the addition of savings at each successive level to all those previously recorded. The total award covering all adoptions is based on the range of the scales in *b* above and in paragraph 2-5 appropriate to the total savings and benefits realized. This method of computation is equally applicable to both tangible and intangible benefits.

2-5. Cash awards for adopted suggestions which 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. It is important, therefore, that award recommendations be reviewed in light of their intrinsic merit and all relevant precedents and that approval of awards and amounts thereof be as fair and consistent as possible.

b. Recommendations for awards in this category will include justification on the basis of the following:

- (1) The significance of the contribution.
 - (a) *Minor.* Involving limited potential value, such as minor improvements in safety, minor changes in procedures or simple modification of methods, limited changes in personnel services, welfare facilities, etc.

(b) *Major.* Involving a relatively important improvement affecting major programs; such as a major change in methods and procedures which ordinarily would involve considerable ingenuity, initiative, and originality on the part of the contributor.

(c) *Extraordinary.* Involving outstanding improvements materially affecting the advancement of an Army-wide program, ordinarily involving ingenuity, initiative, and originality of an unusual or unique quality.

(2) The extent of its application.

(a) *Limited.* Affects a small number of personnel, a small activity, or a small number of activities.

(b) *Broad.* Affects a large number of personnel or activities, such as field activities in a major command or a CONUS or oversea command; or a large number of personnel at one or a few activities.

(c) *General.* Affects a very large number of activities and personnel in the Department of the Army as a whole.

c. The following scale will be used as a guide in determining the amount of awards for intangible benefits:

Significance of the contribution	Extent of application		
	Limited	Broad	General
Minor -----	\$ 15- 25	\$ 30-100	\$105-200
Major -----	\$100-200	\$200-300	\$350-500
Extraordinary -----	\$300-450	\$450-750	\$750-up

If an adopted suggestion with intangible benefits in a minor-limited category does not compare favorably with suggestions involving tangible benefits of at least \$50, no cash award is in order. In such cases a letter of appreciation is appropriate.

d. Recommendations for cash awards based solely or primarily on intangible benefits will be forwarded through channels to the Army Incentive Awards Board for review when the recommended award exceeds \$500. An initial award of \$500 will be paid prior to forwarding the recommendation to the Board for an award in excess of that amount.

2-6. Evaluation of suggestions. *a.* Each suggestion received by the incentive awards office will be checked against incentive awards files to avoid the possibility of duplicate awards. All suggestions received will be assigned a number and a meaningful title, and acknowledged promptly. The number and title will be used as the subject of any correspondence initiated in connection with processing of the suggestion.

b. A suggestion will be returned by the Incentive Awards office when—

- (1) A file check indicates that the suggestion repeats a proposal which has been rejected in the past 2 years.
- (2) It appears to be of the complaint type, or proposes changes in housekeeping practices or personal comfort, not properly handled under the suggestion plan, or it does not specifically suggest, a means for improvement.
- (3) More information is needed in view of lack of supporting data.
- (4) It recommends enforcement of existing rules or regulations.

- c.* (1) Suggestions otherwise will be referred promptly by the Incentive Awards office to the office of primary interest for investigation, evaluation and report as to adoption.
- (2) Suggestions should be evaluated as expeditiously as possible using a DA Form 2440, full consideration being given not only to the suggestion itself, but also to related improvements which might result from further study. When it is determined that evaluation cannot be completed within 20 working days after receipt of the suggestion, the suggester will be so informed by the Incentive Awards office and furnished interim progress reports either in writing or by telephone. Reasons for the extended evaluation time should be given.
- (3) Upon completion of evaluation at the level where authority for adoption or rejection exists, the suggestion will be returned through the same channels by which it was referred using at all times the DA Form 2440. The office of primary interest at the point of origin will return the complete file to the incentive awards office for review by the incentive awards committee and approval for payment of the cash award, if adopted; or advice to the suggester if not adopted. Should the approved recommendation be for an award greater than the activity is authorized to pay, the file will be forwarded to the concerned major command for review and approval of the additional cash award. Command channels of serviced activities will be followed.
- (4) When a suggestion is adopted the

evaluation report (DA Form 2440) will include a commitment as to how and when it was or will be placed in operation; an estimate of the annual savings and benefits together with an explanation of the method used in making this determination; an explanation of the type and relative importance of intangible benefits if any such as increased safety, improved working conditions, benefits to health or morale; and a statement as to the extent of application in accordance with the provisions of paragraphs 2-4 and 2-5.

d. Evaluation reports will be subject to review by the incentive awards committee or the incentive awards office, as appropriate. Additional review or verification may be requested to confirm savings computations.

e. If the suggestion has been adopted and put into effect, the incentive awards committee will—

- (1) Consider both tangible and intangible benefits accruing to the Army or the Government, and the type and/or amount of cash award, computed in accordance with the scales contained in paragraphs 2-4 and 2-5. In cases where delays will be necessary in order to determine the full value of an adopted suggestion, an initial cash award will be made based upon a conservative estimate of the anticipated value of the contribution or upon the value of local adoption. No adjustment downward in this initial award is authorized when a final determination is made of the value of the contribution.
- (2) Approve or recommend approval, as appropriate, of the award determined upon.
- (3) If the suggestion is tentatively approved for adoption, but not yet installed, the executive secretary will prepare an interim letter to the suggester notifying him of its potential adoption, and accomplish followup.

- (4) If the suggestion has not been adopted, the executive secretary will prepare a courteous letter to the suggester stating, unless national security is involved, why the suggestion has not been adopted.

f. In no instance will a suggestion be rejected solely on the basis that governing regulations do not permit its adoption. Where the office of primary interest considers the suggestion has merit, although contrary to regulations, it will be forwarded to the next echelon office of primary interest with a clear-cut supporting evaluation. Although certain Army regulations may specify channels for proposing changes to those regulations, this will not prohibit the submission and full consideration of a suggestion under the provisions of this section, including an appropriate cash award if the suggestion is adopted.

- g.* (1) If a suggestion is considered desirable and practical but cannot be adopted locally, the office of primary interest will forward it with its evaluation on DA Form 2440, Suggestion Evaluation, to the next echelon office of primary interest having jurisdiction over the subject matter. A copy of the evaluation will be furnished the local incentive awards office as advice of the suggestion referral.
- (2) Even though an evaluating office does not have final authority to adopt or reject a suggestion, it is essential that each echelon to which a suggestion is appropriately referred make a complete evaluation and not serve merely as a referring channel. Recommendations by intermediate channels are necessary and helpful to the final evaluating authority.
- h.* (1) Direct communication on referrals of suggestions within the Department of the Army not requiring Headquarters, Department of the Army Staff evaluation is authorized between major commands. In such cases major

commanders will insure that suggestions are referred to other major commands only when they are considered desirable and practicable. Major commanders may make partial or complete delegation to activity or installation commanders to effect direct suggestion referrals to other Army field activities where subjects are of mutual interest and do not require major command or Headquarters, Department of the Army Staff evaluation.

- (2) Suggestions considered of value to or requiring technical evaluations by other agencies of the Department of Defense will be reviewed by the concerned staff agency and referred directly to the other agency concerned, using DA Form 2440.
- (3) Suggestions requiring technical evaluation by departments or agencies of the Federal Government, other than the Department of Defense, will be reviewed by the concerned Army staff agency, and forwarded to The Adjutant General, ATTN: AGSC-C, Department of the Army, Washington, D.C. 20310, for appropriate referral.
 - i. (1) A copy of the DA Form 2440 covering the evaluation of a suggestion, may be furnished a suggester, if deemed desirable. When this is done the name of the evaluator and the responsible official, blocks 7 and 8, will be removed from the copy furnished.
 - (2) A suggester may request reconsideration and reevaluation of a suggestion that has been rejected, upon the presentation of new and/or additional information. As far as possible such requests should be resolved at the activity or major command level. Failing this such requests should be forwarded to the Deputy Chief of Staff for Personnel, ATTN: Incentive

Awards Branch, Department of the Army, Washington, D.C. 20310, through channels.

2-7. Department of the Army recognition for suggestion program excellence. *a.* Department of the Army recognition in the form of a specially designed and suitably engraved plaque, will be awarded at the end of each fiscal year, to one installation in each major command or group of commands and agencies as outlined below for suggestion program excellence. Selection will be based on the following criteria—

- (1) Combined civilian and military suggestion submissions.
- (2) Combined civilian and military adoptions.
- (3) Reduction of backlog.
- (4) Overall promotion effort.

b. Attainment of Department of the Army objectives should be considered in making selections.

- c.* (1) Major Commanders who have three or more civilian personnel offices under their staff supervision will select one of these offices to receive the award. The following commands fall in this category:

Continental U.S. Armies and Military District of Washington, U.S. Army; U.S. Army Materiel Command for all USAMC civilian personnel offices, except those under U.S. Army Munitions Command, U.S. Army Weapons Command and U.S. Army Test and Evaluation Command, which will each make its individual selection from among its own civilian personnel offices; Military Traffic Management and Terminal Service; U.S. Army, Europe; U.S. Army, Pacific; Chief of Engineers, and The Surgeon General.

- (2) Not later than 31 July of each year commanders of the above will submit

to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards, Branch, Department of the Army, Washington, D.C. 20310, their selections for this recognition. All other civilian personnel offices will be considered in one group. Selection of the winner will be made by the Deputy Chief of Staff for Personnel, based on statistics and narratives submitted in Civilian Personnel Program reports.

2-8. Supervisor review procedure. *a.* The following procedure for processing suggestions relating to the suggester's work area is authorized on an optional basis:

- (1) The suggester presents his suggestion directly to his supervisor. After review, the supervisor may adopt it or recommend its adoption to higher level officials.
- (2) If adopted, an evaluation report DA Form 2440 is completed, signed by the official authorized to install the suggestion, attached to the suggestion form and forwarded to the incentive

awards office. If the suggestion is rejected, the suggestion and evaluation report will also be transmitted to the incentive awards office for appropriate action and record.

- (3) If the supervisor believes the suggestion should be further developed, the suggestion is returned and assistance furnished the suggester.

b. Suggestions not related to the suggester's work area will be processed through incentive awards committee procedures. Where an incentive awards committee or the incentive awards administrator believe that direct contacts between a suggester and an office of primary interest are in order, permission may be granted for the suggestion to be presented directly to the office of primary interest, either through the supervisor or directly by the suggester, if arrangements are made by the incentive awards administrator. In such cases, the evaluation report then can be completed immediately by the office of primary interest. Direct advice may also be furnished to the suggester if desired.

CHAPTER 4

SUSTAINED SUPERIOR PERFORMANCE AWARDS

4-1. Definition and requirements for eligibility. *a.* Sustained superior performance is defined as individual performance for a period of at least 6 months which meets the standards for satisfactory performance in every respect and which clearly exceeds standards for satisfactory performance on the majority of those major duties which are critical to the total job. These duties are the grade-determining or significant duties which are essential to successful performance by an individual employee. Performance of major duties of a critical nature must represent a majority of the employee's total worktime.

b. This award consists of a cash award determined in accordance with paragraph 4-3, and a Commendation Certificate (DA Form 2443).

c. The period of sustained superior performance must have been in the same job at the same grade level, unless the employee was changed to lower grade during this period for reasons other than for personal cause. Personnel actions subsequent to the completion of the eligibility period will not affect the employee's award eligibility except as noted in *f* below. Nomination for this award must be submitted within 6 months after completion of the period of service to be recognized.

d. This award is particularly applicable in those instances where operational standards which can be associated with individual jobs are in effect and where tangible savings resulting from sustained superior performance can be clearly identified.

e. Employees who receive outstanding performance appraisals will receive consideration for a sustained superior performance award.

f. Nominations for this award are not in

order when actions to effect promotion, transfer, to another agency, resignation or retirement have been initiated or when adverse actions are pending. Processing of any nominations already submitted will be discontinued.

- g.* (1) When a recommendation for a cash award is made on the basis of the same performance for which the outstanding rating is recommended, the two recommendations may be submitted simultaneously as a single action. In any event the recommendation for a sustained superior performance award must be submitted within 60 days of approval of the outstanding performance rating. The justification data for the outstanding rating can be attached to the nomination (DA Form 1256).
- (2) The DA Form 2302-4 used for Career Appraisal will under no circumstances be used as justification to substantiate an award for sustained superior performance. The justification for this award must be explicit as to the manner of performance of the majority of those major grade controlling duties specifically mentioned in the position description.
- (3) When an outstanding performance appraisal and a sustained superior performance award are made simultaneously, on the basis of the same performance, only one DA Form 2443 (Commendation Certificate) will be used.

h. Local procedures will be established to insure initial technical screening of nominations by civilian personnel office representatives and a balanced prudent use of this award

among the various elements of the work force. Whenever an apparently excessive number of nominations are submitted by a unit, specific advice will be provided to insure the full application of criteria and to preclude the questionable use of this award.

i. Not more than one award based solely upon superior performance of assigned duties, (Sustained Superior Performance Award or Quality Increase) may be granted an employee with respect to any 12-month period of service. The 12 months will be calculated from the beginning date of the period of service for which the last such award was granted.

j. The standard for eligibility for a sustained superior performance award is provided in *a* and *c* above. This does not mean, however, that an employee is automatically entitled to a second or successive awards if the performance continues at the same level as that which earned him the first award. There are clearly some cases in which the level of performance is at such an extremely high level in comparison with that ordinarily found in the position, that successive awards are warranted. On the other hand there are clearly cases where the employee's performance must further improve to warrant a second sustained superior performance award. Where successive awards are granted, the extremely high level of performance referred to above, must be shown in positive terms and achievements.

k. Quality Increases for classification act employees are covered in CPR 990-2, Book 531.

4-2. Procedure and approval authority. *a.* The employee's immediate supervisor is responsible for initiating the nomination using DA Form 1256 (Incentive Award Nomination and Approval). Approval of a higher level supervisor in the line of command, is required to validate the nomination.

b. Documentation for the nomination will be concise and consist of—

- (1) A brief listing of the major duties of the employee's position critical to job success.
- (2) A very brief, factual statement of

actual performance of major duties which indicate clearly the manner in which the employee's performance exceeded applicable standards for satisfactory performance (para 4-1 *a*, *c*, and *i*).

- (3) A statement that performance of all other duties has been not less than satisfactory, and that such other duties are not critical to total job success.

c. A supervisor may elect to make an oral rather than a written presentation to the incentive awards committee, in support of a nomination for a sustained superior performance award. In such an instance, the basis for the nomination will be given in a very brief statement on DA Form 1256. The concluding sentence of this statement should be a request "to meet with the incentive awards committee to make an oral presentation of the nomination."

d. The incentive awards committee will review the nomination and determine if it warrants approval of the activity commander or his designated representative, a different award or an additional honorary award is in order, or if the nomination should be disapproved.

e. The activity commander or his designated representative will take final action. If the recommendation is disapproved, reasons for disapproval will be documented and forwarded through channels to the employee's immediate supervisor. When approved, DA Form 1256 will be signed by the approving authority and the original forwarded to the Finance and Accounting Office for payment.

f. Authority to give final approval to nominations for awards for sustained superior performance without reference to incentive awards committees, may be redelegated by commanding officers to division chiefs. Such redelegation does not eliminate the requirements for proper documentation or prescreening by Civilian Personnel Office staff, nor does it eliminate the requirement for a positive control to assure a balanced and prudent use

of this award, within the limits prescribed by Department of the Army objectives.

ployees, other than foreign nationals in over-sea areas, will be determined in accordance with the following schedule:

4-3. Amount of award. a. Awards for em-

Pay Schedule and Grades

GS	WB	W	L	S	Class (O/S) teachers	Amount of award
1-4	1-11	1-8	1-7	1	-----	\$100
5-8	12-21	9-13	8-12	2-8	I and II	150
9-11	22 and up	14 and up	13 and up	9-12	III, IV and V	200
12-13	-----	-----	-----	13-16	VI	250
14-18	-----	-----	-----	17	-----	300

Positions not covered by the above schedules will be computed under the following formula: hourly rate \times 2080 = total salary to be compared with listed first step of a grade in the GS pay schedule. The resultant comparative GS grade will be the basis for the award determination.

b. Major oversea commanders will determine the amount of awards to be paid to direct-hire foreign nationals. The amounts established will provide generally the same proportionate relationship to the annual salary paid foreign nations as that reflected in the above scale.

CHAPTER 5

SPECIAL ACT OR SERVICE AWARDS

5-1. Definition and requirements for eligibility.

a. (1) A special act or service is defined as a meritorious personal effort, act, service or scientific achievement, performed within or without assigned job responsibilities, which contributes to the efficiency, economy, or other improvement of Government operations or is otherwise in the public interest. The act(s), service(s) or scientific achievement(s) may or may not involve measurable monetary benefits.

- (2) A scientific achievement is defined as an act, deed, or accomplishment which establishes a scientific or technological basis for subsequent technical improvements of military or other national significance; or a scientific or technological accomplishment of such quality and effectiveness as to have materially advanced the research and development achievements of an activity, group or project; or a significant scientific or technological achievement which contributes materially to the welfare of the armed services and/or the nation; or an article accepted for publication in a scientific publication, or a technical paper presented to professional societies which constitutes a substantial contribution to scientific knowledge.

b. This award may be granted to individual employees or groups of employees. The provisions of this section are applicable to military personnel with respect to scientific achievements only (PL 89-198).

c. Nominations must be initiated within 6 months after the act, service or scientific

achievement in order to be eligible for an award.

d. Special services, acts or scientific achievements must be related to demonstrable results of the following types:

- (1) Accomplishing individual or group achievements involving major scientific or technological advances or substantial administrative improvements.
- (2) Acceptance of articles for publication in newspapers, periodicals, and other media; presenting technical papers on Army subjects to professional organizations; or performing other similar personal projects which can be shown to have increased public understanding and interest in Army operations.
- (3) Improving service to the public in a specific or measurable way.
- (4) Directly contributing to more efficient or economical operations by management or operational improvements, better planning, or other administration actions involving tangible savings which are not covered by the Army Suggestion Plan.
- (5) Developing a field activities projects and programs which are accepted for major command or Army implementation.
- (6) Achieving an individual record in career or program accomplishment which is clearly superior to other comparable records and has been judged as top-ranking.
- (7) Accomplishing group activities which result in consistently high quality and substantially exceed quality control standards.

e. The provisions of paragraphs 2-4 and 2-5 are applicable in determining appropriate cash awards.

5-2. Procedure and approval authority. *a.* A supervisor or any official having direct knowledge of the act or service, or the scientific achievement may initiate the nomination. It will be formally concurred in by an operating official in the line of command, consistent with local procedure.

b. DA Form 1256 will be utilized and will include a detailed description of the special act or service or scientific achievement and a justification of the proposed cash award. Wherever appropriate, information on tangible savings will be included.

c. Nominations will be processed by the incentive awards committee, with recommendation for approval, disapproval, or some other award submitted to the activity commander or his designated representative.

d. Authority to approve cash awards up to \$100 for special acts or services, without reference to incentive awards committees, may be redelegated by Commanding Officers to Division Chiefs. Such redelegation does not eliminate the requirements for proper documenta-

tion or prescreening by Civilian Personnel Office staffs, to assure compliance with regulatory requirements or established criteria.

5-3. Amount of award. *a.* Cash awards in amounts not to exceed \$300 may be granted by activity commanders.

b. Major commanders are authorized to grant awards up to and through \$500 (including awards granted by subordinate commanders).

c. Cash awards in excess of \$500 will not be granted without the approval of the Army Incentive Awards Board and the Secretary of the Army.

d. Recommendations for cash awards in excess of \$5,000 that have been approved by the Secretary of the Army, will be forwarded to the Assistant Secretary of Defense (Manpower), ATTN: Deputy Assistant Secretary of Defense (Civilian Personnel Policy) for consideration and transmittal to the Civil Service Commission, in the case of civilian employees; and for final action by the Secretary of Defense in the case of military personnel.

e. Each cash award made under the provisions of this Section will be accompanied by a Commendation Certificate, DA Form 2443.

CHAPTER 6

LENGTH-OF-SERVICE RECOGNITION

FOR CIVILIAN EMPLOYEES

6-1. Purpose. Length-of-service emblems and certificates will be awarded civilian employees to provide recognition for long and faithful Federal service with the Department of the Army and other Government agencies.

6-2. Coverage. *a.* U.S. citizen civilian employees of the Department of the Army, who complete 10, 20, 30, 40, or 50 years of satisfactory service will be awarded Department of the Army length-of-service emblems and certificates appropriate to their years of service except that where a system of major command emblems for length-of-service has been in effect such emblems may be continued in use in lieu of the emblems described herein, as elected by the major commander concerned.

b. Foreign nationals who are employed overseas on a direct-hire basis by the Department of-service emblems and certificates as prescribed for U.S. citizen employees or emblems and certificates of similar but distinctive design deemed appropriate for each group. Personnel employed by an indirect-hire arrangement may not be awarded the U.S. citizen emblem, but may be awarded emblems of similar but distinctive design.

- (1) Plans to award emblems to indirect-hire foreign nationals and proposed emblem designs will be coordinated with host Governments to assure compliance with local traditions and customs. Designs may also be submitted to the Deputy Chief of Staff for Personnel, ATTN: Employee Management Division, Department of the Army, Washington, D.C. 20310, for coordination with the U.S. Army Institute of Heraldry, prior to procurement.

- (2) Award of emblems to foreign nationals need not be restricted to intervals of 10, 20, 30, 40, or 50 years but may be awarded for any period deemed appropriate.

6-3. Eligibility. *a.* All Federal civilian and military service creditable for reduction-in-force purposes will apply toward eligibility for a length-of-service emblem, provided the final year of creditable service has been as a civilian employee of the Department of the Army.

b. Creditable service will be figured from the "service computation date" established for each employee for reduction-in-force purposes.

6-4. Presentation. *a.* Length-of-service emblems will normally be presented soon after the employee attains eligibility. However, the date of presentation may be set within a reasonable period of time after date of eligibility in order to arrange presentation ceremonies for groups of employees or to include the presentation in anniversary celebrations or other events of special meaning to the Army activity.

b. Benefits to morale and esprit de corps from such recognition depends to a large degree upon the pride and respect with which it is presented, received, and worn. In order to foster these attitudes, care will be taken to focus maximum public and employee attention upon the emblems as symbols of competent and devoted public 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 manner as to emphasize the mutual interests of the

United States and the host government and to obtain a favorable response from a community relations standpoint.

6-5. Types of emblems. *a.* The emblem consists of a modeled eagle on the top portion of an apex style emblem, with the appropriate year numeral on the center shield, and the Department of the Army inscribed on the bottom curved panel. There are five emblems, as follows:

- 10 years-----Bronze with white enamel.
- 20 years-----Sterling silver with red enamel.
- 30 years-----Gold filled blue enamel.
- 40 years-----Solid gold with blue enamel with two point ruby stone.
- 50 years-----Solid gold with blue enamel with three point diamond stone.

Plastic boxes that are used as containers for the emblems are also available.

b. DA Form 2200 (Certificate of Service) will be issued to U.S. citizen employees of the Department of the Army in conjunction with award of authorized length-of-service emblems. Certificates will be obtained through normal publications channels.

c. DA Form 2200 (Certificate of Service) may be utilized by major oversea commanders for direct-hire foreign nationals when the Army

emblems are used. If considered preferable, major oversea commanders may devise and issue, or authorize subordinate commanders to devise and issue, similar certificates of service in lieu of DA Form 2200.

6-6. Procurement of emblems. It will be the responsibility of major commanders to obtain length-of-service emblems for distribution to personnel under their respective jurisdiction. This responsibility may be delegated to commanders of subordinate activities, if desired.

a. Procurement of length-of-service emblems for civilian personnel of the Department of the Army, within the 48 contiguous States and Washington, D.C., will be made as follows. Ordering agencies may submit purchase delivery orders direct to contractors, listed annually in a GSA Summary of Term Contract. Copies of the contract, listing current contractor, may be obtained from General Services Administration, Federal Supply Service, Procurement Operations Division, General Products Branch, Seventh and D Streets, S. W., Washington, D.C. 20407.

b. Oversea commanders are authorized to effect local procurement of length-of-service emblems in accordance with specifications furnished oversea commanders.

- (2) Developed and improved major methods and procedures, developed significant inventions, or was responsible for exceptional achievements which effected large-scale savings or were of major significance in advancing the missions of the Department of the Army, and/or the Department of Defense 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. When this award is granted for a heroic act, such as described in *b(3)* above, a cash award of \$200 will accompany the decoration. The words "FOR BRAVERY" will be inscribed on the reverse side of the medal.

d. Nominations will be submitted in original and one copy, in the same format and containing the same information and documentation required for the President's Award for Distinguished Federal Civilian Service (para 6-6 *c, d, and e*). DA Form 1256 in triplicate will accompany each nomination. Nominations will be submitted to the Deputy Chief of Staff for Personnel, ATTN: Executive Secretary, Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, through command channels and be personally indorsed by the major commander concerned.

e. Retirement, separation, or long periods of service will not constitute a sufficient basis for conferring this award.

7-4. Meritorious Civilian Service Award. *a.* This is the second highest Department of the Army honorary award and consists of a medal, rosette and citation certificate. This award

may be granted by the Secretary of the Army or a major commander. All direct-hire Department of the Army employees (para 1-3*a*) 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 for the Meritorious Civilian Service Award will be determined by measuring contributions against the level of achievement defined below:

- (1) Accomplished supervisory or non-supervisory 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 conceiving inventions resulting in substantial savings in manpower, time, space, materials, or other items or expense, or improved safety or health of the work force.
- (3) Achieved outstanding results in improving the morale of workers in an organizational unit of the Department of the Army with consequent improvement in work performance and esprit de corps.
- (4) Exhibited unusual courage or competence in an emergency, resulting in direct benefit to the Government or its personnel.
- (5) Rendered professional or public relations service of a unique or distinctive character, deemed by the awarding authority to be worthy of recognition either as a reward for accomplishment or as an incentive to others.

c. When this award is granted for an act such as described in *b(4)* above, a cash award of \$100 will accompany the medal. The words "FOR BRAVERY" will be inscribed on the reverse side of the medal.

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

e. All approved recommendations for the Meritorious Civilian Service Award to foreign nationals (para 1-3a) will be forwarded to the Deputy Chief of Staff for Personnel, ATTN: Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310, for review and approval by the Secretary of Defense and Department of State, prior to presentation and announcement. Appropriate background data on the proposed recipient will be furnished with the recommendation.

f. Medals, lapel rosettes, and citation certificates for Meritorious Civilian Service Awards may be obtained by major commands upon request to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Office of Civilian Personnel, Department of the Army, Washington, D.C. 20310.

7-5. Laurel Leaf Cluster. *a.* A bronze, silver or gold cluster of three laurel leaves and berries, 5/16-inch overall in height to symbolize civilian honors and achievement, is available for attachment to the ribbon of the Decoration for Exceptional Civilian Service and the Meritorious Civilian Service Award, signifying second, third and fourth awards. Medals will be presented with the proper cluster affixed to the suspension ribbon, centered on the middle white stripe, the leaves pointing upward.

b. Laurel Leaf Clusters will not be issued retroactively.

c. Clusters may be obtained as needed by major commands upon request to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army, Washington, D.C. 20310.

7-6. Certificate of Appreciation for Patriotic Civilian Service. *a.* This award is applicable to individual employees or groups of employees only in those cases where services rendered to the Department of the Army are not job connected and reflect patriotic off-duty activities of a public service type contributing to the

mission accomplishment of an installation, command, or staff agency of the Army or to the welfare of Army personnel.

b. The certificate and lapel button may be awarded to individuals and groups by the Secretary of the Army, or by a major commander for services rendered to elements of the Army under his 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 supervisor on DA Form 1256 and concurred in by responsible officials and approved through incentive awards committee procedures. Recommendations for granting the award by the Secretary of the Army will be personally indorsed by major commanders and submitted to the Deputy Chief of Staff for Personnel, ATTN: Army Incentive Awards Board, Department of the Army, Washington, D.C. 20310.

d. Certificates and lapel buttons may be obtained by major commanders upon request to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army, Washington, D.C. 20310. Not more than a 6 months' supply will be maintained by major commands.

e. This award may also be used to recognize civilian employees for donating blood to the American Red Cross Blood Bank. Criteria for individual donors to receive this award will be a minimum of 10 gallons (80 pints).

7-7. Certificates of Achievement. *a.* Certificates of Achievement (DA Form 2442), may be granted by major or activity commanders as honorary recognition for employee contributions.

b. Recommendations for certificates will be initiated by the employee's supervisor on DA Form 1256, concurred in by responsible officials, and approved through incentive awards committee procedures.

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

CHAPTER 10

PAYMENT, RECORDS, AND REPORTS

10-1. Payment of awards. *a.* The approval of the awarding authority or his authorized representative will be transmitted to the Finance and Accounting Officer as authority for making payments as outlined in Section 12, Civilian Personnel Procedures Manual No. 1.

b. All cash awards, whether to civilian or military personnel, will be financed from the operation and maintenance type funds locally available for operating the installation, command or equivalent organization of the commander who approves, or in the case of an award which requires approval above the installation level, recommends the award. 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 which approves or recommends the award.

c. (1) 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 which requires higher echelon approval does not change the financial responsibility of the recommending organization for payment of the full award approved.

(2) Payment of cash awards to military personnel under the provisions of these regulations will be recorded and paid on SF 1034. Civilian Personnel Offices will provide finance and accounting officers with three copies of the DA Form 2441, Suggestion Award Certificate, as a basis for processing suggestion cash awards to military personnel. This will be done by preparation of two additional copies from

another set of the four-part DA Form 2441. Only one copy of this form is required for processing payment to civilian employees.

(3) Cash awards are considered obligations which must be met except where the granting of an award would cause an over obligation as defined by Section 3679, Revised Statutes.

d. The Internal Revenue Code provides that a cash award will be treated as additional compensation. Tax will therefore be withheld from all award payments to civilian and military personnel. The tax will be computed in accordance with applicable withholding regulations in effect at the time of the supplemental or one-time payment.

e. Cash awards may be paid to eligible personnel who submit meritorious ideas or suggestions which result in improvements or economies in the operations of a military department in addition to or other than the one in which employed or performing duty. The full amount of the award, less tax, will be paid by the benefiting military department.

f. Governing legislation provides for payment of cash awards on the basis of benefits accruing to one or more departments or Federal agencies resulting from awardable contributions by eligible personnel of another department or agency. The following procedures will apply in making payments.

(1) When making an award for an adopted suggestion to an Army employee for benefits to another Federal agency, upon notification of adoption of suggestion, the employing Department of the Army activity will prepare and forward Standard Form 1080

to the benefiting Federal agency, which 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, and action 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 Department of the Army activity will remit to the suggester's agency the amount of the award from available funds.

g. When payment of an award is authorized after an individual has separated from employment or military service, efforts will be made to reach him at his last known address. In the event of death, the unpaid award will be treated as an amount due and processed in accordance with applicable provisions of regulations pertaining to amounts due deceased personnel. This also includes retired personnel, provided that activities in the public interest supporting the award were made or rendered while the individual was in Government employment, or military service.

10-2. **Records.** Records and files will be maintained as prescribed in Section 12, CPPM 1.

10-3. **Promotional materials.** Maximum use will be made of all forms of promotional media and materials in order to create and maintain interest in the Army Incentive Awards Program. Subject to the provisions of the Army regulation governing printing and reproduction (AR 310-1), promotional material may be developed by major commanders for distribution to subordinate commanders. Locally developed promotional material should be keyed to subjects of particular interest to the issuing command or activity.

10-4. **Material for public releases.** Information with respect to the following categories of awards will be furnished to the Deputy Chief of Staff for Personnel, ATTN: Incentive Awards Branch, Department of the Army,

Washington, D.C. 20310, on a continuing basis.

a. Adopted suggestions with cash awards of \$250 or over (paid to civilian or military personnel). Furnish a copy of the suggestion, date of adoption, total dollar benefits, amount of award, and a brief biographical sketch of suggester. This information will be disseminated Army-wide in digest form, for possible wider application.

b. Special Act or Service Awards with cash award of \$500 or over. Furnish a brief description of the act or service, dollar benefits if any, amount of award paid, and brief biographical sketch of the recipient.

c. Invention awards that are considered unique. Furnish a brief description of the invention and a brief biographical sketch of inventor.

d. Scientific achievements with a cash award of \$250 or over. Furnish a brief description of the achievement, dollar benefits, if any, amount of award paid, and a brief biographical sketch of recipient.

10-5. **Annual Reports on Army Incentive Awards Programs, RCS DD-M(A)786.** *a.* An annual report on the Incentive Awards Program for civilian employees will be prepared on a fiscal year basis as of 30 June each year on DA Form 2189, Incentive Awards Report, in accordance with Section Eight, CPPM 1. Pending revision of DA Form 2189, the reports control symbol will be changed manually from USCSC-1033(R1) to DD-M(A)786.

b. An Incentive Awards Program Annual Report (Military) will be prepared on DD Form 1609 on a calendar year basis, effective with the report for calendar year 1967 covering military participation in the program. This form will be requisitioned through normal publications channels. With the report for calendar year 1967 only, a separate report will be submitted covering the period 1 July 1966 through 31 December 1966 in order to accomplish the transition from fiscal year to calendar year reporting for military personnel. Instructions for preparation of DD Form 1609 are contained

24 October 1967

AR 672-20

on the form. Reports will be prepared through civilian personnel servicing channels. Consolidated command reports will be forwarded in duplicate to the Deputy Chief of Staff for Per-

sonnel, ATTN: Office of Civilian Personnel, Department of the Army, Washington, D.C. 20310, not later than the 12th working day after 31 December each year.



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