



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

OCT 13

ACQUISITION AND
TECHNOLOGY

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: "Recognition and Awards for Acquisition Personnel" – David Packard
Excellence in Acquisition Award Nominations

This memorandum serves two purposes: (1) to update and reissue the Under Secretary of Defense (Acquisition, Technology & Logistics) (USD(AT&L)) policy on "Recognition and Awards for Acquisition Personnel" originally published June 9, 1996, and revised November 3, 1997, and; (2) to solicit nominations for the annual David Packard Excellence in Acquisition Award.

The USD(AT&L) policy on "Recognition and Awards for Acquisition Personnel" (attached) is updated to incorporate the organizational name change of USD(AT&L) effective January 4, 2000, and to clarify administration and reporting processes. To the extent possible, widest dissemination of this updated policy is encouraged.

Nominations are solicited for the annual David Packard Excellence in Acquisition Award. This Award recognizes organizations, groups, and teams that have demonstrated exemplary innovation and best acquisition practices.

Each Military Department and the Defense Logistics Agency may submit nominations for up to five teams and all other Components and OUSD(AT&L) principals may nominate two teams. Specific guidelines on the eligibility, nomination and selection criteria are provided at TAB 3 of the attached updated policy. Strict adherence to the nomination guidelines facilitates the review process, and is strongly encouraged.

Nominations for the David Packard Excellence in Acquisition Award must be submitted no later than February 1, 2001, to:

Office of Under Secretary of Defense (Acquisition, Technology & Logistics)
ATTN: Director for Administration, OUSD(AT&L)
3150 Defense Pentagon, Room 3D1020
Washington, DC 20301-3150

Points of contact for award administration are Mrs. Phyllis Goldsmith and Mrs. Vanessa Williams at (703) 697-2525 and for award policy, Ms. Carol Preston at (703) 614-3882.

J. Gansler

Attachment:
As stated



**UNDER SECRETARY OF DEFENSE (ACQUISITION, TECHNOLOGY & LOGISTICS)
(USD(AT&L))
POLICY ON RECOGNITION AND AWARDS FOR ACQUISITION PERSONNEL ***

A. POLICY

The civilian and military personnel who support the Defense acquisition system for both new and fielded systems are our most valuable assets. To reinforce the continuing importance of reform and innovation to bringing about significant improvements in the acquisition system and its processes, it is USD(AT&L) policy

1. that the Department's acquisition leadership at all levels shall recognize and reward individuals and teams whose efforts contribute to the improved acquisition of the products and services underpinning the warfighting and peacekeeping capabilities of the military services;
2. that acquisition leaders shall use existing informal and formal forms of recognition, develop new forms of recognition and awards, and make use of the new recognition and awards established via this policy memorandum;
3. that the Component Acquisition Executives (CAEs)¹ and other senior Component and OSD acquisition officials shall make every effort to participate in Component and subordinate office award and recognition activities to demonstrate their personal recognition and appreciation for a job well done; and
4. that the Department's acquisition leadership shall ensure that information about innovations made by acquisition personnel is widely disseminated via a variety of media so that such innovations can be replicated throughout DoD.

In carrying out this policy, the Department's acquisition leaders should employ all of the following methods for formally and informally recognizing and rewarding acquisition personnel.

B. RECOGNITION AND AWARDS

Recognition activities can take many forms and be supported at many levels throughout the organization. CAEs and OUSD(AT&L) principals will support, and will encourage subordinate management at all levels to support, activities designed to recognize acquisition and logistics personnel under their supervision. CAEs and OUSD(AT&L) principals may elect to conduct recognition activities in a variety of ways and to use a variety of existing or newly developed mechanisms such as those listed below for recognizing and awarding acquisition personnel.

* Reissuance October 2000

¹The Component Acquisition Executives (CAEs) for each of the Components are the Secretaries of the Military Departments or Heads of Agencies with power of redelegation. The CAEs, or their designees, are responsible for acquisition matters in their respective Components. The Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)) is the Defense Acquisition Executive (DAE) responsible for all acquisition matters in the Department of Defense. (DoDD 5000.1, "Defense Acquisition," March 15, 1996)

1. Defense Certificate of Recognition for Acquisition Innovation: The Defense Certificate of Recognition for Acquisition Innovation (TAB 1) has been developed to fulfill a need expressed for a generic certificate that can be used by the CAEs or their designees, and OUSD(AT&L) principals to recognize outstanding, innovative acquisition practices which contribute to improving the acquisition and logistics support systems. CAEs, or their designees, and OUSD(AT&L) principals at the assistant secretary and deputy under secretary level, are authorized to issue this certificate as a means of providing immediate recognition to deserving employees. This certificate is designed to enhance recognition activities, eliminate the usual administrative burden associated with justifying awards, and result in more timely recognition of the contributions of civilian and military acquisition personnel. Quantities of this certificate will be printed by OUSD(AT&L) and made available to CAEs and OUSD(AT&L) principals who will establish their own processes and procedures for awarding the certificate commensurate with the goal of providing timely recognition uncomplicated by administrative requirements.
2. Defense Acquisition Executive (DAE) Certificate of Achievement: The DAE Certificate of Achievement (TAB 2) is awarded by the DAE to individuals, groups, and teams such as Integrated Product Teams (IPT), Process Action Teams, Working level Integrated Product Teams (WIPTs) and Overarching Integrated Product Teams (OIPT). The DAE Certificate is the appropriate award to highlight and reward individuals and teams that have made exceptional contributions to improving life cycle costs and/or the Department's acquisition system through innovative acquisition management techniques. CAEs and OUSD(AT&L) principals will bring to the DAE's attention individuals and teams recommended by Program Executive Officers (PEOs), IPT leaders and others that have made major contributions deserving of DAE recognition. OUSD (AT&L) principals and CAEs should make recommendations for such recognition in accordance with the procedures delineated at TAB 2.
3. David Packard Excellence in Acquisition Award: The David Packard Excellence in Acquisition Award (TAB 3) has been established to recognize organizations, groups and teams who have demonstrated exemplary innovation and best acquisition practices reflecting goals and objectives furthering life cycle cost reduction and/or acquisition excellence in the Department of Defense (DoD). The criteria for nomination and selection are provided in TAB 3, paragraph C. Submissions are due February 1 of each year. The Military Departments and Defense Logistics Agency may nominate up to five teams, and other Components and OUSD(AT&L) principals may nominate two teams.
4. Other Available Awards: At TAB 4 is a listing of DoD and other awards for which military and civilian acquisition personnel may also be considered and which are entirely appropriate for recognizing acquisition accomplishments. CAEs, their designees, and OUSD(AT&L) principals are encouraged to utilize these to provide both monetary and non-monetary awards, as appropriate, for outstanding achievement and contributions to the acquisition system. Civilian and military personnel are eligible to receive these awards even if they have received the David Packard Excellence in Acquisition Award or the new acquisition Certificates described in this document.

C. RESPONSIBILITIES

DoD acquisition leaders at all levels are responsible for ensuring that civilian and military personnel are appropriately recognized for their contributions to improving the acquisition system. This includes using existing informal and formal forms of recognition, developing new forms of recognition and awards, as well as making use of the recognition and awards outlined at TABS 1 through 4. Specifically,

1. CAEs or their designees and OUSD(AT&L) principals are responsible for ensuring that acquisition personnel within their organizations who contribute to improving processes and programs for both new and fielded systems are appropriately recognized, including presentation of the Defense Certificate of Recognition for Acquisition Innovation, as appropriate, and for publicizing the recognition in their respective Component newspapers, magazines, etc. CAEs, their designees, and OUSD(AT&L) principals who make presentations of the Defense Certificate of Recognition for Acquisition Innovation are responsible for ensuring that (a) appropriate publicity accompanies the presentation, and (b) information on the achievement is provided to the Defense Acquisition University (DAU).
2. CAEs or their designees, and OUSD(AT&L) principals are responsible for recommending individuals and teams deserving of the (DAE) Certificate of Achievement.
3. CAEs or their designees, and OUSD(AT&L) principals have the option of further recommending whether the nominees for the DAE Certificate of Achievement should also be considered for (a) the David Packard Excellence in Acquisition Award; (b) further recognition from the Secretary of Defense; and/or (c) nomination by the USD(AT&L) or other DoD official for federal-wide, private sector, or private non-profit sector recognition.
4. CAEs or their designees, and OUSD(AT&L) principals who nominate individuals and teams for recognition described in items (2) and (3) above will submit the recommendation under their own signature; affirm the validity, accuracy and consistency of the information provided about the achievement; and will ensure that the accomplishment being recognized will withstand scrutiny within and outside the Department.
5. Nominations submitted to the DAE for recognition described in items (2) and (3) above will be forwarded to the Deputy Under Secretary of Defense (Acquisition Reform)(DUSD(AR)). The DUSD(AR) may ask other OUSD(AT&L) offices to assist in reviewing and vetting the nomination. Based on the results of the analysis, the DUSD(AR) will make a recommendation on the nomination and forward it to the DAE. Upon the DAE's approval of the appropriate recognition, the DUSD(AR) will forward information on the awards to the DAU, and the Director for Administration, OUSD(AT&L).
6. As appropriate, DUSD(AR) will publish in the various media the names of awardees and a brief description of their accomplishments.

7. The Director for Administration, OUSD(AT&L) will (a) manage the development, printing, production, distribution, and administration of both the Defense Certificate of Recognition for Acquisition Innovation and the DAE Certificate of Achievement; (b) support the processing of nominations, preparation and distribution of certificates and plaques, and OUSD(AT&L) office displays for the David Packard Excellence in Acquisition Award.
8. The DAU President is responsible for ensuring the innovations and accomplishments of the awardees are recognized, as appropriate, in the Acquisition Review Quarterly (ARQ) the Program Manager (PM) Magazine, and other pertinent AR publications.

Attachments:

- TAB 1: Defense Certificate of Recognition for Acquisition Innovation
- TAB 2: Defense Acquisition Executive (DAE) Certificate of Achievement
- TAB 3: David Packard Excellence in Acquisition Award
- TAB 4: Description of Available Awards

Defense Certificate of Recognition
for
Acquisition Innovation

A. Purpose

1. The Defense Certificate of Recognition for Acquisition Innovation is established to make available to each Component of the DoD and USD(AT&L) principals a uniform instrument for formally recognizing outstanding, innovative acquisition practices. Its purpose is to recognize individuals, groups, or teams in DoD who have made greater contributions than normally expected resulting in improvements to defense acquisition processes and programs.
2. DoD acquisition leadership at all levels should recognize and reward individuals and teams whose efforts contribute to making the acquisition system and its various processes work more efficiently. This certificate will be awarded at the level of the Component Acquisition Executive (CAE) or his designee, or USD(AT&L) principal, based on criteria and an administrative process established within each Component.

B. Eligibility

1. All DoD military and civilian acquisition personnel, individuals, groups or teams, who have made significant contributions to furthering acquisition reform in DoD acquisition processes and programs are eligible. Significant contributions include ideas and innovations accepted by the acquisition organizations and/or management.
2. The Certificate of Recognition will be granted for contributions made or completed within the preceding 12 months.

C. Criteria for Selection

1. Organizations, groups, teams, or individuals given this award should have contributed outstanding innovative ideas, methods, or processes that have reduced life cycle costs or added value to the acquisition system, and its processes and programs.
2. The ideas, methods, or processes recognized should promote acquisition reform goals of benefit to the DoD acquisition system and its programs.

D. Process

5. Administration

- a. The Director for Administration, OUSD(AT&L) will print the Certificate of Recognition and distribute it to CAEs' and USD(AT&L) principals' designated administration offices.
- b. The CAEs and USD(AT&L) principals are responsible for establishing their own procedures for presenting the certificates, including:
 - (1) imprinting certificates with recipients' names;
 - (2) getting certificates signed; and
 - (3) arranging for presentation ceremonies and publicizing the achievement.
- c. The Certificate of Recognition may be presented at any time in the calendar or fiscal year. It is recommended that completion of the nomination and award process take no more than 30 days.
- d. The certificates are to be signed by the CAE or his designee, or a USD(AT&L) principal and, where possible, awarded at the flag/General Officer or SES level in the recipients' command or activity. CAEs or others may request participation of the Defense Acquisition Executive or other Defense official at presentation and award ceremonies; however, arrangements for such ceremonies are the responsibility of the Component or awarding office.

6. Reporting

- a. Each Component and USD(AT&L) principal will forward as appropriate to the Defense Acquisition University (DAU) and DUSD(AR), the names of awardees, a brief description of the innovation or improvement, and a point of contact for additional information.
- b. The DAU President is responsible for ensuring the innovations and accomplishments of the awardees are recognized, as appropriate, in the Acquisition Review Quarterly, the Program Manager Magazine; and other pertinent AR publications.
- c. DUSD(AR) will publish as appropriate the names of awardees and a brief description of their accomplishments in AR Today and AR Now.

Defense Acquisition Executive (DAE)
Certificate of Achievement

A. Purpose

1. The DAE Certificate of Achievement is established to enable the DAE to provide personal recognition to individuals, groups, or teams who have made exceptional contributions to improving life cycle costs and/or the Department's acquisition systems and programs.
2. The certificates will be awarded throughout the year at the discretion of the DAE. This recognition program is not designed to preclude or exempt acquisition personnel from eligibility to receive existing formal and informal awards and recognition traditionally used within OSD or the DoD Components.

B. Eligibility

1. All DoD acquisition personnel, both military and civilian individuals, groups, and teams, such as Integrated Product Teams, Process Action Teams, or other working groups who have contributed to improving acquisition processes and programs are eligible. Significant contributions include ideas and innovations accepted by acquisition management within the Components or OUSD(AT&L).
2. This certificate will be granted for contributions made or completed within the preceding 12 months.

C. Criteria for Nomination

1. Organizations, groups, teams, or individuals eligible for this recognition should have contributed ideas, methods, or processes representative of innovative acquisition management techniques and/or life cycle cost reduction.
2. The ideas, methods, or processes recognized should promote acquisition reform goals and help achieve best value for the government.
3. Recommendations should be based on a factor or factors that establish the work as being exceptional to the normal methods or practices.

D. Process

1. Administration

- a. The DAE personally issues these certificates. Component Acquisition Executives and OUSD(AT&L) principals should forward recommendations for the Certificate of Achievement to OUSD(AT&L), ATTN: Director for Administration, OUSD(AT&L), 3150 Defense Pentagon, Room 3D1020, Washington D.C. 20301-3150
- b. Each recommendation should include:
 - 1) Brief description of the innovation or initiative,
 - 2) Reason for awarding the Certificate of Achievement,
 - 3) Name of the organization (group title, office title, activity, duty location),
 - 4) Name(s) of individual(s) nominated, and
 - 5) Point of contact handling the nomination package.
- c. The Director for Administration, OUSD(AT&L), will forward nomination(s) to Deputy Under Secretary of Defense (Acquisition Reform) (DUSD(AR)). The DUSD(AR) may ask other OUSD(AT&L) offices to assist in reviewing on a quarterly basis the nomination(s) for accuracy and merit. Nomination(s) will be reviewed the first week of each quarter beginning with October. Based on the results of the review, the DUSD(AR) will make a recommendation on the nomination(s) and forward to the DAE.
- d. Upon the DAE's approval:
 - (1) the DUSD(AR) will provide copies of the approved nomination to the Director for Administration, OUSD(AT&L) and the Defense Acquisition University (DAU).
 - (2) the Director for Administration, OUSD(AT&L) will prepare the certificate and notify the nominating office. The nominating office will assume responsibility for arranging for an appropriate ceremony, accompanying publicity, and other activities to recognize the recipient(s).
- e. The certificate may be presented at any time in the calendar or fiscal year and is not limited to any cycle for nominations

2. Reporting

- a. DUSD (Acquisition Reform) will publish as appropriate the names of awardees and a brief description of their accomplishments in AR Today and AR Now.
- b. The DAU President is responsible for ensuring the innovations and accomplishments of the awardees are recognized, as appropriate, in the Acquisition Review Quarterly, the Program Manager Magazine, and other pertinent AR publications.

David Packard
Excellence in Acquisition Award

A. Purpose

The David Packard Excellence in Acquisition Award is established to recognize Department of Defense (DoD) civilian and/or military organizations, groups, or teams, who have made highly significant contributions which demonstrated exemplary innovation and best acquisition practices. These are multiple awards reflecting achievements that exemplify goals and objectives established for furthering life cycle cost reduction and/or acquisition excellence in DoD.

B. Eligibility

1. Nominations are for organizations, groups, or teams that have exhibited superior accomplishments significantly contributing to defense acquisition reform initiatives and acquisition programs.
2. The award will be granted for contributions made or completed within the preceding 12 months (January 1 to December 31).

C. Criteria for Nomination/Selection

1. Organizations, groups and teams nominated for this award should have made highly significant contributions to DoD's acquisition processes and programs demonstrating exemplary innovation and best acquisition practices. The primary judging criteria for selecting recipients are based on one or more of the following:
 - a. Reducing Life Cycle Cost, including such factors as
 - Achieving best value for the government
 - Balancing the risk of fraud, waste or abuse against the cost of preventative measures
 - Balancing the benefits of the nation's socio-economic policies with the cost of government-unique requirements on sellers
 - b. Making the Acquisition System More Efficient, Responsive and Timely, including
 - Managing risk in acquisition and procurement, rather than avoiding it
 - Meeting warfighter/peacekeeper needs faster, better, cheaper
 - Shortening acquisition lead time
 - Being suited to peacekeeping and other emerging DoD missions
 - Anticipating change instead of reacting to it
 - c. Integrating Defense with the Commercial Base and Practices, including
 - Strengthening the joint commercial and defense industrial base
 - Integrating commercially available technology into military systems

- Maintaining technological superiority
 - Combining best practices of world class customers and suppliers
 - Partnering within DoD and with industry
- d. Promoting Continuous Improvement of the Acquisition Process, including
- Simplifying the acquisition process
 - Facilitating people in the acquisition workforce in doing their jobs
 - Training and educating a professional acquisition workforce
 - Providing incentives for acquisition personnel to innovate and to manage risk
 - Evidencing trust in the professionalism of the workforce by empowering and encouraging them
 - Ensuring that every step in the acquisition process adds value
 - Reengineering the acquisition system - not all at once but process by process
 - Measuring progress (metrics) toward acquisition system enhancements
- e. Accomplishing Specific Goals Associated with Acquisition Reform Initiatives, including
- Legislation
 - Specifications and Standards
 - Oversight and Review
 - Automated Acquisition Information
 - Electronic Commerce/Electronic Data Interchange
 - Contract Administration
 - Purchase Cards
 - Procurement Process Reform
 - Integrated Product/Process Teams (IPTs), IPPD
 - Others (as may from time to time be identified in connection with working group charters, Defense Manufacturing Council, Defense Science Board, Roles and Missions Commission, legislative and regulatory initiatives, etc.)
- f. Others As Identified by a DoD Component Acquisition Executive
2. Nominations must specify the criteria that are applicable and provide supporting information. Quantifiable metrics, such as savings and outcome measures, are especially desired.
3. Nominations must specify an award category appropriate for the achievement. Award categories include: Program Management; Communications Computer Systems; Contracting (includes Construction); Purchasing; Industrial Property Management; Systems Planning, Research, Development and Engineering; Test and Evaluation; Manufacturing, Production and Quality Assurance; Acquisition Logistics; Business, Cost Estimating, and Financial Management; and Auditing. Award categories will be used to assist in the evaluation of the nominations. More than one nomination may be submitted specifying the same award category.

D. Process

1. Administration

- a. Director for Administration, OUSD(AT&L) will prepare the notification for USD(AT&L) issuance on November 1 that nominations are due by February 1.
- b. The Services Military Departments and Defense Logistics Agency may nominate up to five teams, and other Components and OUSD(AT&L) principals may nominate two teams. Nomination packages should be submitted not later than February 1 each year through the appropriate Component Acquisition Executive or USD(AT&L) principal to the Acquisition Recognition Board, ATTN: Director for Administration, OUSD(AT&L), 3150 Defense Pentagon, Room 3D1020, Washington D.C. 20301-3150.
- c. Each nomination should include the following information;
 - 1) Name of the organization (group title, office title, activity, duty location) and point of contact.
 - 2) Name(s) and position titles of individual(s) contributing to the team.
 - 3) A summary describing the accomplishment(s) normally not to exceed two pages, but may be accompanied by supporting information, e.g., charts, statistical data, etc.
 - 4) Appropriate award category.
- d. The Director for Administration, OUSD(AT&L) will provide the nomination packages to the Deputy Under Secretary of Defense (Acquisition Reform) (DUSD(AR)). The DUSD(AR) will coordinate the awards process with the Principal Deputy Under Secretary of Defense (PDUSD)(AT&L). The DUSD(AR) will chair the Acquisition Recognition Board comprised of five panel members who report to either the USD(AT&L) or PDUSD(AT&L). The Board Chair selects members to serve and assist with the assessment and review of the nominations. The Chair will then present the recommendations to the PDUSD(AT&L) for approval. The USD(AT&L) is the final selection authority.
- e. Upon USD(AT&L)'s approval of the Board's recommendations, the Director for Administration, OUSD(AT&L) will order necessary plaques and certificates, and perform any administrative functions associated with the award presentations. The David Packard Excellence in Acquisition Award will be presented to the honorees' organization in an official ceremony. Each member of a group or team will receive a Certificate of Excellence in Acquisition. The Director for Administration, OUSD(AT&L) will establish and maintain a Pentagon display of annual award winners and coordinate any other type of publicity relating to the award.
- f. When possible, the USD(AT&L) will personally participate in an appropriate awards presentation. Such presentation could be an official awards ceremony at the Pentagon, an awards ceremony at the selectee(s)' duty station, or other type of presentation. All travel costs associated with an awards presentation will be borne by the nominating organization.

2. Reporting

- a. The DUSD(AR) will provide information on all recipients of the David Packard Excellence in Acquisition Award to the Defense Acquisition University (DAU).
- b. The DUSD(AR) will publish as appropriate the names of awardees and a brief description of their accomplishments in AR Today and AR Now.
- c. The DAU President is responsible for ensuring the innovations and accomplishments of the awardees are recognized, as appropriate, in the Acquisition Review Quarterly, the Program Manager Magazine, and other pertinent AR publications.

DESCRIPTION OF AVAILABLE AWARDS

Civilian and military employees of the Department of Defense (DoD) are eligible to receive the awards listed in this appendix, as appropriate. Awards have been broken down into four categories: General Awards (non-monetary), General Awards (monetary), Acquisition Awards (non-monetary), and Acquisition Awards (monetary). Award descriptions, as well as specific eligibility for each award, are also included.

GENERAL AWARDS (Non-monetary)

CIVILIANS

- Non-Government:

-- Arthur S. Fleming Award - Presented by the Downtown Jaycees of Washington to honor outstanding individuals in the Federal Government and to recognize those who have performed outstanding and meritorious work for the government. Career employees of the Executive Branch under the age of 40 are eligible for this award.

-- William A. Jump Memorial Award - Presented by the Jump Memorial Foundation to recognize and encourage outstanding and deserving young government employees for sustained growth, development, integrity, and interest in the field of public administration. Career employees under the age of 37 whose work performance over a period of at least 5 years in a line or staff position, demonstrates unusual competence and interest in public administration are eligible for this award.

-- Air Force Association Outstanding Air Force Civilian of the Year - Given to recognize outstanding achievements by Air Force civilian employees for the period January 1 through December 31 each year. All appropriated fund employees are eligible for this award.

-- National Public Service Award - Presented by the American Society for Public Administration to outstanding individuals in government service. All civilian employees are eligible for this award.

- Federal:

-- Presidential Award for Distinguished Federal Civilian Service - The highest honorary award that can be given for Federal service. It is awarded for extraordinary achievement in career Federal service as determined by the Presidential Board.

- Office of the Secretary of Defense (OSD):

-- DoD Distinguished Civilian Service Award - Given for exceptional devotion to duty and extremely significant contributions of broad scope to efficiency or other improvements in DoD. US citizen employees of DoD are eligible for this award. The Secretary of Defense is the final approval authority for this award.

-- Secretary of Defense Meritorious Civilian Service Award - Second highest civilian service award. Given for exceptional meritorious service of major significance to DoD. All career civilian employees are eligible for this award. The Secretary of Defense is the final approval authority for this award.

-- OSD Exceptional Civilian Service Award - Established to recognize civilian employees of OSD and Office of the Joint Chiefs of Staff (OJCS) whose contributions are not broad enough or of significance to warrant a higher-level award. All civilian employees of OSD and OJCS are eligible for this award. This award may be approved at the Under Secretary, Assistant Secretary or equivalent level in OSD or Director level in the Joint Staff.

-- OSD Award for Excellence - Established to recognize civilian employees from other government agencies and individuals appointed as consultants or experts who have made significant contributions. Employees within or outside of OSD and its serviced activities are eligible for this award. This award may be approved by the head of the OSD component or the Director level in the Joint Staff.

-- OSD Civilian Career Service Award - Established to recognize employees' career service extending over a period of years, to include a combination of military and civilian service. This award may be approved at the OSD Deputy Assistant Secretary or equivalent level in the Joint Staff.

- United States Army:

-- Decoration for Exceptional Civilian Service - An award for an established, demonstrable pattern of excellence. All appropriated and non-appropriated fund employees are eligible for this award.

-- Meritorious Civilian Service Award - Same as Exceptional Service Award; to a lesser degree.

-- Superior Civilian Service Award - Same as Meritorious Service Award; to a lesser degree.

- United States Navy:

-- Distinguished Civilian Service Award - An award for extraordinary service or contribution of major significance to Department of Navy. All civilian employees are eligible for this award.

-- Meritorious Civilian Service Award - Same as Distinguished Service Award; to a lesser degree.

-- Superior Civilian Service Award - Same as Meritorious Service Award; to a lesser degree.

- United States Air Force:

-- Decoration for Exceptional Civilian Service - Highest civilian award within the Air Force. Given for exceptionally distinguished service and accomplishments having significant Air Force-wide scope and impact. Normally nominees should have previously received the Meritorious Civilian Service Award. All civilian employees, except those about to retire, are eligible for this award.

-- Meritorious Civilian Service Award - Given for rendering outstanding performance worthy of recognition for significant accomplishments. All civilian employees, except those about to retire, are eligible for this award.

-- Exemplary Civilian Service Award - Given for clearly outstanding service supporting a command mission for at least 1 year or accomplishing a single service that significantly contributes to a command mission. All civilian employees are eligible for this award.

SENIOR EXECUTIVE SERVICE (SES)

- Non-Government:

-- Arthur S. Fleming Award - Presented by the Downtown Jaycees of Washington to honor outstanding individuals in the Federal Government and to recognize those who have performed outstanding and meritorious work for the government. Career employees of the Executive Branch under the age of 40 are eligible for this award.

-- William A. Jump Memorial Award - Presented by the Jump Memorial Foundation to recognize and encourage outstanding and deserving young government employees for sustained growth, development, integrity, and interest in the field of public administration. Career employees under the age of 37 whose work performance over a period of at least 5 years in a line or staff position, demonstrates unusual competence and interest in public administration are eligible for this award.

-- Air Force Association Outstanding Air Force Civilian of the Year - Given to recognize outstanding achievements by Air Force civilian employees for the period 1 January through 31 December each year. All appropriated fund employees are eligible for this award.

-- National Public Service Award - Presented by the American Society for Public Administration to outstanding individuals in government service. All civilian employees are eligible for this award.

-- Roger W. Jones Award for Executive Leadership - Presented by the American University to recognize outstanding executive achievements. Career SES members are eligible for this award.

-- Federal Executive Institute Alumni Association Executive-of-the-Year Award - Given to recognize outstanding executive achievements. Career SES members are eligible for this award.

-- Executive Achievement Awards - Presented by Senior Executives Association to recognize outstanding executive achievements. Career SES members are eligible for this award.

- Federal:

-- Presidential Award for Distinguished Federal Civilian Service - The highest honorary award that can be given for Federal service. It is awarded for extraordinary achievement in career Federal service as determined by the Presidential Board.

- Office of the Secretary of Defense:

-- DoD Distinguished Civilian Service Award - Given for exceptional devotion to duty and extremely significant contributions of broad scope to efficiency or other improvements in DoD. US citizen employees of DoD are eligible for this award. The Secretary of Defense is the final approval authority for this award.

-- Secretary of Defense Meritorious Civilian Service Award - Second highest civilian service award. Given for exceptional meritorious service of major significance to DoD. All career civilian employees are eligible for this award. The Secretary of Defense is the final approval authority for this award.

-- OSD Exceptional Civilian Service Award - Established to recognize civilian employees of OSD and OJCS whose contributions are not broad enough or of significance to warrant a higher-level award. All civilian employees of OSD and OJCS are eligible for this award. This award may be approved at the Under Secretary, Assistant Secretary or equivalent level in OSD or Director level in the Joint Staff.

-- OSD Award for Excellence - Established to recognize civilian employees from other government agencies and individuals appointed as consultants or experts who have made significant contributions. Civilian employees from other than OSD or OJCS are eligible for this award. Employees within or outside of OSD and its serviced activities are eligible for this award. This award may be approved by the head of the OSD component or the Director level in the Joint Staff.

- United States Army:

-- Decoration for Exceptional Civilian Service - An award for an established, demonstrable pattern of excellence. All appropriated and non-appropriated fund employees are eligible for this award.

-- Meritorious Civilian Service Award - Same as Exceptional Service Award; to a lesser degree.

-- Superior Civilian Service Award - Same as Meritorious Service Award; to a lesser degree.

- United States Navy:

-- Distinguished Civilian Service Award - An award for extraordinary service or contribution of major significance to Department of Navy. All civilian employees are eligible for this award.

-- Meritorious Civilian Service Award - Same as Distinguished Service Award; to a lesser degree.

-- Superior Civilian Service Award - Same as Meritorious Service Award; to a lesser degree.

- United States Air Force:

-- Decoration for Exceptional Civilian Service - Highest civilian award within the Air Force. Given for exceptionally distinguished service and accomplishments having significant Air Force-wide scope and impact. Normally nominees should have previously received the Meritorious Civilian Service Award. All civilian employees, except those about to retire, are eligible for this award.

-- Meritorious Civilian Service Award - Given for rendering outstanding performance worthy of recognition for significant accomplishments. All civilian employees, except those about to retire, are eligible for this award.

-- Exemplary Civilian Service Award - Given for clearly outstanding service supporting a command mission for at least 1 year or accomplishing a single service that significantly contributes to a command mission. All civilian employees are eligible for this award.

MILITARY

- Office of the Secretary of Defense:
 - Defense Distinguished Service Medal - Awarded by the Secretary of Defense for exceptionally meritorious service in a duty of great responsibility. All members of the Armed Forces are eligible for this award.
 - Defense Superior Service Medal - Awarded by the Secretary of Defense for superior meritorious service while in a position of significant responsibility while assigned to a joint activity. All members of the Armed Forces are eligible for this award.
 - Defense Meritorious Service Medal - Awarded in the name of the Secretary of Defense for recognition of non-combat meritorious achievement or service while assigned to a joint activity. All members of the Armed Forces are eligible for this award.
 - Joint Service Commendation Medal - Awarded for meritorious achievement or service while assigned to a joint activity. All members of the Armed Forces are eligible for this award.
 - Joint Service Achievement Medal - Awarded for meritorious achievement or service while assigned to a joint activity after August 3, 1983. All members of the Armed Forces are eligible for this award.
- United States Army/ Navy/Air Force:
 - Distinguished Service Medal - Awarded by each branch of the Armed Forces for exceptionally meritorious service to the government in a duty of great responsibility. All members of the Armed Forces are eligible for this award.
 - Legion of Merit - Awarded by each branch of the Armed Forces for exceptionally meritorious conduct in the performance of outstanding service. All members of the Armed Forces are eligible for this award.
 - Meritorious Service Medal - Awarded by each branch of the Armed Forces for outstanding non-combat meritorious achievement or service to the United States. All members of the Armed Forces are eligible for this award.
 - Commendation Medal - Awarded by each branch of the Armed Forces for outstanding achievement, meritorious service or acts of courage. All members of the Armed Forces are eligible for this award.
 - Achievement Medal - Awarded by each branch of the Armed Forces for meritorious achievement. All members of the Armed Forces are eligible for this award.

GENERAL AWARDS (Monetary)

CIVILIANS

- Federal; also United States Army/Navy/Air Force:
 - Special Act Award - Cash award to recognize a meritorious personal effort, act, service, scientific or other achievement. The amount of the award varies from \$250 to \$25,000, depending on the agency which is making the award. All appropriated fund employees are eligible for this award.

- On-the-Spot Cash Award - Small cash award given by supervisor for day-to-day accomplishments. The amount of the award varies from \$50 to \$250. All appropriated fund employees are eligible for this award.

- Time Off Award - Individuals are given time off without being charged leave. All appropriated fund employees are eligible for this award.

- Sustained Superior Performance (SSP) Award - A monetary award in recognition of a high-level performance rating. Appropriated fund employees are eligible for this award. Organizations using the SSP Award should follow Component procedures for making this award.

- Quality Step Increase - A General Schedule (GS) step increase in recognition of a high-level performance rating. All appropriated fund employees are eligible for this award, except SES employees.

SENIOR EXECUTIVE SERVICE (SES)

- Federal:

- Presidential Rank Award of Distinguished Executive - The President awards Distinguished Executive rank to 1% or less of career SES members Government-wide for sustained extraordinary accomplishments. Career SES members with at least 3 years in the SES are eligible for this award. Nominees have accomplishments affecting a major program or broad area of science or technology.

- Presidential Rank Award of Meritorious Executive - The President awards Meritorious Executive rank to 5% or less of career SES members Government-wide for sustained accomplishments. Career SES members with at least 3 years in the SES are eligible for this award.

- Special Act Award - Cash award to recognize a meritorious personal effort, act, service, scientific or other achievement. All appropriated fund employees are eligible for this award.

- On-the-Spot Cash Award - Small cash award given by supervisor for day-to-day accomplishments. All appropriated fund employees are eligible for this award.

- Time Off Award - Individuals are given time off without being charged leave. All appropriated fund employees are eligible for this award.

- Sustained Superior Performance Award - A monetary award in recognition of high-level performance for a specific period. Organizations using the SSP Award should follow Component procedures for making this award.

ACQUISITION AWARDS (Non-monetary)

CIVILIANS

- Non-Government:

- Herbert Roback Memorial Award - Presented annually by the National Contract Management Association (NCMA) to a nationally renowned and distinguished American who has made a significant contribution to the betterment of public contract management through

lifelong achievement in the public or private sectors. Any individual, government or industry, not currently a member of the NCMA national Executive Council is eligible for this award.

-- General Hans H. Driessnack Distinguished Service Award - Presented annually as appropriate by the Performance Management Association to individuals in recognition of outstanding contribution, dedication and commitment to performance management. Any individual, from government or industry, civilian or military, is eligible for this award.

- United States Army:

-- Secretary of the Army Award for Outstanding Achievement in Materiel Acquisition - Given for outstanding individual or team contributions for the timely, efficient and economical acquisition of quality supplies and services. All appropriated and non-appropriated fund employees and soldiers are eligible for this award.

-- Secretary of the Army Program Manager/Program Office of the Year Award - Given for outstanding team contributions in an acquisition program office. All appropriated and non-appropriated fund employees and soldiers are eligible for this award.

- United States Air Force:

-- John J. Welch, Jr. Award - Awarded for excellence in acquisition management. Military or civilians (program director or below) are eligible for this award.

-- Chairman's Award (under Javits-Wagner-O'Day Act of 1971) - Awarded for exceptionally conveying and advocating the importance of the Javit's-Wagner-O'Day Act to others in the career field and items mentioned in the President's Committee Award. Military personnel in Air Force specialty code 64P4, 64P3 or 6C0X1; civilian personnel in civil service series 1102, 1105 are eligible for this award.

-- Secretary of the Air Force Professionalism in Contracting Award - Awarded for professional qualities, self-improvement efforts, contributions to advancing professionalism of others in the career field and specific duty achievements. Military personnel in Air Force specialty code 64P4, 64P3 or 6C0X1; civilian personnel in civil service series 1101, 1102, or 1103 are eligible for this award.

-- Outstanding Pricing Award - Awarded for outstanding contributions leading to the success of critical Air Force programs; innovative techniques used to resolve acquisition financial problems. Military or civilians in any grade are eligible for this award.

-- Other Contracting Awards - Awarded for specific achievements during the most recent fiscal year; self-improvements during the individual's career; professional qualities during the individual's career. Military or civilians in any grade are eligible for this award.

SENIOR EXECUTIVE SERVICE (SES)

- Non-Government:

-- Herbert Roback Memorial Award - Presented annually by the National Contract Management Association (NCMA) to a nationally renowned and distinguished American who has made a significant contribution to the betterment of public contract management through lifelong achievement in the public or private sectors. Any individual, government or industry, not currently a member of the NCMA National Executive Council is eligible for this award.

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-- Other Contracting Awards - Awarded for specific achievements during the most recent fiscal year; self-improvements during the individual's career; professional qualities during the individual's career. Military or civilians in any grade are eligible for this award.

MILITARY

- Non Government:

-- General Hans H. Driessnack Distinguished Service Award - Presented annually as appropriate by the Performance Management Association to Individuals in recognition of outstanding contribution, dedication and commitment to performance management. Any individual, from government or industry, civilian or military, is eligible for this award.

- United States Army:

-- Secretary of the Army Award for Outstanding Achievement in Materiel Acquisition - Given for outstanding individual or team contributions for the timely, efficient and economical acquisition of quality supplies and services. All appropriated and non-appropriated fund employees and soldiers are eligible for this award.

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-- Other Contracting Awards - Awarded for specific achievements during the most recent fiscal year; self-improvements during the individual's career; professional qualities during the individual's career. Military or civilians in any grade are eligible for this award.

UNIT/ORGANIZATION

- United States Air Force:

-- Outstanding Contracting Unit - Awarded for exceptional mission accomplishment, management of resources, and adherence to regulations and directives. Air Force contracting squadrons, divisions, and units are eligible for this award.

-- President's Committee Award (Javit's-Wagner-O'Day Act of 1971) - Awarded for contributions advancing requirements to the procurement list, number of new items selected and awarded, and contributions to the handicapped community. Command or unit-level contracting squadrons/divisions in the Air Force Materiel Command; and base-level contracting units are eligible for this award.

ACQUISITION PERFORMANCE AWARDS (Monetary)

CIVILIANS

- Non-Government:

-- National Contract Management Association Blanche Witte Memorial Award - Designed to provide formal recognition to an individual working in the field of procurement and contract management who has uniquely performed one or more exemplary achievements. Individuals below Department manager in industry, or at Grade O-4 or GS-13 or below in the military or civil service are eligible for this award.

MILITARY

- Non-Government:

- National Contract Management Association Blanche Witte Memorial Award -
Designed to provide formal recognition to an individual working in the field of procurement and contract management who has uniquely performed one or more exemplary achievements. Individuals below Department manager in industry, or at Grade O-4 or GS-13 or below in the military or civil service are eligible for this award.