DOE INSTRUCTION 1348.30
SECRETARY OF DEFENSE MAINTENANCE AWARDS

Originating Component: Office of the Under Secretary of Defense for Acquisition and Sustainment

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Approved by: Ellen M. Lord, Under Secretary of Defense for Acquisition and Sustainment

Purpose: In accordance with the authority in DoD Directive 5134.01 and the July 13, 2018 Deputy Secretary of Defense Memorandum, this issuance:

- Establishes policy, assigns responsibilities, and prescribes procedures for the Secretary of Defense Maintenance Awards Program in accordance with the guidance in Section 1125 of Title 10, United States Code; and DoD Directive 4151.18.

- Establishes the Sustainment Training, Advice, and Assistance of Foreign Military Forces Award and the Rear Admiral Grace M. Hopper Award for Software Maintenance Excellence.
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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

1.2. POLICY. It is DoD policy that the Secretary of Defense maintenance awards:

   a. Enhance maintenance awareness, encourage maintenance excellence, and foster pride and professionalism by providing appropriate recognition through an annual DoD maintenance awards program.

   b. Annually recognize excellence by presenting awards to units and organizations that have shown the highest levels of outstanding achievement in field-level maintenance; organic depot-level maintenance; software maintenance; and sustainment training, advice, and assistance of foreign military forces.
SECTION 2: RESPONSIBILITIES

2.1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT (USD(A&S)). The USD(A&S):

   a. Appoints four individual selection boards to review nominations for the annual field-level awards; depot-level awards; the Rear Admiral Grace M. Hopper Award for Software Maintenance Excellence (referred to in this issuance as “the Software Maintenance Award”); and the Sustainment Training, Advice, and Assistance of Foreign Military Forces Award (referred to in this issuance as “the Sustainment Train, Advise, and Assist Award”).

   b. Acts as the approval authority for the final selection of the Secretary of Defense maintenance awards winners.

2.2. ASSISTANT SECRETARY OF DEFENSE FOR SUSTAINMENT (ASD(S)). Under the authority, direction, and control of the USD(A&S), the ASD(S):

   a. Provides overall management of the Secretary of Defense Maintenance Awards Program.

   b. Convenes and conducts the annual Secretary of Defense Maintenance Awards selection boards.

   c. Annually obtains the required award elements, including award certificates signed by the Secretary of Defense, trophy identification items, award winners’ plaques, award coins, and the Pentagon Secretary of Defense maintenance award display material.

2.3. DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY. Under the authority, direction, and control of the Under Secretary of Defense for Policy, the Director of the Defense Security Cooperation Agency:

   a. Designates a Defense Security Cooperation Agency representative for the Secretary of Defense Maintenance Awards Program annually, during January, to act as the liaison to the ASD(S) to assist in the coordination of the Sustainment Train, Advise, and Assist Award and awards ceremony.

   b. Forwards nominations for deserving activities or units performing sustainment training, advice, and assistance of foreign security forces functions annually, during May, to the ASD(S) for evaluation by the Sustainment Train, Advise, and Assist Award Selection Board.

2.4. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments:

   a. Designate a representative annually, during the month of January, for the Secretary of Defense Maintenance Awards Program to act as the liaison to the ASD(S) to assist in the coordination of the Secretary of Defense Maintenance Awards Program and awards ceremony.
b. Forward, to the ASD(S), a maximum of two nomination packages per competition category (small, medium, and large) annually, during May, for deserving field-level units, for evaluation by the Secretary of Defense Field-Level Maintenance Awards Selection Board.

c. Forward, to the ASD(S), nomination packages for deserving organic depot-level maintenance programs annually, during May. No more than one nomination package will be forwarded from each major organic depot maintenance activity or manufacturing arsenal for evaluation by the Secretary of Defense Depot-Level Maintenance Awards Selection Board.

d. Forward, to the ASD(S), nomination packages for deserving software maintenance activities annually, during May. No more than two nomination packages will be forwarded from each military service or defense agency for evaluation by the Secretary of Defense Software Maintenance Awards Selection Board.

2.5. SECRETARY OF THE NAVY. In addition to the responsibilities in Paragraph 2.4, the Secretary of the Navy will submit nomination packages for the Marine Corps field-level, depot-level, and software maintenance awards.

2.6. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff:

a. Designates a Joint Staff representative for the Secretary of Defense Maintenance Awards Program annually, during January, to act as the liaison to the ASD(S) to assist in the coordination of the Secretary of Defense Maintenance Awards Program and awards ceremony.

b. Requests each Combatant Command submit nominations annually, during January, for the Sustainment Train, Advise, and Assist Award within their area of responsibility.

c. Tasks each Combatant Command to designate a representative annually, during January, to act as the liaison to the ASD(S) to assist in the coordination of the Sustainment Train, Advise, and Assist Award.

d. Forwards a maximum of one nomination package per competition category (small, medium, and large) annually, during May, for deserving field-level units not reporting to a specific Military Service, to the ASD(S) for evaluation by the Secretary of Defense Field-Level Maintenance Awards Selection Board.
SECTION 3: PROCEDURES

3.1. AWARDS.

   a. Secretary of Defense Field-Level Maintenance Awards and Secretary of Defense Phoenix Award.

      (1) Six field-level maintenance units will be annually awarded the Secretary of Defense field-level maintenance awards. Two units will be from each competition category (small, medium, and large). Each maintenance unit awardee will receive a plaque emblazoned with the Phoenix symbol and a certificate of achievement signed by the Secretary of Defense.

      (2) From these six winning units, the Selection Board will collaboratively select one winner considered the “best of the best” as the annual Secretary of Defense Phoenix Award winner. The Secretary of Defense Phoenix Award is the highest DoD award for field-level maintenance. The Phoenix Award winner will be presented with a replica of the Phoenix Trophy, which may be kept by the winning unit for the year following the award.

   b. Robert T. Mason Award for Depot Maintenance Excellence. One program, workload, product line, team, or special project from an organic depot-level maintenance activity or manufacturing arsenal will be awarded the Robert T. Mason Award for Depot Maintenance Excellence annually. The winning organic depot-level maintenance activity or manufacturing arsenal will receive a plaque, a certificate of achievement signed by the Secretary of Defense, and a replica of the Robert T. Mason Trophy bearing the activity’s name and identifying the winning program, which may be kept by the activity for the year following the award.

   c. Software Maintenance Award. One organic software maintenance activity will be awarded the Software Maintenance Award annually. The winning organic software maintenance activity will receive a plaque, a certificate of achievement signed by the Secretary of Defense, and a replica of the Software Maintenance Award Trophy bearing the winning activity’s name, which may be kept by the activity for the year following the award.

   d. Sustainment Train, Advise, and Assist Award. A maximum of two units will be awarded the Sustainment Train, Advise, and Assist Award annually, with one from each competition category (ministerial and operational). Both winning units will receive a plaque, a certificate of achievement signed by the Secretary of Defense, and a replica of the Sustainment Train, Advise, and Assist Award Trophy bearing the activity’s name, which may be kept by the activities for the year following the award.

3.2. CATEGORIES OF COMPETITION.

   a. Field-Level Awards. The field-level categories of competition will be based on the size of the unit, as determined by the total number of authorized personnel as defined in the Glossary. The nominated units will be representative of the different types of units within the DoD Components that maintain military equipment, software, or weapon systems.
b. **Depot-Level Award.** The depot-level competition is for programs within the major organic depot maintenance activities and manufacturing arsenals, i.e., those activities having more than 400 DoD civilian and U.S. uniformed military employees engaged in depot-level maintenance operations or supporting manufacturing activities.

c. **Software Maintenance Award.** The software maintenance competition includes activities with a minimum of 30 DoD civilian and uniformed military employees engaged in software maintenance activities for programs, projects, equipment, or weapon systems.

d. **Sustainment Train, Advise, and Assist Award.** DoD units involved in sustainment training, advice, or assistance of foreign security forces to support their military are eligible for this award. The two competition categories will be ministerial-level and operational-level.

### 3.3. ELIGIBILITY FOR AWARD.

a. **Field-Level Awards.** All Active and Reserve Components, joint maintenance activities, and National Guard units that perform field-level maintenance of weapon systems and equipment are eligible to compete. Active and Reserve Component units that are associated units may compete as a single unit. For the field-level award, the majority of unit staffing will be any combination of uniformed U.S. military personnel and DoD civilians.

b. **Depot-Level Award.** All major organic depot maintenance activities and manufacturing arsenals (supporting maintenance depot-level operations) are eligible to nominate a program, workload, product line, team, or special project. Nominations that span an entire depot or arsenal workload are not allowable.

c. **Software Maintenance Award.** Organic activities that perform software maintenance with a workforce comprised of a majority of DoD civilian and uniformed military personnel are eligible for the award.

d. **Sustainment Train, Advise, and Assist Award.** All teams and organizations involved in sustainment training, advice, and assistance of foreign security forces as an element of their assigned responsibilities are eligible to compete for the ministerial-level or operational-level award.

### 3.4. PERIOD OF PERFORMANCE.

The competitive period for the field-level, depot-level, and software maintenance award categories will be the previous fiscal year and the previous calendar year for the Sustainment Train, Advise, and Assist Award.

### 3.5. NOMINATION PACKAGE REQUIREMENTS.

a. All nomination packages will not exceed eight pages, including sections one through three. The page count excludes the cover, table of contents, and section dividers. Chain of command endorsements are not required.
b. The award nomination package will consist of three sections as described in Paragraphs 3.10.a - 3.10.d.

c. The nomination package will be cleared for public release to military and civilian news services before submission.

d. Nomination packages will be provided electronically as a portable document format file.

e. The nomination package will not include classified information.

3.6. EVALUATION FACTORS.

a. Field-Level Units. Factors used to evaluate the nominated units during the selection process will be weighted as shown.

   (1) Mission Accomplishments (Weight Factor = 4). A description of mission accomplishments for the competition period. Accomplishments will stress maintenance efforts and their impacts on operational capability, mission accomplishment, and readiness levels of the unit or supported activities. Examples include:

      (a) Accomplishment of the unit mission requirements.
      
      (b) Weapon system or equipment materiel readiness status.
      
      (c) Operational deployment participations and successes.
      
      (d) Special programs, such as time compliance and technical order accomplishment.
      
      (e) Specific challenges unique to the operational environment.
      
      (f) Local or higher headquarters exercise involvements and successes.

   (2) Innovative and Effective Use of Maintenance Resources (Weight Factor = 4). A description of accomplishments that show efficient and effective use of maintenance resources (e.g., personnel, process, facilities, equipment, and technology). Examples include:

      (a) Resource management innovations and improvements.
      
      (b) Equipment improvement recommendations that resulted in an improved readiness posture.
      
      (c) Production control innovations and improvements.
      
      (d) Innovative continuous process improvement implementation.

   (3) Quality of Life Programs (Weight Factor = 2). A description of programs or actions taken within the nominated unit to improve effectiveness, motivation, and morale of maintenance personnel. Examples include:
(a) Resiliency.
(b) Safety programs.
(c) Training programs.
(d) Self-help programs.
(e) Personnel recognition programs.
(f) Communications and social media.
(g) Community projects.
(h) Spousal support.

b. Depot-Level and Manufacturing Activities. Factors used to evaluate the nominated units during the selection process will be weighted as shown.

(1) Mission Accomplishments (Weight Factor = 4). A quantitative description of mission accomplishments for the competition period. Accomplishments will relate to the program baseline goals and requirements. Examples include:

(a) Accomplishment of the unit’s requirements.
(b) Special programs, such as time compliance and technical order accomplishment.
(c) Specific challenges unique to the operational environment.

(2) Effective Support to Military Operations (Weight Factor = 3). A description of accomplishments for the competition period that directly relate to operational success. Accomplishments will stress maintenance and sustainment efforts and the impacts of those efforts on the operational capability and mission accomplishment of operational units supported. Examples include:

(a) Extraordinary support to operational forces.
(b) Impact on operational force availability, materiel readiness, and sustainability metrics.
(c) Response to unforeseen demands (e.g., surge, flexibility, agility).
(d) Innovative solutions (e.g., local manufacture, cross-training, and extraordinary coordination efforts).

(3) Logistics Process Innovation (Weight Factor = 2). A description of processes or systems innovations related to program accomplishment. Examples include:

(a) Reliability, maintainability, and supportability improvements.
(b) Cost avoidance.
(c) Improvements in the use of resources.
(d) Cycle time improvements.
(e) Effective technology insertion in process and products.
(f) Maintenance concept or process improvement implementation.

(4) Quality of Life Programs (Weight Factor = 1). A description of programs or actions taken within the nominated unit to improve effectiveness, motivation, and morale of personnel. Examples include:

(a) Safety programs.
(b) Training programs.
(c) Self-help programs.
(d) Personnel recognition programs.
(e) Communications and social media.
(f) Community projects.
(g) Spousal support.

c. Software Maintenance Award. Factors used to evaluate the nominated units during the selection process will be weighted as shown.

(1) Mission Accomplishments (Weight Factor = 3). A quantitative description of mission accomplishments for the competition period. Accomplishments will relate to the program baseline goals and requirements. Examples include:

(a) Accomplishment of the unit’s requirements (e.g., software releases or capability upgrades).

(b) Responsiveness to operational needs, such as short-notice capability enhancements, interoperability requirements, etc.

(c) Responsiveness to information assurance and vulnerability threats.

(d) Specific challenges unique to the operational environment.

(2) Effective Support to Military Operations (Weight Factor = 3). A description of accomplishments for the competition period that directly relate to operational success. Accomplishments will stress software maintenance efforts and the impacts of those efforts on the
operational capability and mission accomplishment of operational units supported. Examples include:

(a) Extraordinary support to operational forces.

(b) Impact on operational force availability, capability, lethality, readiness, and sustainability.

(c) Innovative solutions (e.g., software improvement/perfection efforts, code reduction, personnel and resource utilization, training and extraordinary coordination efforts).

(3) Software Process Improvement (Weight Factor = 2). A description of software maintenance process management and innovations. Examples include:

(a) Use of performance metrics and quality improvement efforts.

(b) Cost reduction and avoidance.

(c) Technical debt reduction.

(d) Improvements in the use of resources.

(e) Release cycle time improvements.

(f) Effective technology insertion in process and products.

(g) Software development life cycle process improvement implementation.

(4) Work Force Enhancement Programs (Weight Factor = 2). A description of programs or actions taken within the nominated unit to improve effectiveness, motivation, and morale of software maintenance personnel. Examples include:

(a) Training and development programs.

(b) Recruitment and retention programs.

(c) Intern programs.

(d) Cooperative and collaborative relationships and outreach with colleges and universities.

d. Sustainment Train, Advise, and Assist Award. Factors used to assess and evaluate the nominated units during the selection process are defined in the following subparagraphs and will be weighted as shown.

(1) Mission Accomplishments (Weight Factor = 5). A comprehensive description of outcome-based mission accomplishments for the competition period. Accomplishments will stress specific maintenance efforts and their impacts on operational capability, mission
accomplishment, and readiness levels of the unit or unit’s supported activities. Examples include:

(a) Accomplishment of the unit mission requirements.

(b) Quantifiable weapon system or equipment materiel readiness improvement of the host nation’s assets.

(c) Operational deployment participations and documented successes of the host nation’s military in terms of self-sustaining logistics support.

(d) Specific challenges unique to the operational environment.

(2) Integration and Involvement with Foreign Security Forces (Weight Factor = 3). A description of accomplishments that show efficient and effective use of maintenance resources (e.g., personnel, process, facilities, equipment, and technology). Examples include:

(a) Establishment and employment of maintenance process advanced planning and condition assessment mechanisms.

(b) Establishment of effective maintenance training in the host nation’s indigenous language.

(c) Resource management innovations and improvements.

(d) Support equipment and process improvement recommendations that result in improved readiness posture.

(e) Implementation of enhanced, optimized production control processes.

(f) Reduction in quality escapes, scrap, and/or required re-work.

(3) Innovative and Effective Use of Training, Advice, and Assistance Resources (Weight Factor = 2). A description of accomplishments that show effective and efficient use of maintenance resources (e.g., personnel, process, facilities, equipment, and technology). Examples include:

(a) Effective and efficient employment of the nominated unit’s personnel.

(b) Staffing structure of host nation’s manpower.

(c) Maintenance planning for host nation’s repair processes and capabilities.

(d) Enhancements to the host nation’s repair processes and capabilities.

(e) Equipment and process improvement recommendations that resulted in improved readiness posture.
3.7. SELECTION PROCEDURES. The ASD(S) will annually convene four selection boards (one field-level, one depot-level, one Software Maintenance Award, and one Sustainment Train, Advise, and Assist Award) to evaluate nominations and recommend award selections to the USD(A&S) for approval.

a. The boards, appointed by the USD(A&S), will be composed of military officers and DoD civilians who have knowledge, experience, and background in maintenance, maintenance management, logistics, and software sustainment.

b. Evaluations will be based solely on the content in the nomination packages.

c. The selection review boards will convene annually in June.

3.8. NOTIFICATION OF WINNERS. The USD(A&S) will notify the Secretaries of the Military Departments and the Chairman of the Joint Chiefs of Staff by memorandum of the winning units selected for all Secretary of Defense maintenance awards with the exception of the Phoenix Award. The winner of the Secretary of Defense Phoenix Award will be announced at the formal awards ceremony.

3.9. POSSESSION AND DISPLAY OF THE SECRETARY OF DEFENSE MAINTENANCE AWARD TROPHIES.

a. The Secretary of Defense Phoenix Trophy, the Robert T. Mason Award for Depot Maintenance Excellence Trophy, the Software Maintenance Award Trophy, and the Sustainment Training, Advice, and Assistance of Foreign Military Forces Award Trophy will be permanently displayed in the Pentagon in Washington, D.C., to allow for suitable viewing, and will bear the name of the current year’s award winners. The display will also list all past trophy winners and the year awarded.

b. Replicas of the Secretary of Defense Phoenix, Robert T. Mason Award for Depot Maintenance Excellence, Software Maintenance Award, and Sustainment Train, Advise, and Assist Award trophies, known as the “traveling trophies,” will be presented to the winning units each year. These replica trophies may be kept by the winning units for approximately 1 year and will be returned as directed by the ASD(S) at the winning units’ expense.

c. Winners of the Secretary of Defense maintenance awards will be presented plaques and certificates of achievement for permanent retention by the winning units.

3.10. NOMINATION PACKAGE FORMATS.

a. Field-Level Maintenance Unit Nominations.

(1) Section 1.

(a) Military Service or command.
(b) Specific unit designation of nominated unit (e.g., D Company, 3rd Battalion 82nd Aviation Regiment; Task Force Talon, 82nd Airborne Division, Fort Bragg, NC; Marine Tactical Electronic Warfare Squadron 1, MCAS Cherry Point, NC; Strike Fighter Squadron 211, 10 NAS Oceana, VA; or 455th Expeditionary Aircraft Maintenance Squadron, 455th Air Expeditionary Wing, Bagram Airfield, Afghanistan).

(c) Competition category and the number of personnel in the nominated unit (e.g., medium and 412 personnel).

(d) Unit commander’s name and mailing address.

(e) Primary and alternate point of contact (POC) information for nominated unit, including name, e-mail address, commercial telephone number, Defense Switched Network (DSN) number, and cell phone number.

(f) Unit size, specifying the number of officers, enlisted, U.S. Government civilian, and contractor personnel.

(g) Unit location.

(h) Summarized unit mission statement.

(i) Operational chronology during the award period, i.e., from October 1 to September 30, of significant operational events, deployments, and major training exercises to include operation name, location, and dates.

(2) Section 2. Content addressing rating areas described in Paragraph 3.6.a.

(3) Section 3. Proposed citation.


(1) Section 1.

(a) Military Service.

(b) Specific major depot maintenance activity or manufacturing activity responsible for nominated program (e.g., Corpus Christi Army Depot; Marine Depot Maintenance Command; Portsmouth Naval Shipyard; Warner Robins Air Logistics Complex; or Watervliet Arsenal).

(c) Identification of nominated program (e.g., UH-60 Black Hawk Recapitalization Program, Test Measurement and Diagnostic Equipment Program, USS ALEXANDRIA Engineered Overhaul Project Team, or F-22 Raptor Depot Maintenance).

(d) Commander’s name and mailing address.

(e) Primary and alternate POC information for nominated units, including name, e-mail address, commercial telephone number, DSN number, and cell phone number.
(f) Nominated program size, specifying the number of U.S. Government civilian, contractor, and military personnel.

(g) Summarized mission statement for the nominated program.

(2) Section 2. Content addressing rating areas described in Paragraph 3.6.b.

(3) Section 3. Proposed citation.


(1) Section 1.

(a) Military Service.

(b) Specific software maintenance organization responsible for nominated activity, program or project (e.g., Army Communications and Electronics Command Software Engineering Center; Naval Air Warfare Center Weapons Division Point Mugu; or 76 Software Maintenance Group).

(c) Identification of nominated program (e.g., Army Multiple Rocket Launcher Program, Navy Tactical Aircraft Electronic Warfare Program, or E-3 Operation Flight Programs/Embedded Systems Program).

(d) Name of the head of the higher-level responsible organization.

(e) Primary and alternate POC information for nominated software maintenance activity, including name, e-mail address, commercial telephone number, DSN number, and cell phone number.

(f) Nominated program size, specifying the number of U.S. Government civilian, contractor, and military personnel.

(g) Summarized mission statement for the nominated program.

(2) Section 2. Content addressing rating areas described in Paragraph 3.6.c.

(3) Section 3. Proposed citation.

d. Sustainment Train, Advise, and Assist Award Nominations.

(1) Section 1.

(a) Identification of submitting Combatant Command.

(b) Award category identification: ministerial-level or operational-level.

(c) Identification of nominated unit, team, or organization.
(d) Nominated unit, team, or organization commander’s name and mailing address.

(e) Primary and alternate POC information for nominated unit, team, or organization, including name, e-mail address, commercial telephone number, DSN number, and cell phone number.

(f) Nominated unit’s, team’s, or organization’s composition, specifying the number of U.S. Government civilian, military personnel, and contractor personnel.

(g) Summarized mission statement for the nominated unit, team, or organization.

(2) Section 2. Content addressing rating areas described in Paragraph 3.6.d.

(3) Section 3. Proposed citation.
Glossary

G.1. Acronyms.

ASD(S)  Assistant Secretary of Defense for Sustainment
DSN  Defense Switched Network
POC  point of contact
USD(A&S)  Under Secretary of Defense for Acquisition and Sustainment

G.2. Definitions. These terms and their definitions are for the purpose of this issuance.

depot-level maintenance program  Organic depot maintenance that includes workloads such as engine, landing gear, component repair, software maintenance, foundry operations; specific weapon system rebuild, repair, or overhaul lines; special operational support; and specific large-scale overhaul projects.

field-level competition category

Small: Up to 300 authorized personnel.
Medium: 301 to 999 authorized personnel.
Large: 1,000 or more authorized personnel.

field-level maintenance  Weapon system and equipment maintenance performed at organizational and intermediate levels.

major organic depot maintenance activity  An organic depot maintenance activity with more than 400 DoD civilian and U.S. uniformed military employees engaged in depot-level maintenance operations.

organic depot maintenance activity  Government owned, government operated facilities performing materiel maintenance or repair involving the overhauling, upgrading, rebuilding, testing, inspection, and reclamation (as necessary) of weapons systems, equipment end items, parts, components, assemblies, and subassemblies. Workload can include all aspects of software maintenance; the installation of parts or components for modifications; and technical assistance to intermediate maintenance organizations, operational units, and other activities.
REFERENCES

Deputy Secretary of Defense Memorandum, “Establishment of the Office of the Under Secretary of Defense for Research Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment,” July 13, 2018
United States Code, Title 10, Section 1125