DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
SOUTHWEST REGION
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FORT SAM HOUSTON, TX 78234-5009

REPLY TO
ATTENTION OF

SFIM-SW-HR

13 MAY 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Southwest Region Office (SWRO) Installation Management Agency (IMA) Guidance Memorandum #8 – Military and Civilian Awards Processing

1. REFERENCE. Memorandum, IMA, SFIM-HR-C, 16 Apr 04, subject: US Army IMA Policy Memorandum #16, Military and Civilian Awards Policy (enclosure 1).

2. PURPOSE. To provide guidance to all SWRO personnel and to establish procedures and responsibilities for the administration of the military and civilian awards program within SWRO IMA. Proper and timely awards provide an incentive for greater individual effort and higher esprit de corps. An effective awards program is instrumental in building and maintaining high morale.

3. APPLICABILITY. These procedures are applicable to all military and civilian personnel assigned and/or under the operational control of SWRO IMA.

4. PROCEDURES.

a. Managers and supervisors will establish internal procedures to allow for timely processing of awards. Reference in paragraph 1 provides detailed procedures for processing award nominations.

b. Awards requiring IMA review will be forwarded through supervisory channels to the SWRO, Human Resources Division, SFIM-SW-HR or emailed to SFIM-SW-HRAwards@samhouston.army.mil.

c. Installations must allow 5 additional working days for processing award packets through SWRO and forwarding to meet IMA processing requirements. Late submissions will include a letter of explanation addressed through the Director, SWRO, to the Director, IMA that states specific reasons for the delay.

d. A matrix has been provided with mailing addresses and signature blocks for proper completion of award nominations (enclosure 2). Recommendation for Awards (DA Form 638) for military personnel will be addressed to the approving authority for the recommended award. Part IV will be completed to show all approval/disapproval authorities with appropriate signature blocks.

e. All award nominations will indicate the desired presentation date (in pencil) in the upper left corner of the nomination.

f. Awards will no longer be FedEx. Completed awards will be mailed regular, first class to the garrison commander's office by the IMA Awards Specialist. It is imperative that awards are submitted in a timely manner to ensure SWRO personnel are recognized prior to their departure.

g. In addition to the requirement of providing an annual military awards report, garrison commanders will also be required to report number and types of awards approved by grade for civilian personnel. Specific requirements will be provided in separate correspondence at a later time.

5. PROPONET. The Human Resources Division is the proponent for this SWRO Guidance Memorandum. POC is Mr. Randy Blackburn, (210) 221-1162, DSN 471-1162, or email randy.blackburn@samhouston.army.mil.

HUGH M. EXTON, JR.
Director

2 Encls
as

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SFIM-HR-C

APR 16 2004

MEMORANDUM FOR ALL US Army Installation Management Agency Personnel

SUBJECT: US Army Installation Management Agency Policy Memorandum #16, Military and Civilian Awards Policy

1. REFERENCES.

a. Army Regulation 672-20, Incentive Awards, dated 29 January 1999.

b. DA Pamphlet 672-20, Incentive Awards Handbook, dated 1 July 1993.

c. Army Regulation 215-3, Nonappropriated Funds Personnel Policy, dated 29 August 2003.

d. Army Regulation 600-8-22, Military Awards, dated 25 February 1995.

2. PURPOSE. Provide guidance to all US Army Installation Management (IMA) leaders on military and civilian awards.

3. APPLICABILITY. This policy is applicable to all IMA military and civilian personnel, (appropriated and nonappropriated).

a. The policy includes Local National (LN) employees to the extent allowed by reference 1.a through 1.c, foreign area treaties, and LN personnel contracts, systems and agreements between the US Government and governments of host nations.

b. Where provisions of this policy differ from the provisions of a written agreement between the installation/serviced organization and an exclusive bargaining unit, the provisions of the agreement apply to employees subject to the agreement.

4. POLICY.

a. The Director, IMA, encourages all levels of the Agency to endorse and support incentive awards programs to ensure the following:

(1) Grant awards in an appropriate, effective, and consistent manner, mindful of the full awards spectrum for which IMA personnel are eligible.

(2) Encourage active interest and participation by all personnel.

(3) Give full consideration of eligible members for awards sponsored by external organizations.

(4) Ensure awards are based on merit.

b. Region directors, division chiefs, staff offices and garrison commanders will:

(1) Provide leadership, direction, and supervision for the program.

(2) Provide supervisors with guidance and staff assistance so they are able to initiate appropriate, timely recognition actions for employee achievements/service.

(3) Make appropriate, effective, and consistent use of the various types of awards available to their people.

(4) Foster an active interest and participation by all assigned personnel.

5. PROCEDURES.

a. The Army Incentive Awards programs, identified in the above references, provide for a variety of awards to recognize outstanding performance and achievement by Soldiers, US and LN civilian employees, as well as Public Service awards, which are designed to recognize individual and group accomplishments to the Army mission. Recognition can have a cumulative positive impact on improving the morale, productivity, efficiency, and effectiveness of the work unit.

b. Incentive awards are not automatic entitlements. Supervisors will demonstrate selectivity when nominating employees for awards and ensure equitable consideration of all employees for incentive awards. Recognition will be made promptly and appropriately on the basis of merit. Nominating officials should follow the timeframes for submission as given in the applicable regulation. Enclosures 1 thru 4 detail the procedures and timelines. Honorary and monetary awards can be granted for the same act or achievement if criteria for both are met; however, the same act or achievement does not normally constitute the basis for more than one honorary or monetary award. Civilian time off and performance awards can be combined.

c. Personnel management responsibilities of IMA civilian supervisors, as defined in their written performance standards, will include participation and support of the awards program.

(1) Senior supervisors will include discussions on awards administration during counseling sessions with subordinate supervisors.

(2) Senior supervisors should evaluate subordinate supervisors on how they implement and utilize the IMA awards process as a means to create a positive, goal-oriented environment under their purview within which employees can feel there are obtainable incentives for enhanced job performance. To accomplish this, applicable performance support forms should reflect this information.

d. As a general rule, employees who have substantiated Equal Employment Opportunity (EEO) complaints against them, adverse actions pending against them or a history of such sustained violations, will not be granted awards. The Director, IMA will ensure that decisions on such matters receive appropriate attention. Region directors and garrison commanders will consider the underlying facts of a nomination and certify a recommendation for an award only if the nomination is consistent with EO/EEO principles and will not reflect adversely on the Department of the Army and the Agency.

e. Nominating officials will <u>not</u> notify individuals that an award recommendation has been submitted or that they are under consideration for an award, in case the recommendation is ultimately disapproved, modified, or returned.

f. The Director, IMA has the overall responsibility for the incentive awards program and delegates to the HQ, IMA Human Resources Division (HRD) operational responsibility for this program.

(1) Region directors will establish procedures for processing awards within their regions to assure equity and objectivity. Region directors may redelegate awards authority to subordinate managers where permitted by the above references and guidelines in this policy.

(2) Garrison commanders may similarly redelegate awards approval authority to subordinate supervisors, in keeping with paragraph 5.f.(1) above.

(3) Incentive awards boards may be used at the headquarters, region and the garrison level to determine the appropriateness of various delegated awards in keeping with reference 1b.

g. The HQ, IMA HRD Chief or his/her designee performs regulatory review for all award recommendations that require HQ, IMA approval or concurrence, to include Department of the Army Public Service Awards. Awards that require Director, IMA or higher approval will be submitted to the Headquarters, IMA Awards Program Specialist.

h. Supervisors are responsible for ensuring an active incentive awards program is fairly and equitably administered within their section. Supervisors or other nominating officials will ensure all nomination packets are accurately completed to include DA Form 1256, DA Form 5167, DA Form 638, or DA Form 7222/7223 for performance awards. These forms are available through FormFlow. Proper justification for each level of award approval is required. Detailed information concerning procedures for processing awards can be found at enclosures 1 through 4.

i. While there is no requirement for awards ceremonies, supervisors should recognize members of the IMA with an appropriate award ceremony before their departure from the Agency, if applicable, or at appropriate intervals during the year. Periodic joint civilian and military awards ceremonies should be part of each activity's leadership agenda.

6. PROPONENT. HQ, IMA Human Resources Division is the proponent for this IMA policy. The point of contact is the IMA Awards Program Specialist, at commercial (703) 602-3303 or DSN 332-3303 or e-mail IMA Awards@hqda.army.mil.

ANDERS B. AADLAND
Major General, GS
Director

4 Encls
1. Procedures for Processing Military Awards
2. Procedures for Processing Civilian Awards
3. Procedures for Processing Awards for US Nonappropriated Fund Employees
4. Procedures for Processing Awards for Local National Employees

Procedures For Processing Military Awards

1. To ensure timely processing of all award actions, the IMA awards programs specialist has established a tracking system for all award recommendations. Only the appropriate approval authority may approve or disapprove award recommendations. Other parties involved in the routing procedure may only recommend approval, disapproval, upgrade, or downgrade. A chart identifying these authorities for military awards follows.

2. Recommending officials prepare the recommendation and approval form (DA Form 638) with a proposed citation and narrative when required. Completed recommendation packets will be forwarded through the appropriate region office to the IMA Human Resources Division (HRD), ATTN: Awards Program Specialist, (703) 602-3303 or DSN 332-3303, IMA Awards@hqda.army.mil. If there is no Headquarters or Region review requirement, a copy of the certificate will be forwarded to the servicing military personnel detachment or division. The military personnel detachment or division will forward a copy of the certificate to the appropriate Human Resources Command (HRC) office for inclusion in the Soldier's Official Military Personnel File.

a. The proposed citation will be well written using short, simple, and direct sentences incorporating accurate facts. Citations must be prepared as a word document using 12 typewritten characters per inch (new courier type) and must be no less than 8 and no more than 9 lines in length and must begin with the word "For". Use the recommended Soldier's name in the proposed citation rather than "he" or "she". When referring to more than one position title, the titles will be listed by order of importance. When referring to more than one individual, the officials will be listed by order of protocol (i.e., President of the United States, Secretary of Defense, Secretary of the Army, etc.).

b. The DA Form 638, citation, and narrative, if required, will be submitted to the region office awards program specialist. The awards packet will be routed to the appropriate approving officials. When a senior mission commander (SMC) or installation commander (IC) is a senior rater, the SMC/IC will endorse the award either on the DA Form 638, if space permits, or by separate memorandum. The IMA awards program specialist will coordinate the action with the nominating official and/or region awards coordinator for preparation of any certificate or additional documentation when appropriate.

c. Supervisors will promote participation by their employees in awards ceremonies as recipients or as spectators. Joint civilian and military ceremonies to recognize outstanding service should be held whenever possible.

d. Managers and supervisors will establish internal procedures to allow for timely processing of awards and set reasonable goals for processing and reviewing award recommendations.

MILITARY AWARDS CHART

Award Type	Criteria	Approval/Disapproval Authority	# of Days to Submit before Presentation Date
Distinguished Service Medal	For exceptional service/achievement or heroism	Sec Army	120
Legion of Merit	For exemplary service/achievement	Sec Army or ACSIM (for retirement)	SEC ARMY 90 ACSIM 60
Meritorious Service Medal	For superior service/achievement	Director, IMA, outside the National Capital Region (NCR) ACSIM for NCR*	60
Army Commendation Medal	For service, achievement, and/or heroism	Director, IMA, Region Directors, and Commanders - Colonel and above	60
Army Achievement Medal	For noteworthy service/achievement	Director, IMA, Region Directors, Commanders - Lieutenant Colonel and above	60

* NCR means HQ IMA.

Procedures For Processing Civilian Awards

1. To ensure timely processing of all award actions, the Awards Program Specialist has established a tracking system for all award recommendations. Only the appropriate approval authority may approve or disapprove award recommendations, as shown in the attached charts. Other parties involved in the routing procedure may only recommend approval, disapproval, upgrade, or downgrade.

2. Nominating officials prepare the nomination and approval form (DA Form 1256) with a proposed citation and necessary justification and additional documents as needed to recommend an award. This form may be used for honorary awards for Non-Appropriated fund employees eligible for such awards. Local National employees eligible for honorary awards may also be nominated using DA Form 1256.

a. Completed nomination packets will be forwarded through supervisory channels to the IMA Human Resources Division (HRD), ATTN: Awards Program Specialist, (703) 602-3303 or DSN 332-3303, or e-mail to IMA Awards@hqda.army.mil. If there is no Headquarters or Regional Office review requirement, the award package will be submitted to the servicing Civilian Personnel Advisory Center. The HRD Awards Program Specialist is available for assistance, if necessary.

b. The proposed citation should be no more than 90 words in length and should include the job title, organization of the nominee, period for which cited, and a statement of the accomplishment.

c. Performance Awards must be supported by copies of the properly completed Civilian Evaluation Report (DA Form 7222/7223) and Civilian Evaluation Report Support Form/Civilian Performance Counseling Checklist/ Record (7222-1/7223-1) that cover the rating period. Nominations are made in Part III of the form.

d. High-level recognition for Local National employees (awards presented with medals) in some instances requires coordination with both host nation and the US embassy prior to presentation. The appropriate civilian personnel office is responsible for processing concurrence requests with the appropriate embassies. These awards may take six months to one year to process.

e. Public recognition is an integral part of the incentive awards program. Supervisors will promote participation by their employees as recipients or as spectators. Joint civilian and military ceremonies to recognize outstanding service should be held whenever possible.

Enclosure 2

f. Awards should follow a progressive sequence of recognition, except under circumstances where the contribution is so extraordinary that recognition with a lesser award is insufficient.

g. Managers and supervisors will establish internal procedures to allow for timely processing of awards. Awards requiring approval above IMA Headquarters (e.g., Decoration for Exceptional Civilian Service or Meritorious Civilian Service Award) but requiring IMA processing and handling, must be forwarded as soon as possible. The awards should be routed through command channels to the IMA HRD, ATTN: Awards Program Specialist. Allow a minimum of 120 days prior to the presentation of the Decoration for Exceptional Civilian Service and a minimum of 90 days for the Meritorious Civilian Service Awards. For the Civilian Award for Humanitarian Service and the Superior Civilian Service Award, allow a minimum 60 days prior to presentation.

h. All personnel who handle award recommendations should set and maintain reasonable time frames for processing and reviewing award recommendations.

3. Performance Awards (PA) are given in recognition of high-level performance for a specific period. PA nominations are to be submitted with a fully completed copy of the applicable Civilian Evaluation Report (DA Form 7222 or 7223) and the evaluation support form (DA Form 7222-1 or 7223-1). Nominations should be submitted within 30 calendar days of the senior rater's approval date. Exceptional employees may be awarded 20% with the approval of the Administrative Assistant to the Secretary of the Army (AASA).

4. A Quality Step Increase (QSI) is an additional within grade pay increase which may be given to a General Schedule employee with a Successful Level 1 rating for the current rating period. An employee may not receive more than one QSI in any 52-week period. Nominations for the QSI must include a fully completed copy of the applicable Civilian Evaluation Report and evaluation support form (DA 7222 and 7223-1 or 7222 and 7223-1). A QSI recommendation over 30 days beyond the senior rater approval date will require explanation. QSIs are based on current grade level and step. The approving official is the senior rater.

5. Special Act or Service Awards (SASA) are appropriate to recognize a meritorious personal effort, act, service or other achievement accomplished within or outside assigned job responsibilities. An employee's supervisor or any individual having direct knowledge of the act, service or other achievement, in coordination with the employee's supervisor, may initiate an award nomination. Nominations are submitted using the DA Form 1256, a written justification and a proposed citation. Nominations should be submitted within 30 calendar days after the act, service, or achievement to be recognized. A written justification is required for submissions beyond 30 days of the act, service or achievement.

6. An On-the-Spot (OTS) cash award is a small SASA normally given in recognition of one-time achievements. These awards are limited to a maximum of $500 and processed using DA Form 1256 with a written justification. OTS awards will be processed as expeditiously as possible.

7. A Time-Off Award (TOA) may be granted. The award is limited to 40 hours for a single contribution; and, up to 80 hours of time off during one leave year for achievements or performance contributing to the IMA mission. This award must be scheduled and used within one year of the approval date. Nominations may be submitted on a DA Form 1256 along with a description of the achievement and the benefits to IMA. TOAs and Cash awards may be combined.

8. Career service emblems and OPM certificates will be awarded to civilian employees in recognition of their career Federal service. Civilian employees are entitled to career service awards in increments of five years beginning with 5 years. Certificates are provided for 5 years of service, 10-50 years of service include emblems and certificates. All civilian employees are eligible for these awards. All Federal civilian and military service will apply toward eligibility for a career service emblem as long as the employee has served at least one year as an Army civilian employee. The Director, HQ IMA will sign all career service awards certificates of 40 years or more. Time frames for submitting these certificates for signature is shown in the attached matrix. It is recommended that employees be awarded these emblems and certificates during appropriate recognition ceremonies.

Civilian Honorary Awards Matrix

	Award Type	Criteria	Approval Authority	# of Days to Submit before Presentation Date
1	Decoration for Exceptional Civilian Service	For exceptional service/ achievement or heroism	Sec Army	120
2	Meritorious Civilian Service Award	For exemplary service/achievement	Admin Assistant to Sec Army	90
3	Civilian Award for Humanitarian Service	For meritorious participation in an act or operation of humanitarian nature	Admin Assistant to Sec Army	60
4	Superior Civilian Service Award	For superior service/achievement	In National Capital Region (NCR), ACSIM Outside NCR, Director, IMA	60
5	Commander's Award for Civilian Service	For service, achievement, and/or heroism	Director, IMA Region Directors and Local Garrison Commanders (Colonel and above)	60
6	Achievement Medal for Civilian Service	For noteworthy service/achievement	Director, IMA, Region Directors and Local Garrison Commanders (Lieutenant Colonels & above)	60
7	IMA Stalwart Award	For notably significant contributions to the mission and goals of IMA	Director, IMA Region Director for supplemental programs	45
8	Armed Forces Civilian Service Medal	For meritorious "Hands On" participation in an act or operation for a humanitarioan nature to an individual or group	Admin Assistant to Sec Army	90
9	Outstanding Civilian Service Award	Recognition for outstanding contributions to the Installation Management Mission	Admin Assistant to Sec Army inside NCR Director, IMA outside NCR	90

Civilian Honorary Awards Matrix (Cont.)

	Award Type	Criteria	Approval Authority	# of Days to Submit before Presentation Date
10	Certificate of Achievement	For commendable service or achievement	Director, IMA, Region Director or Garrison Commanders	30
11	Certificate of Appreciation	In lieu of monetary or higher level award	Director, IMA, Region Director or Garrison Commanders	30
12	40-50 year career service certificates	In recognition of 40, 45 or 50 years of career service	Director, IMA	45
13.	Career service certificates 5-35 years	In recognition of career service	Director, IMA, Region Director, or Garrison Commanders	30

NOTES:

1. This list of honorary awards is not all-inclusive; AR 672-20 identifies additional service awards. Awards 1 through 6,8,9,12, & 13 consist of a medal, lapel button and citation certificate.

2. For awards # 5,6,10,11, &13, approval level is based on nominee's duty assignment and chain of command.

3. NCR means HQ IMA.

4. Nonappropriated Fund employees are eligible for the awards listed above.

Superior Accomplishment Awards Matrix

	Award Type	Criteria	Approval Authority	# of Days to Submit before Presentation Date
1	Special Act or Service Award	An act, service, or achievement resulting in either tangible or intangible benefits or both to the Government and may involve more than one employee. This award is also appropriate to recognize performance that has exceeded job requirements as a one-time occurrence	Varies with amount: More than $10,000/AIAB * Over $5000 and up to $10,000/ACSIM Up to $5,000/Director, IMA May be further delegated Up To $5,000/redelegated to Region Director, may be further delegated Up to $5,000/redelegated to Garrison Commander, may be further delegated	 120 120 60 30 30
2	On-the-Spot Award (up to $500)	Similar to above criteria for day-to-day accomplishment	Director, IMA, Region Directors, Garrison Commanders. May be further delegated	
3.	Time Off Awards	Up to 40 hours for a single contribution; and, up to 80 hours of time off during one leave year for achievements or performance contributing to the IMA mission	Director, IMA, Region Director or Garrison Commanders. May be further delegated	

* Army Incentive Awards Board

Performance Awards

	Award Type	Criteria	Approval Authority	# of Days to Submit before Presentation Date
1	Performance Award - up to 10% of basic pay*	Employees with Successful Levels 1 and 2 ratings of record for the most recent rating period may be nominated for this award.*	Director, IMA Region Directors Garrison Commanders Approval levels should be at least one level above the nominating official	30

*Unusually exceptional employees may receive awards up to 20% of their basic salary. The Administrative Assistant to the Secretary of the Army must approve performance awards of 11% to 20% of basic pay IAW reference 1a.

Procedures For Processing Awards for US Nonappropriated Funds Employees

1. For Nonappropriated Fund awards, HQ IMA will maintain functional oversight and render assistance to local managers and other locally authorized individuals in need of incentive awards guidance through Region offices. HQ IMA will track only those awards that require HQ IMA or higher authorization/approval. Local NAF activities may be periodically requested to provide data on awards programs to include but not limited to, numbers, types and amounts of awards locally granted.

2. For awards authorized by AR 672-20, nominating officials prepare the recommendation and approval form (DA Form 1256) with a proposed citation and necessary justification and additional documents as needed to recommend an award. Completed recommendation packets will be forwarded through the chain of channels to the IMA Human Resources Division (HRD), ATTN: Awards Program Specialist, (703) 602-3303 or DSN 332-3303, mailto:IMAAwards@hqda.army.mil], if appropriate.

3. Any awards authorized by AR 215-3 should be processed using DA Form 5167 and the applicable chain of command specified in the regulation. The HQ IMA HRD awards program specialist is available for assistance, if necessary.

4. Public recognition is an integral part of the Incentive Awards program. Supervisors will promote participation by their employees as recipients or as spectators.

5. Managers and supervisors will establish internal procedures to allow for timely processing of awards. Awards requiring approval above IMA Headquarters should be forwarded as soon as possible in accordance with applicable time frames. The awards should be routed through command channels to the IMA HRD, ATTN: Awards Program Specialist.

6. All personnel who handle award recommendations should set and maintain reasonable goals for processing and reviewing award recommendations.

7. AR 215-3 provides for additional incentives for NAF personnel based on the business operations of the organization. Managers should make use of these incentives as they fit organizational needs and are available within budget guidance.

8. Career service awards are authorized for NAF employees in the same manner as appropriated fund employees. The last year of service must be as a NAF employee. The time frames for submission are the same as for appropriated fund employees.

Enclosure 3

Special Achievement Awards

	Award Type	Criteria	Approval Authority	# of Days to Submit before Presentation Date
1	Special Act or Service Award	An act, service, or achievement resulting in either tangible or intangible benefits or both to the Government and may involve more than one employee. This award is also appropriate to recognize performance that has exceeded job requirements as a one- time occurrence	Varies with amount: More than $10,000/AIAB * $10,000/ACSIM $5,000/Director, IMA, May be further delegated $5,000/Region Director, May be further delegated $5,000/Garrison Commander, May be further delegated	 120 120 60 30 30
2	On-the-Spot Award (up to $500)	Similar to above criteria for day-to-day accomplishment	Up to $250 Activity Manager $251-$500 Fund Manager	
3	Time Off Awards	Up to 40 hours for a single contribution; and, up to 80 hours of time off during one 12 month period.	Director, IMA, Region Director, Garrison Commanders. May be further delegated	

Performance Awards

	Award Type	Criteria	Approval Authority	# of Days to Submit before Presentation Date
1	Performance Award up to 15% of basic pay	Award must be based on performance in recognition of 12 months of continuous service. Employees who receive an Outstanding may be nominated for this award.	Director, IMA or delegated authority Region Directors or delegated authority Garrison Commanders or delegated authority	30
2	Performance Award up to 5% of basic pay	Award must be based on perfomrance in recognition of 12 months of continuous service. Employees who receive an Excellent may be nominated for this award.	Director, IMA or delegated authority Region Directors or delegated authority Garrison Commanders or delegated authority	30
3	Performance Award up to 1.5% of basic pay	Award must be based on performance in recognition of 12 months of continuous service. Employees who receive a Satisfactory may be nominated for this award.	Director, IMA or delegated authority Region Directors or delegated authority Garrison Commanders or delegated authority	30

Procedures for Processing Awards for Local National (LN) Employees

1. Cash awards for LN employees.

a. Awards for LN employees are submitted on DA Form 1256 and will recognize 12 months or more of high-level performance of job requirements. A written justification and a proposed citation must accompany the nomination.

b. A Special Act or Service award for LN civilians should be submitted and processed with the same procedures and criteria as US employees. See enclosure 2.

c. An On the Spot Cash Award for LN civilians should be submitted and processed with the same procedures and criteria as US employees.

2. Honorary Awards for LN employees.

a. Supervisors are encouraged to consider honorary awards to recognize employee achievements and to encourage personnel to perform to their maximum potential.

b. High-level recognition for LN employees (awards presented with medals) may require coordination with host nation and/or US embassy prior to presentation. The appropriate civilian personnel office is responsible for processing concurrence requests with the appropriate embassy. These awards may take six months to one year to process.

c. Career service of LN employees may be recognized by either the same emblems/certificates used for US citizens or emblems and certificates of similar but distinctive design, which are appropriate.

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