AD-A055 096 DEPUTY CHIEF OF STAFF FOR PERSONNEL (ARMY) WASHINGTON D C F/G 5/9
ARMY CIVILIAN AWARDS STUDY.(U)
SEP 77 C E THOMAS, J M ALWARD, W E FANELLI

UNCLASSIFIED NL

1 OF 2
AD
A055 096

FOR FURTHER TRAN

AD A055096

ARMY CIVILIAN AWARDS STUDY

Final Report

By

Charles E. Thomas
James M. Alward
William E. Fanelli
Willie M. Fennell
Richard A. Haisch

AD No.
DDC FILE COPY

DDC
RECEIVED
JUN 14 1978
E

Department of the Army
Office of the Deputy Chief of Staff for Personnel
Washington, D.C. 20310

APPROVED FOR PUBLIC RELEASE: DISTRIBUTION UNLIMITED

78 06 14 049

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE	READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER / 2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle): Army Civilian Awards Study,	5. TYPE OF REPORT & PERIOD COVERED: Final report,
	6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s): Charles E. Thomas, James M. Alward, William E. Fanelli, Willie M. Fennell, Richard A. Haisch	8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS: Labor & Employee Relations Division, Directorate of Civilian Personnel, Department of the Army, Wash, D.C. 20310	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS: Office, Deputy Chief of Staff for Personnel (DAPE-CP), HQ Department of the Army, Wash, D.C. 20310	12. REPORT DATE: September 1977 13. NUMBER OF PAGES: 105 (107 P.)
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office): Office, Deputy Chief of Staff for Personnel (DAPE-CP), HQ Department of the Army, Wash, D.C. 20310	15. SECURITY CLASS. (of this report): None 15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)

Approved for public release, Distribution Unlimited

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

Approved for public release, Distribution Unlimited

18. SUPPLEMENTARY NOTES

None

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Personnel; civilian; awards; performance awards; cash awards; monetary awards; honorary awards; incentives; rewards.

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

A study was made of the Army civilian performance awards system to determine whether the system was adequately meeting the needs of the Army and its commanders and personnel in the field. The study revealed that the program is generally well administered, meeting the needs of commanders and personnel, and with some exceptions, awards are being granted relatively equitably to all segments of the workforce. The report contains recommendations for minor improvements in the civilian awards program.

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

110 325

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

TABLE OF CONTENTS

	PARA	PAGE
SECTION I - INTRODUCTION		
Background and Purpose	1	1
Scope and Coverage	2	1
Study Timeframe	3	2
Sources of Information	4	2
SECTION II - MONETARY AWARDS		
Quality Increases (QI's)	1	3
Sustained Superior Performance Awards (SSPA's)	2	5
Special Act or Service Awards	3	8
SECTION III - HONORARY AWARDS		
Decorations for Exceptional Civilian Service	1	11
Meritorious Civilian Service Awards	2	13
Certificates of Achievement	3	14
SECTION IV - AREAS OF SPECIAL INTEREST		
Reserve Components	1	16
Joint Commands	2	17
Consistency of Application	3	18
Reporting Requirements	4	18
Relationship of Performance Awards to Departure/Retirement	5	19
Army Incentive Awards Board Composition	6	20
SECTION V - CONCLUSIONS AND RECOMMENDATIONS		
Conclusions	1	21
Recommendations	2	22

ACCESSION for
NTIS White Section
DDC Buff Section
UNANNOUNCED
JUSTIFICATION
BY
DISTRIBUTION/AVAILABILITY CODES
Dist. AVAIL. and/or SPECIAL
A

78 06 14 049

Section I

INTRODUCTION

1. Background and Purpose

a. In December 1976, the Deputy Chief of Staff for Personnel (DCSPER) directed that a study be conducted of the military awards program to ensure that it was meeting current needs of the Army and providing equitable awards distribution to service members. Inasmuch as the decision had been made to conduct a study of the military program, it was considered an appropriate time for a similar review of the civilian awards program. The Director of Civilian Personnel was directed to develop a draft study outline for DCSPER approval. In January 1977, the Director of Civilian Personnel proposed a series of study objectives. After appropriate consultation, the study proposal was approved by the tasking memorandum, dated 10 February 1977, to the Director of Civilian Personnel from the Acting DCSPER (Annex A).

b. Stated in its simplest terms, the purpose of the study is to determine whether the civilian performance awards program adequately meets the needs of the Army and its commanders and personnel in the field and provides an equitable distribution of awards among all categories of employees. Detailed study objectives are included in the tasking memorandum.

2. Scope and Coverage. The study includes all awards given by the Department of the Army to civilian employees in recognition of special achievement or performance which exceeds the norm or written standards. Included in the study are the following awards, grouped by category:

- o Monetary Awards
  - Quality Increase
  - Sustained Superior Performance Award
  - Special Act or Service Award
- o Honorary Awards
  - Decoration for Exceptional Civilian Service
  - Meritorious Civilian Service Award
  - Certificate of Achievement

Excluded from coverage are:

- Suggestion awards
- Length of service awards
- Invention awards
- Awards from private organizations
- Awards from DoD, CSC, or other agencies

It is recognized that currently there is a gap in the Army's civilian honorary awards structure. There is a need for a new award ranking between the Meritorious Civilian Service Award, which requires the approval of a Major Commander or the Head of an HQDA Staff Agency, and the Certificate of Achievement, which customarily can be approved by the lowest level of supervision. A new award, the Commander's Award, has been approved to fill this gap. The accoutrements for the award are currently under development and will be available for use early in FY 78. For the purpose of this study it is assumed that, with the introduction of the new award, the types of honorary awards for civilian employees will be adequate.

3. Study Timeframe. In order to be consistent with the study of military awards, the study covers the period from the end of the Vietnam war to the present.

4. Sources of Information. A substantial portion of the information required for this study was available within HQDA in the form of the Civilian Personnel Program Reports filed quarterly, the Annual Incentive Awards Program Report, reports of surveys conducted by the DCSPER, Directorate of Civilian Personnel Field Offices during the study period at 27 different activities representing five major commands (MACOM's) and two HQDA staff agencies (Annex B), and incentive awards files within DCSPER, Directorate of Civilian Personnel. By HQDA (DAPE-CPL) letter, dated 4 March 1977 (Annex C), MACOM's were asked to provide additional statistical data, copies of policy statements and existing studies and reports, and their comments on and suggestions for improvement of the program. On-site visits were made to five HQDA staff agencies and offices, four MACOM headquarters and eight field installations (Annex D) where personal interviews were conducted with top management officials and officials in the civilian personnel offices involved in the administration of the program. Copies of the interview outlines are included in Annex E. Questionnaires were administered to 481 supervisors and managers and to 1339 non-supervisors to assess their knowledge of and reaction to the program. A copy of the supervisory questionnaire and the responses thereto is at Annex F. The employee questionnaire with responses is at Annex G. A review was also made of records and reports available within the civilian personnel offices of those activities visited. Visits and/or telephone contacts were also made to the National Guard Bureau, the U.S. Civil Service Commission (CSC), other DoD components, and other Federal agencies to obtain comparative information.

Section II

MONETARY AWARDS

1. Quality Increases (QI's)

a. Criteria.

(1) Most MACOM's expressed satisfaction with the criteria for QI's contained in Chapter 6, AR 672-20; however, some expressed the desire for additional clarification and/or more definitive criteria. For example, three MACOM's believe that the criteria for QI's and Sustained Superior Performance Awards (SSPA's) are vague and should be rewritten to more clearly differentiate between the two awards. This criticism is valid and has been stated many times before; however, the opportunity to resolve this problem is limited since the criteria in AR 672-20 are quite similar to those established by the Civil Service Commission and these are controlling on the entire Federal Service.

(2) Several MACOM's also requested that terms such as "should" and "normally" be replaced by more absolute terms. When AR 672-20 was revised in 1975 in response to the scope of bargaining project, guidance in the form of "should" and "normally" was substituted in areas which had previously been regulated. This was in compliance with instructions from DoD that regulations which have a tendency to restrict the scope of negotiations with labor organizations be eliminated unless there was a compelling need for the regulation. This project was fully explained to MACOM's at that time; however, several MACOM's continue to express a preference for the old, more restrictive regulatory requirements.

(3) It should be noted that while the revision of the regulation was designed to provide commanders the authority to negotiate with labor organizations on local implementation of the incentive awards program, little, if any, deviation from the guidance in AR 672-20 has occurred as a result of the negotiation process. Neither management nor the unions have availed themselves of this opportunity to tailor the program to local needs. Another comment from MACOM's pointed out the need for added guidance on the relationship between award eligibility and other personnel actions such as details, temporary promotions, and referrals for promotion.

b. Nominating and Processing Procedures. No problems were reported in the nomination and approval procedures for QI's. Supervisors generally expressed satisfaction with the timeliness of the awards (Annex F-2, Question 5). Information collected in field visits to selected activities confirmed that QI's are being processed with the required 45-day time limit.

c. Distribution

(1) By Command. A review of the QI's awarded during the period FY 1974 through FY 1976 indicates that such awards are fairly evenly distributed among the commands (Annex H-1) with a percentile range of from 2.1 to 4.3 of eligible employees receiving the awards annually during this period. Army-wide, the rate was 3.6%.

(2) By Grade Group. Statistics compiled from reports of surveys conducted over the past few years at 27 field activities representing five commands indicate that QI's are relatively evenly distributed by grade groups (Annex H-2). Overall, the highest percentage of QI's went to the GS-6 - 10 group (3.7%), closely followed by the GS-1 - 5 (3.4%) and the GS-11 and above groups (2.8%).

(3) Compared to DA Guidelines. The operating program guidelines for FY 74 and 75 were to award QI's to not more than 3% of the GS workforce. The guidelines were exceeded in both years -- 3.4% in FY 74 and 3.3% in FY 75. In the first year that a specific percentile goal for QI's was eliminated, the rate of QI's increased substantially to 4.0%. For a comparison of total monetary awards to the DA guidelines, see para 2.c(3) below on Sustained Superior Performance Awards.

(4) Comparison Between Employee Groupings

(a) Male/Female. The statistics obtained from 26 selected activities indicate that females received the award at a rate 50% higher than males (4.2% vs 2.8%) within DA (Annex H-3).

(b) Minority/Non-Minority. The statistics gathered at these activities indicate that non-minority employees received QI's at a rate 50% higher than minorities (3.7% vs 2.3% - Annex H-4). Among these studied, only in Miscellaneous Activities (US Army Reserve Components Personnel and Administration Center (RCPAC), the US Military Academy (USMA) and Fitzsimons Army Medical Center) did a larger percentage of minority employees receive the award during the period covered by this study. There were other individual exceptions within MACOM's where minorities received QI's consistent with their representation in the workforce. Greater attention is needed to assure that all employees are afforded equal consideration for this award.

(c) Supervisor/Non-Supervisor. The distribution of QI's between supervisors and non-supervisors is fairly consistent with the non-supervisory employees receiving a slightly higher percentage Army-wide (3.3% vs 3.1% - Annex H-5).

(5) Comparison With Other Federal Agencies. Government-wide trends have remained fairly constant with 3.6% of eligible employees receiving QI's in FY 74 and 3.5% in both FY 75 and 76 (Annex H-6 through 8). Department of the Army, in contrast, went from 3.0% in FY 74 to 3.3% in

FY 75 and 3.8% in FY 76.* This increase represents approximately a $1 million dollar increase in first-year costs in FY 76 over FY 74. More significantly, the number of awards have increased by a thousand each year at a time when Army strength has declined. The steady increase in the number and percentage of QI's approved in DA is a disturbing problem which requires attention. Among the DoD components, Army has the highest QI usage rate.

d. Management Knowledge. Managers and supervisors indicated that they are aware of eligibility criteria and the period of time necessary to qualify for QI's. They also have a good understanding of where the award falls within the hierarchy of monetary awards.

e. Employee Knowledge and Reaction. Generally speaking, employee knowledge of the use of the QI appears to be rather limited. Employees do not completely understand the criteria for the awarding of a QI, nor do they feel that they have a fair chance of receiving one.

f. Conclusions. The increase in the number of QI's awarded since the controls were liberalized indicates a need for the reestablishment of more specific guidelines, tightening the criteria or some combination thereof. QI's are evenly distributed throughout the Army and its commands except when compared by sex or minority grouping. A significantly higher percentage of both women and non-minority employees have received the award than males and minorities respectively. Positive action is needed in these two areas to assure a more equitable distribution of this award among all employees.

2. Sustained Superior Performance Awards (SSPA's)

a. Criteria. The criteria for SSPA's contained in Chapter 5, AR 672-20 are consistent with CSC guidelines. MACOM reaction to the criteria was similar to that for QI's (para 1.a. above) in that most are satisfied with the current regulatory guidance, but some desire more definitive criteria.

b. Nominating and Processing Procedures. No problems in nominating or processing procedures were reported by the MACOM's. The on-site review of awards programs verifies that SSPA's are being processed in a timely manner.

c. Distribution.

(1) By Command. Army-wide, Wage Grade (WG) employees received SSPA's during the FY 74-76 period at an annual rate of 6.7% (Annex I-1).

*Department of the Army statistics on the Army awards program frequently vary slightly from Civil Service Commission statistics. When comparisons are made with other CSC data, as in Annex H-6 through 8, the CSC statistics on the Army program are used.

The command averages range from a high of 9.2% (INSCOM) to a low of 3.7% (MDW). In this same period, the average annual rate for GS employees was 4.0% (Annex I-2). USAREUR was high with 6.4%, while MDW was again low with 2.3%. Most command rates were close to the Army average of 6.7% for WG employees and 4.0% for GS (who are also eligible for QI's). In only four instances (for both GS and WG) were the variances more than two percentage points. This consistency among commands is commendable considering the fact that it was achieved through guidelines rather than goals or quotas. Regulatory constraints cannot be imposed on numbers of awards to be granted, since awards must be approved on merit. Most activities and commands have successfully resisted the pressures for more awards and remained within or near the Department's guidelines.

(2) By Grade.

(a) Wage Grade. Only 5.6% of Army employees WG 1-8 received SSPA's compared to 8.9% of the WG 9-15 workforce and 7.8% of Wage supervisors (Annex I-3). The only significant variance among commands was in FORSCOM where a relatively low percentage of WG 9-15 employees (6.0%) were so recognized. While the Army-wide figure of 5.6% for WG 1-8 employees (mostly unskilled, semi-skilled and sub-journeyman workers) may reflect the inherent difficulty supervisors experience in differentiating in the performance of workers at this skill level, it nevertheless points to a need for increased attention. This disparity is not found in the GS ranks where lower-graded employees experienced the highest rate.

(b) General Schedule. Variations in Army-wide SSPA recognition rates were not nearly so pronounced among GS employees as among WG employees. The average annual rate was 4.3% for GS 1-5 closely followed by 3.9% for GS 6-10 and 3.6% for GS 11 and above (Annex I-4). There was little discrepancy among the commands surveyed, although installations within several commands showed considerable variance. This would indicate a need for greater surveillance and guidance by the commands and installations.

(3) Compared to DA Guidelines. The operating program guidelines for SSPA's through FY 75 were not more than 10% of the WG workforce and not more than 7% of the GS. For FY 1976 the guidelines were 5 to 10% for all monetary performance awards. The SSPA rate was well within the established guidelines for both GS and WG employees. In FY 74, the DA rate for WG was 6.9%; in FY 75, 7.0%; and in FY 76, 6.4% (Annex I-1). For GS employees, the corresponding rates were 3.8%, 3.9% and 4.2% (Annex I-2). With the change in DA guidelines, SSPA's to WG went down and SSPA's and QI's for GS went up by a total of .5% (see para 1.c(3) above). There is no apparent reason for these changes. In the two previous years, approximately 7% of the WG workforce received an award (SSPA) and approximately 7% of the GS workdorce was recognized (combined rate for SSPA and QI). In FY 76, these percentages changed to 6.4% for WG and 8.2% for GS, a significant difference.

(4) Comparison Between Employee Groupings

(a) Male/Female. Overall, 5.2% of the male and 5.0% of the female workforce received SSPA's (Annex I-5). Of the WG employees, 7.2% of the males and 5.0% of the females were recognized (Annex I-6). This difference was found in all commands except FORSCOM (7.9% female, 5.7% male) with the largest variance in DARCOM (3.6 percentage points difference). Of the GS employees, 3.4% of the male and 5.0% of the female workforce received SSPA's (Annex I-7). This relationship was present in all commands with the largest variance in FORSCOM (2.3 percentage points difference). While the overall GS and WG distribution for male and female employees is essentially the same, male GS and female WG employees do not receive a proportionate share of SSPA's.

(b) Minority/Non-Minority. Army-wide, 4.2% of the minority workforce and 5.1% of the non-minority received SSPA's (Annex I-8). Only 5.1% of the minority WG employees received the award, compared to 7.7% of the non-minority WG workforce (Annex I-9). DARCOM had the smallest spread (5.9% minority vs. 7.5% non-minority) and FORSCOM the largest (3.2% minority vs. 7.0% non-minority). The difference between the SSPA recognition rate for these two categories of employees is considered a significant problem which requires corrective action. In the same vein, minority GS employees were recognized by SSPA's at a lower rate than were non-minority GS employees; however, the difference was not as pronounced (3.0% vs. 3.8% - Annex I-10).

(c) Supervisor/Non-Supervisor. Only 2.8% of Army supervisors received SSPA's compared to 5.1% of non-supervisors (Annex I-11). While 2.3% of the Wage supervisors received an SSPA, 7.2% of the non-supervisors received the award (Annex I-12). Of the 27 activities surveyed for this data element, 20 reported that no SSPA's were given to WG supervisory employees. Only in FORSCOM was the SSPA recognition rate higher for WG supervisors than for their non-supervisory counterparts. For GS employees, 3.1% of the supervisors and 4.0% of the non-supervisors were granted SSPA's (Annex I-13). Only COE reported a higher SSPA recognition rate for supervisors, 4.8% vs. 4.1% for non-supervisors. The disparity between these two employee groupings, especially between WS and WG employees, is striking. The problem must lie with managers and foremen higher than the first-line level since only these officials can nominate and approve awards for their subordinate supervisors. The problem may also lie with the philosophy of many Army managers that awards should go to workers, not to supervisors.

(5) Comparison with Other Federal Agencies. Comparisons in the use of SSPA's are difficult since there is no uniform method of data reporting throughout the government. The Civil Service Commission, in its annual report on the Federal Incentive Awards Program, consolidates figures for the SSPA and the Special Act or Service Award. With the relatively low number of Special Act or Service Awards given, however, the Commission's data provide a reasonably accurate comparison of Army's use of the SSPA to that of other agencies. In FY 74, 6.6% of Army's workforce received

either an SSPA or Special Act or Service Award compared to 4.6% government-wide (Annex J-1); in FY 75, 5.7% of Army's workforce and 4.3% government-wide were so recognized (Annex J-2); and in FY 76, the respective rates were 7.7% and 4.9% (Annex J-3). In each of these years, Army accounted for approximately 20% of the Federal total awards and 14% of the Federal total strength. For the total three-year period, Army accounted for $70.5 million in tangible benefits, 20% of the Federal-wide total of $339.2 million. Department of Defense rates for the same years were 5.0%, 4.7% and 5.6%, respectively, which was also slightly higher than the government-wide rates. Within DoD, Defense Logistics Agency (then Defense Supply Agency) had the highest rates during this period, followed by Army, Navy and Air Force. Navy's rates were slightly lower than the Federal rates, while Air Force's rates were markedly lower. There is no apparent consistency among larger civilian agencies; some consistently show significantly high rates (Commerce and Justice), while others are unusually low (Postal Service and Veterans Administration). Although the Army rate for SSPA's and Special Act or Service Awards is higher than the DoD rate, it is not significantly higher (6.6% vs. 5.9%). Over the three-year span, however, Army's average annual rate of 6.6% was considerably higher than the Federal-wide rate of 4.6%.

d. Management Knowledge and Reaction. Of the supervisors surveyed, 71% believed that the minimum period for an SSPA is one year and nearly as many (66%) understood that the QI is a higher level award (Annex F-2, Questions 8 and 10). Only 57% realized that the period of service which forms the basis for the SSPA need not be the same as the rating period for the employee's performance rating (Annex F-2, Question 15). Considering the fact that the SSPA along with the QI are the best known and most utilized awards in the performance recognition program, this level of knowledge is considered inadequate.

e. Employee Knowledge and Reaction. Employee knowledge of SSPA's was even lower than supervisor knowledge. Only 56% of the employees surveyed knew the minimum rating period for an SSPA, while 32% believed the SSPA to be a higher level award than an QI (Annex G-2, Questions 5 and 7).

f. Conclusions. Although the number of SSPA's awarded is within DA guidelines and, generally, distribution levels within the Army appear equitable, there are specific categories of employees who do not receive this type of recognition in proportion to their representation in the workforce. The SSPA rates for lower-graded WG employees, WG minority employees and WS supervisors are so disparate as to warrant positive action to assure a more balanced, equitable recognition practice. Most supervisors appear to be aware of the criteria for and use of the SSPA; however, a significant minority demonstrate a lack of basic understanding.

3. Special Act or Service Awards

a. Criteria. A review of the criteria for this award reveals that they are appropriate and consistent with the guidelines issued by the

U.S. Civil Service Commission. While MACOM's expressed some criticisms and offered recommendations for improvement of the criteria for QI's and SSPA's, no criticism or recommendations were offered related to Special Act or Service Awards criteria. It should be noted that this award is little used compared to QI's and SSPA's. Only 9% of the supervisors completing the questionnaire had nominated an employee for this award (Annex F-2, Question 14). Notwithstanding the fact that most supervisors had no previous experience with this award, 52% knew that the award does not have an established minimum period of service and 60% were able to identify the appropriate use of the award (Annex F-2, Questions 12 and 13).

b. Nominating and Processing Procedures. There were no adverse reactions or findings to the nominating and processing procedures for this award. Commanders, managers, employees and personnelists appear satisfied with the manner in which nominations are submitted and approved. The on-site review of awards processing revealed that nominations are submitted within the 45 day time limit.

c. Distribution. Unlike the QI and SSPA, which are individual awards, the Special Act or Service Award can be granted to either an individual employee or group of employees. There are instances where a single award was shared by as many as 25 employees. Since each award may represent recognition of an unlimited number of employees, comparisons based upon the percentage of the workforce recognized by this award would be invalid. A comparison of the number of Special Act or Service Awards approved during FY 74 through FY 76 by command shows substantial variation in usage levels which cannot be accounted for solely by command strength (Annex K). The high number of these awards granted within DARCOM (4,127) results from the use of the award in recognition of scientific achievements. Similarly, the high number of Special Act and Service Awards given within the Corps of Engineers (1,862) relates to scientific achievements and the fact that the award lends itself to recognition for projects, a typical work unit within the Corps. These two commands accounted for 64% of all Special Act or Service Awards granted within DA during the three year period. In 1975, AR 672-20 was revised to emphasize use of the Special Act or Service Awards rather than QI's or SSPA's in recognizing achievements which produced tangible benefits. Neither the statistics on Special Act or Service Awards or the statistics on QI's and SSPA's (Annex H and I) reflect a significant shift away from the latter awards to Special Act or Service Award between FY 75 and 76.

d. Conclusion. Special Act or Service Awards offer a unique opportunity for managers and supervisors to relate the size of the award to the value of the employee(s) contribution. While most supervisors understand the appropriate use of the award, a sizable proportion of supervisors are unfamiliar with the award. DARCOM and the Corps of Engineers, where the award is granted in recognition of scientific achievements and achievements related to major projects, are the largest users within Army. In 1975, an attempt was made to encourage the use of this award rather than SSPA's or QI's for recognition where tangible benefits were involved.

The regulation change has had no significant impact on awards usage. There is no indication, however, that this award is misused or, for that matter, that current regulations and guidance are not being followed.

Section III

HONORARY AWARDS

1. DECORATIONS FOR EXCEPTIONAL CIVILIAN SERVICE

a. Criteria. All MACOM's were satisfied with the criteria for this award as contained in Chapter 8, AR 672-20. The Army Incentive Awards Board (AIAB) was also consulted and unanimously agreed that the criteria are adequate.

b. Nominating and Processing Procedures. Four commands expressed specific concern over the amount of time required to process nominations for this award at the HQDA level. An earlier study of this problem revealed that the majority of the time required is for preparation of accoutrements and cannot be avoided. Some time saving can be achieved by increasing the frequency of the AIAB meetings. The Army Incentive Awards Board had been made aware of this problem earlier and has taken steps to reduce the processing time. No other commands reported problems in this area. Several commands felt that, although the criteria are adequate, too many managers (especially military) tend to submit nominations after an employee has announced his/her impending departure or retirement which reduces and, in some cases, does not have the motivational impact intended. This problem is discussed in detail in Section IV, para 5 below.

c. Distribution. Data from the files at HQDA reveals that, with minor exceptions, only high-graded employees (GS-12 and above) have received this award. Generally, employees receiving this award who were in grades below the GS-12 level were nominated for acts of bravery. During the study period 1973-1976, only two females (GS-09 and GS-11) received the Decoration for Exceptional Civilian Service. This is the highest civilian honorary award granted by the Secretary of the Army and is awarded for exceptional leadership and accomplishment which signify preeminence among those who have similar or identical duties. The award may also be granted to civilians for exceptional acts of bravery. This award, unlike the cash award, is based upon exceptional achievements or contributions and their impact upon the programs, mission and/or functions of the Department of the Army, rather than on job accomplishments which exceed the expected performance level. Consequently, employees in lower graded positions, with lesser responsibility, are less likely to receive this honorary recognition.

d. Comparison With Other Federal Agencies. The Secretary of the Army approved thirty-seven awards in 1974 (5 for bravery); twenty-six in 1975 (6 for bravery); and twenty-one in 1976 (2 for bravery). Army's average total population during this period exceeded 300,000. In a comparable period, the DoD activities and selected Federal agencies recognized the following number of employees with their highest civilian award:

ACTIVITY/AGENCY	NO. OF AWARDS	TOTAL POPULATION	NO. PER 1,000
Department of the Army	21	322,272	.065
Department of the Air Force	56	252,296	.221
Department of the Navy	24	232,827	.103
Defense Supply Agency	18	50,327	.357
Department of Agriculture	8	79,887	.100
Department of Housing and Urban Development	15	15,370	.975

These data indicate that the Department of the Army is more conservative than the other large departments in the granting of its highest civilian award.

e. Management Knowledge and Reactions. Interviews conducted with Commanders, Directors and Chairmen of Incentive Awards Committees indicate that most higher level officials are knowledgeable of the Decoration for Exceptional Civilian Service. Mid and lower level supervisors, however, are less knowledgeable. Only 41% of the supervisors responding to the questionnaire correctly identified the Decoration for Exceptional Civilian Service as the highest honorary award within Army (Annex F-2, Question 16). Their unfamiliarily is understandable when one considers that only 2 of the 481 supervisors surveyed had ever nominated an employee for this award.

f. Employee Knowledge and Reaction. Employee questionnaire results indicate that most employees are not knowledgeable of the various honorary awards and their place in the awards structure. For example, 48% of the 1339 employees surveyed indicated they do not know which was the highest Army civilian award. Twenty-four percent (24%) erroneously believed that the Meritorious is the highest level Army civilian award. Only 16% of employees questioned correctly identified the Decoration for Exceptional Civilian Service as the Army's highest level civilian award.

g. Conclusions.

(1) The purpose and criteria for the Decoration for Exceptional Civilian Service are understood by those most likely to be involved in the nominating process (i.e., commanders and other high level civilian and military personnel). Army commanders are rather selective in their nominations and the Army Incentive Awards Board is selective in its approval of this award. HQDA should take appropriate action to improve the processing time of the award at the Departmental level.

(2) Army's method of awarding its highest civilian honorary award differed significantly for a number of years from that of civilian Federal agencies in that the Secretary did not personally present the top awards at an appropriate ceremony. In October 1976, Army reinstituted its annual awards ceremony where selected top awards were presented by the Secretary of the Army. This ceremony was well received and should be continued to focus attention on outstanding accomplishments by Army personnel.

2. MERITORIOUS CIVILIAN SERVICE AWARDS

a. Criteria. Most MACOM's expressed satisfaction with the criteria for the Meritorious Civilian Service Award. Only one command indicated that the criteria for honorary awards could be further clarified.

b. Nominating and Processing Procedures. There was no major criticism of the nominating and processing procedures for the Meritorious Civilian Service Award. One command stated that the only delays in processing resulted from remands. Another command stated that the only delays resulted when prescribed processing procedures were not followed. Two MACOM's indicated that the major concern was control of honorary awards and, therefore, current procedures were adequate and/or desirable. Processing time for the Meritorious Civilian Service Award varied between 21 days and 100 days among the commands reporting. The average processing time of reporting MACOM's was 63.6 days.

c. Distribution.

(1) By Grade. Approximately 1.0 per 1000 of Army employees received Meritorious Civilian Service Awards in FY 76 and 1.2 per 1000 in FY 75. Employees at the GS-12 level and above, or equivalent grades, received the largest proportion of this award (4.1 per 1000) during FY 76. GS-7 through 11 and equivalent grades received the next highest amount (.29 per 1000) and GS-6 and below and equivalent grade levels received the least proportion (.16 per 1000) (Annex L). Statistics for FY 75 followed a similar pattern with GS-12's and above receiving the largest percentage and GS-6 and below receiving the smallest. These percentages are consistent with expectations. The Meritorious Civilian Service Award is the second highest award for a civilian employee so it is reasonable to expect that high level performance in higher graded positions will normally have broader impact. The major exceptions to this expectation are acts of courage, competency or bravery for which the Meritorious Civilian Service Award may also be granted.

(2) Pay Schedule. Approximately 1.4 per 1000 GS employees received Meritorious Civilian Service Awards during FY 76 as compared to a rate of .18 per 1000 for other employees, principally Wage Grade employees. Again, this reflects the greater opportunity and likelihood of higher graded GS employees, who perform at higher levels, to impact broadly on command or Army-wide programs.

(3) Comparison With Other Federal Agencies. Army usage of the Meritorious Civilian Service Award is consistent with usage by other Federal agencies of equivalent second-level awards. Data was available for only Air Force, Defense Supply Agency and Department of Agriculture. These agencies had usage rates of .88, 1.07 and 1.10 per 1000, respectively compared with the Army rate of 1.0 per 1000.

d. Management Knowledge and Reactions. Interviews conducted with Commanders, Directors, Chairmen of Incentive Awards Committees and Incentive Awards Administrators indicate that most higher level managers are knowledgeable of the Meritorious Civilian Service Award. Other supervisors, however, are less knowledgeable. This is reasonable when one considers the relatively limited Army-wide usage of the award. Only 18 out of the 481 supervisors surveyed, for example, had nominated a subordinate for this award. Thirty-nine percent (39%) of the supervisors surveyed erroneously believe that the Meritorious Civilian Service Award was the highest level Army award.

e. Employee Knowledge and Reaction. See para 1.f. above.

f. Conclusions. The Meritorious Civilian Service Award appears to be understood by Commanders, Directors, and other high-level military and civilian managers. There is progressively less understanding as management authority and responsibility and/or grade levels decrease. While it would be desirable to have all employees knowledgeable of the Meritorious Civilian Service Award, it is not unreasonable to find that only high-level managers are aware of it since it is primarily designed to recognize outstanding performance more typical of high level positions. Criteria and processing procedures are understood and considered adequate by managers, but there is room for improvement in the processing time of this award. Usage of the award is consistent with Army expectations and with the use of similar civilian awards in other Federal agencies. Statistics relating to the use of this award for minority employees and women are not available.

3. CERTIFICATES OF ACHIEVEMENTS

a. Criteria. A review of the criteria for Certificates of Achievement and comments from the MACOM's indicate that the criteria for this award are appropriate. While one command requested clarification of the criteria for Meritorious Civilian Service Awards, no comments or suggestions for change were offered with respect to this award.

b. Nominating and Processing Procedures. MACOM's had no input regarding the nominating and processing procedures for the Certificate of Achievement. The on-site review revealed no problems in this area.

c. Distribution.

(1) By Grade. Approximately 1.2% of Army employees received the Certificate of Achievement in FY 76. There was very little differentiation between receipt of the award for the three grade-level groupings. Employees at GS-6 level and below or equivalent, received 1.5%; employees at grades GS-7 through 11, or equivalent, received .9% and employees at GS-12 and above levels or equivalent received 1.2% (Annex M).

(2) Pay Schedule. Certificates of Achievement are distributed relatively evenly between GS and "other employees", principally Wage Grade employees. Approximately 1.4% of GS employees received Certificates of Achievement in FY 76 and approximately 1.5% of "other employees" received the award during the same period. Statistics relating to receipt of the award by minority groups or females are not available.

d. Management Knowledge and Reactions. Interviews with Commanders, Directors, Chairmen of Incentive Awards Committees and Incentive Awards Administrators indicate that they have a good knowledge of the Certificate of Achievement. Review of the supervisory questionnaires, however, indicated that only 31% of middle level and first-line supervisors surveyed had nominated employees for the Certificate. The relatively limited use of the Certificate indicates either limited knowledge of the award or a preference for other awards, either monetary awards or higher level honorary awards. Neither the management interviews, comments from commands, or supervisory and employee questionnaires have served to identify problem areas, nor provided recommendations relating to the use of the Certificate of Achievement., The Certificate seems to be used mainly at times when managers believe that monetary awards or higher level honorary awards are not appropriate.

e. Conclusions. Further input concerning the Certificate of Achievement should be solicited in order to determine its value and appropriateness in the awards structure, particularly after introduction of the "Commanders Award" into the civilian awards structure. It appears that the relationship between these two awards will have to be clearly defined.

Section IV

AREAS OF SPECIAL INTEREST

1. RESERVE COMPONENTS

a. National Guard.

(1) The National Guard Technician incentive awards program is separate and distinct from the Army's program. It is covered by a separate regulation, Technicians Personnel Pamphlet 903 (TPP 903), which is applicable to both Army and Air National Guard technicians. The regulation closely resembles AR 672-20 and includes most of the provisions of that regulation; however, some adaptation of the Air Force awards regulation is evident in TPP 903. A review of AR 672-20 and TPP 903 revealed that both purport to cover National Guard Technical personnel. Since National Guard Technicians are appropriately covered in TPP 903, action should be taken to delete the technicians from coverage under AR 672-20. The National Guard Bureau concurs in this proposed action.

(2) The criteria in TPP 903 for the awards included in this study are essentially identical to Army's criteria for the awards. Until 1974, approval authority for cash awards over $350 and for all honorary awards except the Certificate of Achievement was retained by the National Guard Bureau. Each QI, cash award over $350, and any honorary award above the Certificate of Achievement were forwarded to the National Guard Bureau for review and approval by the Incentive Awards Committee. This caused an inordinate delay in the processing of awards. In 1974, authority was delegated to the State Adjutants General to approve QI's and other cash awards up to and including $1500, thereby significantly reducing processing times.

(3) Nominations for the Meritorious Civilian Service Award and Decoration for Exceptional Civilian Service must still be forwarded to the National Guard Bureau for processing. The Chief, National Guard Bureau has approved the Meritorious Civilian Service Award for five employees of the Army National Guard in the period of FY 74 through FY 76. Only one nomination for the Decoration for Exceptional Civilian Service has been forwarded by the Chief, National Guard Bureau to the Army Incentive Awards Board and that nomination was disapproved.

(4) The National Guard Bureau does not require the State Adjutants General to submit periodic reports of award usage or distribution patterns. Comparisons, therefore, with the Department of the Army or components thereof are not available. It is the opinion, however, of the staff official within the Bureau responsible for the operation of the awards program that the program is functioning properly and meeting the needs of both the States and the Bureau.

b. Army Reserve.

(1) Army Reserve Technicians (ART's) are included under AR 672-20 and participate in the performance awards program as administered by the 15 civilian personnel offices within FORSCOM which service the ART's. Since the ART's are fully integrated into the Department's performance awards program, there are no differences as applied to ART's than applied to the remainder of the Army civilian workforce. Some differences were noted, however, when the recognition rates for monetary awards to ART's were compared to the Army-wide rate (Annex N). ART's who occupy WG positions were recognized at a far lower rate (2.1% in FY 76) than either their WG counterparts in Army (6.4% in FY 76) or their GS counterparts in ART positions (7.4% in FY 76). The recognition rates of the ART's in GS position are relatively equal to those recorded in all of DA during the FY 74-76 period. There is a discernible tendency in the Army Reserve, however, to award QI's to GS employees with more frequency than Army as a whole. FORSCOM detected these variations in recognition patterns in a study of the incentive awards program for ART's completed in FY 75. On 19 February 1976, the FORSCOM Civilian Personnel Director called to the attention of the civilian personnel officers servicing Army Reserve components the current awards distribution patterns and emphasized the need for assuring equitable recognition for ART's (Annex O). In connection with other identified needs, FORSCOM developed a Handbook for Supervisors of ART's in June 1977. It is too early to properly evaluate the impact of FORSCOM actions on the distribution patterns.

(2) ART personnel are also eligible for honorary recognition. While appropriate use is made of Certificates of Achievement, few ART personnel received high-level honorary recognition since most are employed in positions below the grade level which typically is granted such awards. (See Section III, Para 1 and 2) Two ART employees, however, have been awarded the Meritorious Civilian Service Award during the period covered by this study (one in FY 74 and one in FY 77). No nominations for the Decoration for Exceptional Civilian Service were submitted to HQDA during this period.

2. Joint Commands. There are no known instances wherein Army civilian employees have been assigned into joint commands and, thereby received different or less favorable treatment with regard to awards. Unlike military personnel who are assigned by their components to work in joint commands, civilian employees are directly recruited by and become employees of the joint commands. Consequently, such employees are Department of Defense rather than Army employees. All employees within a joint command are subject to the same personnel regulations, whether they be DoD regulations, as in the case of the Office of the Joint Chief of Staff, or Army regulations, as in the case of the European Command. This, naturally, promotes consistency of treatment within the joint command. There are also a few organizations, such as MTMC, which are tri-service agencies under single-agency (Army) managership. These organizations are fully integrated into the Army's awards program.

3. Consistency of Application. Command and activity supplements are generally necessary in order to specifically document approval levels for monetary and honorary awards and to outline local procedures for submitting nominations and approving awards. A review of 40 command and activity supplements to AR 672-20 representing all MACOM's reveals that approval authorities and local procedures are clearly documented. In addition, there was an amazing consistency of the local supplements with both the regulations and policies outlined in AR 672-20. Not one provision in a supplement was discovered to be contradictory to the mandatory provisions of AR 672-20, and only one provision at one activity was found to be inappropriate. Nominations for QI's at one activity were restricted to the same period of service covered by the employee's official performance rating. While this could conceivably facilitate the administration of the program, this is not considered adequate justification for restricting consideration for nominations for the award to such a rigid, pre-established period. The review of the supplements also revealed a strong preference on the part of commands and activities for the more restrictive regulations and guidance contained in AR 672-20 prior to 1975. As mentioned earlier (Section II, Para 1), in 1975 AR 672-20 was revised to eliminate regulatory material which tended to unnecessarily restrict the scope of bargaining with labor organizations. The period of service required for receiving a QI or SSPA was changed from "12 months" to "normally 12 months". Similarly, an absolute restriction on repeat monetary performance awards within a 36 month period was eliminated. The popularity of these provisions is affirmed by the fact that 21 of the 40 supplements reviewed have retained either one or both of these restrictions in one form or another. Although the retention of a few of the restrictions was the result of regulations not being updated, the vast majority of the supplements were published after the changes to the AR. In effect, these supplements constitute an endorsement of the old regulation. They are not inconsistent, however, with current DA regulations or policy which permit local supplementation of the AR. The restrictions in these supplements, however, cannot serve as a bar to negotiations with local labor organizations.

4. Reporting Requirements.

a. Under the Department of the Army Civilian Personnel Program Report (CSGPA-549(R3)) each Army civilian personnel office submits a quarterly report of its personnel program operations. Data in this report includes number of QI's awarded, number of SSPA's to GS employees, number of SSPA's to WG employees, and number of Special Act or Service Awards. Honorary awards are reported only by gross total. No grade-level breakout of these awards is required. The USCSC Annual Incentive Awards Report (RCS 1059-CSC-AN-T) require agencies to report on an annual basis the total number of Special Achievement Awards (SSPA's and Special Act or Service Awards) and the total number of honorary awards. The Special Achievements Awards are broken out by grade-level groupings each year; while the grade-level groupings for QI's are only reported every third year.

b. Most Army activities find that neither the Army report nor the CSC report provide an adequate basis for a comprehensive review of their performance awards program. Consequently, most activities make detailed statistical analyses of award distribution data for feedback to operating elements. Notwithstanding the fact that the present system does not meet local needs, most commands expressed satisfaction with the current reporting system. Some of these commands, however, joined with commands which were dissatisfied with the system in recommending that the DA Form 1346, used for the Army's reporting system, be revised to include all the data required in Standard Form 69, the basic data collection form for the CSC's annual report. The latter form could then be completed by simply totaling the quarterly Army reports.

c. Conversely, a number of commands pointed out that the reporting system is already burdensome, and opposed the addition of any new data elements. Several questioned whether the benefits which could be derived from an improved reporting system would offset the additional costs. There is no simple solution. The current reporting system is wasteful in that the quarterly reports for Army do not provide the data required for the annual CSC report. Neither report provides adequate data for a comprehensive local evaluation. On the other hand, a comprehensive system might not be cost effective. The best solution would appear to be building more data elements into future automated personnel data reporting systems. This is in the planning stage for possible implementation in the 1980 to 1982 time frame.

5. Relationship of Performance Awards to Departure/Retirement. It has been apparent for many years that a substantial proportion of the high level honorary award nominations are received after it is known that the nominee is departing and/or retiring. Only the Military District of Washington (MDW), which provides support for HQDA, indicated a potential problem. In a study of awards nominations for FY 73 through FY 75, MDW found that 66% of the Meritorious Civilian Service Award nominations and 56% of the Decoration for Exceptional Civilian Service nominations were for employees who were transferring, resigning, or retiring. This practice is not consistent with the policy set forth in AR 672-20 which emphasizes timely recognition based upon individual achievements. Career service is only a factor in the length of service recognition program. The criteria and program guidance in AR 672-20 further indicate that the high level honorary awards are usually granted only after the employee has demonstrated a pattern of achievement resulting in progressively higher formal recognition. Factors such as length of service, long and faithful service, transfer, reassignment, or retirement are not to be considered in nominating or considering employees for high level honorary awards. MACOM's were asked to comment on the obvious conflict between Department of the Army policy and practice. MACOM's overwhelmingly supported the current policy and recommend that no changes be made. It was felt that while the occasion of the employee's departure/retirement precipitates many nominations, in most cases the employee's achievements warrant consideration for the award. It would be inappropriate to deny an employee an award if his achievement warrented this level recognition merely because his supervisor was

negligent in not submitting the nomination earlier. Most MACOM's stated that the current policy of emphasizing timely recognition and careful review of nominations to assure that they are based on achievements rather than length of service or other inappropriate criteria offers the best and most equitable solution to the problem. Only the Military Traffic Management Command and Health Services Command advocated a strong prohibition on approving awards after announcement of the employee's departure or retirement. US Army Europe and Seventh Army, on the other hand, stated that it is unrealistic to expect any change in the way that civilian awards are being handled as long as the military practice is to grant awards simultaneous with the awardee's reassignment or retirement. USAREUR did not perceive this practice to be a problem.

6. Army Incentive Awards Board Composition. The Army Incentive Awards Board (AIAB) was established by General Orders No. 34 (Annex P) on 24 July 1956 under the general supervision of the Assistant Secretary of the Army (Manpower and Reserve Forces) to act as a final review board on award recommendations requiring approval of the Secretary of the Army and to advise the Deputy Chief of Staff for Personnel on policy, procedures and technical matters pertaining to criteria and awards design. The General Orders designates the Assistant Secretary of the Army (Manpower and Reserve Forces) (now the ASA(M&RA)) as chairman and authorizes him to act for the Secretary of the Army on all matters relating to the Army Incentive Awards Program. Additional Board members named in the General Orders are the Deputy Chief of Staff for Personnel, the Deputy Chief of Staff for Logistics, and the Comptroller of the Army or their designated representatives. The order permitted the ASA(M&RA) to designate additional Board members as desired. For a number of years, the Office, Chief of Research and Development (now DCSRADA) has been represented on the Board. The AIAB has recommended revision of the General Orders, to include DCSRADA. It was the consensus of the Board that the areas represented by the five members provides adequate breadth of knowledge of Army's mission and permits an efficiency of Board operations that would most probably be lost if the Board were to be substantially expanded. General Orders No. 34 will be revised and updated to reflect current organizational titles and representation on the Army Incentive Awards Board.

Section V

CONCLUSIONS AND RECOMMENDATIONS

1. Conclusions.

(a) Overall, the Army's performance awards program is meeting the needs of commanders in the field and awards, with some exceptions, are being granted relatively equitably to all segments of the workforce. Some variations in monetary award distribution patterns were observed. These variations will be widely publicized and commands and activities directed to assure that all employees are afforded equal consideration for these awards. The application of rigid quotas or goals for any segment of the workforce would not be appropriate since it would engender consideration for these awards on a basis other than the established criteria.

(b) While awards usage is up across the board, the rate of increase in granting Quality Increases in FY 76 is an area of special concern and requires corrective action. It is interesting to note that the rapid increase in usage occurred in the same fiscal year that specific guidelines for this award were deleted. Special Act or Service Awards are being used extensively by some commands; however, the efforts of Headquarters, Department of the Army to foster more serious consideration of this award prior to the granting of a Quality Increase or Sustained Superior Performance Award appears to have failed.

(c) In the area of honorary awards, surprisingly few Certificates of Achievement have been awarded. It appears that most supervisors prefer to use either the Outstanding Performance Rating or a monetary award. At the higher end of the honorary awards scale, the Meritorious Civilian Service Award and Decoration for Exceptional Service are usually granted to those employees who occupy positions of greater authority and responsibility (i.e., GS-12 and above). No significant problems were uncovered with respect to either of these awards; however, some opportunities do exist for expediting the processing of the latter award. The Army appears slightly more conservative in awarding high-level honorary recognition than some other agencies. This is not considered a negative finding. Also contrary to practices in other agencies, few high-level awards are presented personally by the Secretary of the Army.

(d) Some fairly significant employee attitudes and perceptions concerning the program are revealed in the responses to the Employee Questionnaire (Annex G-2). Only 36% of the employees believed they had sufficient information on the awards program and most obtained their information from their supervisors and fellow employees. Slightly less than half felt that employees receiving awards are usually the most deserving, while 40% believed that all employees are not afforded an equal chance to receive a cash performance award. Nearly two-thirds felt that employees at their installation were either indifferent to the program or

disliked it. About half of those responding believed that employees who receive awards usually imporve their performance. Employees do not perceive the program as an incentive or a motivator; however, this does not diminish the program's value as a system of recognition for deserving employees.

(e) The National Guard Bureau's performance awards program is basically patterned after the Army's program but is separate and distinct. A representative of the Bureau indicates that the program is operating smoothly and appears to be meeting the needs of State Adjutants General. A considerable gap was noted in a rate of recognition afforded to Wage Grade Army Reserve Technicians as compared to General Schedule Army Reserve Technicians. The U.S. Army Forces Command has previously recognized the lower rates that awards were being given to Wage Grade Army Reserve Technicians and initiated corrective action.

(f) The controlling regulation, AR 672-20, is, with a few minor exceptions, considered comprehensive and current. Local supplements to the Army Regulation are amazingly consistent with AR 672-20 and informative to activities as to delegations of authority and local procedures. Although many commands and activities are not satisfied with the adequacy of current awards reporting practices, there is little support for a change at this time. Changes in the reporting system are planned in connection with the introduction of a new ADP personnel records system to be installed in the 1980-1982 time frame.

(g) While virtually all MACOM's acknowledged the problem of nominations submitted at the time of the employee's announced departure or retirement, there does not appear to be a ready solution to the problem. None of those contacted in the course of the study, with two exceptions, advocated further restrictions since, in most cases, the individual penalized would most often be a deserving employee. Rather, emphasis should be centered on timely nominations for deserving employees and careful consideration of all nominations.

(h) The composition and operations of the Army Incentive Awards Board was considered appropriate. General Orders 34, which established the Board, is outdated and should be replaced.

2. Recommendations. Although the basic policies and procedures of the Army Civilian Awards Program should be continued, certain areas have been identified through this study which need further attention. Therefore, the following recommendations are made:

a. Increase attention to awards distribution patterns by

(1) revising the DA Equal Employment Opportunity Action Plan to require analysis of award distribution by minority categories and females, and

(2) instructing commands to analyze distribution of awards among other categories of employees to assure equal consideration.

b. Develop guidelines to stem the increasing percentage of QI's awarded.

c. Increase information/training for supervisors and employees concerning the hierarchy and criteria for the various awards, with particular emphasis on the appropriate use of Special Act or Service Awards.

d. Continue to highlight employee achievements through the Secretary of the Army Awards Ceremony and similar ceremonies.

e. Delete the National Guard Bureau from coverage under AR 672-20.

f. Plan for the inclusion of sufficient data elements into the future automated data personnel reporting system so that system provides adequate data for all reports and comprehensive local analysis.

g. Update General Orders No. 34, 1956, to reflect current operation, organizational titles, and representation on the Army Incentive Awards Board.

h. Continue ongoing efforts to reduce the processing time for honorary awards at the major command and Department levels.

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

ANNEX A

10 FEB 1977

MEMORANDUM FOR DIRECTOR OF CIVILIAN PERSONNEL

SUBJECT: Army Civilian Awards Study (ACAS)

1. PURPOSE. To conduct a study of the Army's civilian awards program. The study results will be used to insure that the civilian awards program meets the current needs of the Army and provides equitable awards distribution to employees. This is a management study.

2. REFERENCES.

a. AR 5-5, The Army Study System

b. Government Employers Incentive Awards Act, 1 September 1954

c. Title 5 US Code Sec 5336, 1962

d. Title 10, US code Sec 1124, 22 September 1965

e. AR 672-20, Decorations and Awards, Incentive Awards

f. AR 672-5-1, Military Awards

g. Federal Personnel Manual, Chapter 451

h. DOD Instruction 5120.16 and 1416.4

i. General Orders 34

j. Policy and Precedent Files, Labor & Employee Relations Division, DCP

3. STUDY SPONSOR. DCSPER

4. STUDY AGENCY. DCP

5. OCSA STUDY MONITOR. Not applicable.

DAPE
SUBJ: Army Civilian Awards Study (ACAS)

6. TERMS OF REFERENCE.

a. Problem. In a discussion with the DCSPER on 5 November 1976, the VCSA expressed concern over the Army's awards program and suggested that the entire program, to include awards to reserve components, needs review. The VCSA specifically asked if the program is too liberal and what the program objectives are.

By separate tasking MILPERCEN has been directed to conduct a study of the individual military awards program. Upon approving the MILPERCEN study directive, the DCSPER directed that the Civilian Personnel Directorate conduct a similar study of the civilian awards program.

b. Objectives.

(1) Determine whether the current civilian incentive awards system adequately meets the needs of the Army and its commanders and personnel in the field.

(2) Analyze the awards statistics to determine how the awards program is applied Army-wide to include Army personnel outside the Department, i.e., those serving on joint or defense staffs or joint commands.

(3) To provide MACOM's the opportunity to comment on criteria for awards as well as on the consistency, adequacy, and clarity of published guidelines.

(4) Determine if the awards program as it currently exists compares favorably with programs of other comparable Federal agencies.

(5) Determine whether the current civilian performance awards program provides equitable distribution by grade groupings. Is there any indication that certain grade groupings are receiving a disproportionate share?

(6) Review local supplements to AR 672-20 to determine whether any discrimination by grade, position, or other criteria exists.

(7) Review ANG and USAR awards programs to determine their adequacy and responsiveness. Are they consistent with the program and policies of the Active Army?

(8) Review the criteria for the Meritorious Civilian Service Award and the Decoration for Exceptional Civilian Service to ensure that employees at appropriate grade levels and in appropriate skills can reasonably expect to qualify for these awards.

(9) Determine if current published procedures can be further streamlined to improve responsiveness and eliminate unnecessary paperwork for honorary awards.

(10) Determine the average time periods for submission and approval of civilian awards for MACOM's and Army staff agencies. Is this time excessive when compared to similar military awards? What actions can be taken to reduce the time?

(11) Determine adequacy of current reporting requirements.

(12) Determine the degree of understanding and awareness in the field of the civilian awards program. What actions can be taken to improve this understanding and awareness? Specifically, what actions can be taken to ensure that award nominations are submitted throughout an individual's career rather than tying awards to retirement or PCS periods?

c. Scope. Army-wide. The study group should examine all aspects of peacetime awards or decorations for performance/achievement.

d. Limits.

(1) The study will not address the following:

Awards from private organizations
Awards to US Army personnel from foreign sources
Locally developed awards which do not duplicate awards in AR 672-20
DOD awards or awards from other Government Agencies
Suggestion awards for military and civilian personnel
Invention awards for military and civilian personnel

(2) The study group will not exceed 6 TDY trips to CONUS Major Army Command Headquarters and field activities.

e. Time Frame. The study will address the civilian awards program from the cessation of the Army's combat activities in Vietnam (29 January 1973) to the present.

f. Assumptions.

(1) There is a gap between the Meritorious Civilian Service Award and the Certificate of Achievement. Upon complete implementation of the recently approved Commanders Award, the number of civilian awards will be adequate.

(2) The existing procedures for recommending awards is adequate.

(3) The study is keyed to a peacetime environment, rather than wartime conditions.

7. ENVIRONMENT/THREAT GUIDANCE. Not applicable

DAPE
SUBJECT: Army Civilian Awards Study (ACAS)

8. SUPPORT AND RESOURCE REQUIREMENTS.

a. Study group personnel will be provided by DCP.

b. Funds for per diem and travel will be provided from within the current DCP budget.

9. ADMINISTRATION.

a. Study Title. Army Civilian Awards Study (ACAS)

b. Study Schedule. The study will be conducted in the time frame 1 Feb - 30 Jun 1977. The study group will render an in-process review to the VCSA on or about 29 April 1977, with the final report to be submitted to the VCSA on 30 June 1977.

Joseph P. Kingston

1 Incl

JOSEPH P. KINGSTON
Major, GS
Acting Chief
of Staff

1977

TASK	January	February	March	April	May	June
1. Establish Study Group		Δ				
2. Review references		——— Δ				
3. Review CONUS MACOM HQS & Field Activities		———	——— Δ			
4. Analyze facts and prepare conclusion and recommendations						——— Δ
5. IPR to VCSA				Δ		
6. Final report to VCSA						Δ

LEGEND:

Scheduled completion Δ

Ongoing ———

ANNEX B

REPORTS OF SURVEY OF CIVILIAN PERSONNEL MANAGEMENT

Reports of survey of civilian personnel management conducted during the period covered by this study at the installations listed below served as the basis for the statistical consolidations for TABS H-2 through 5 and I-3 through I-13.

MATERIEL DEVELOPMENT AND READINESS COMMAND

Anniston Army Depot
Sharpe Army Depot
Tooele Army Depot
Missile Command
Aberdeen Proving Ground
Dugway Proving Ground
Yuma Proving Ground

FORCES COMMAND

Ft. Hood
Ft. McPherson
Ft. Meade
Ft. Sam Houston

TRAINING AND DOCTRINE COMMAND

Ft. Bliss
Ft. Dix
Ft. Jackson
Ft. Knox
Ft. Ord

CORPS OF ENGINEERS

Mobile Engineer District
New Orleans Engineer District
St. Louis Engineer District
Savanna Engineer District
Vicksburg Engineer District
Walla Walla Engineer District
Wilmington Engineer District
Waterways Experimental Station

MISCELLANEOUS ACTIVITIES

Fitzsimons Army Medical Center
U.S. Military Academy
Reserve Components Personnel Administration Center

ANNEX C

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

Mr. Thomas/dh/59863

4 MAR 1977

DAPE-CPL

SUBJECT: Army Civilian Awards Study (RCS-CSGPA-(OT) 1454)

SEE DISTRIBUTION

1. A study of the civilian performance awards program has been directed. The purpose of the study, to run concurrently with a similar study being conducted of selected military awards, is to determine whether the current civilian performance awards system adequately meets the needs of the Army and its commanders and personnel in the field. The period covered by the study is from January 1973 through December 1976.

2. A substantial proportion of the information required for the study is available at HQDA in the form of the Civilian Personnel Program Reports (1346 quarterly reports), the Annual Incentive Awards Program Report (SF-69), DCSPER survey reports, and HQDA(DAPE-CPL) incentive award files. This information must be supplemented, however, by additional statistical data (paragraph 3), copies of policy statements and existing studies and reports (paragraph 4), and views on the program (paragraph 5) submitted by addressees. Visits will also be made to selected major command headquarters and field activities. On-site visits are still in the planning stage. Further information concerning these visits will be provided to those affected at a later date.

3. Addressees will report:

a. The number of Certificates of Achievement awarded in each fiscal year starting with the 3rd quarter of FY 1973 through the 1st quarter of FY 1977. Data should be arranged in the format shown in inclosure 1 which may be reproduced locally. Addressees will consolidate activity reports and submit the consolidated report with the individual activity reports.

b. The number of Meritorious Civilian Service Awards granted. The period covered, format, and consolidation instructions in a. above also apply to these data.

c. The average processing time for all Meritorious Civilian Service Awards approved during the study period. For the purpose of this study the processing time includes the period from the date of signature of the

VANGUARD OF FREEDOM
UNITED STATES ARMY
AMERICAN REVOLUTION BICENTENNIAL 1776-1976

nominating official on the DA Form 1256 to the date of the letter transmitting the approved award for presentation. For awards presented at major command headquarters, the processing time will be considered to have been concluded when the approved award was delivered to the presenting official. Average processing times will be provided for each fiscal year during the study period.

4. Addressees will submit the following materials:

a. One copy of each activity and command supplement to AR 672-20, Incentive Awards. If any activity or command has not issued a supplement to AR 672-20, this fact should be so stated in the report.

b. If available, one copy of any forms, charts or studies which provide a display or analysis of performance awards distribution by such factors as grade level, pay plans, race, sex, and/or age. Information may cover any period since January 1973 and should cover the activity or command as a whole. Organizational comparisons within an activity are not required for this study. (Note: It is not intended that such information be developed solely for the study.)

5. Addressees are requested to provide comments in the following areas:

a. Criteria for monetary and honorary performance awards. Are the criteria in AR 672-20 consistent, adequate and clear? Are the criteria written in such a manner that all employees can reasonably expect to qualify for the awards?

b. Procedure for approval of honorary awards. Are the procedures for the approval of honorary awards appropriate? What changes could be made to reduce the time required for approval of these awards?

c. Reporting requirements. Are the Civilian Personnel Program Report (DA Form 1346) and Annual Incentive Awards Report (SF-69) adequate tools for evaluation of the performance awards program? What additional data are recommended for inclusion? Deletion? Should data be obtained more or less frequently? Would a more comprehensive reporting requirement justify the additional cost which would be incurred by its adoption?

d. Relationship between departure/retirement and performance awards. Is the guidance in AR 672-20 concerning the relationship between the employee's departure/retirement and the performance awards program appropriate? Should the guidance be modified? Is it proper to deny an award to a deserving employee because the supervisor submitted the nomination after it was announced that the employee was leaving/retiring? What should/can be done to restrict departing/retiring officials who through multiple nominations tend to diminish the value of awards?

DAPE-CPL
SUBJECT: Army Civilian Awards Study

6. The information requested in paragraph 3, 4 and 5 above should be forwarded to arrive at HQDA (DAPE-CPL) Washington, DC 20310 not later than 11 April 1977. Questions regarding the study or these instruction may be addressed to HQDA (DAPE-CPL) Washington, DC 20310, ATTN: Mr. William Fanelli or Mr. Charles Thomas. Both individuals may be reached by telephone on (202) 695-9863 or 695-5593; autovon 225-9863 or 225-5593.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

1 Incl
as

W. J. SCHRADER, Chief
Labor & Employee Relations Division

DISTRIBUTION:
OFFICE, SECRETARY OF THE ARMY
HQDA(DAAG-ZA)
HQDA(DAEN-CPZ-A)
NGB-TN
COMMANDER IN CHIEF
  US ARMY EUROPE AND SEVENTH ARMY
COMMANDERS
  US ARMY TRAINING AND DOCTRINE COMMAND
  US ARMY FORCES COMMAND
  US ARMY MATERIEL DEVELOPMENT AND READINESS COMMAND
  US ARMY SECURITY AGENCY
  US ARMY COMMUNICATIONS COMMAND
  MILITARY TRAFFIC MANAGEMENT COMMAND
  US ARMY MILITARY DISTRICT OF WASHINGTON
  US ARMY HEALTH SERVICES COMMAND
  EIGHTH US ARMY
  US ARMY, JAPAN
  US ARMY RECRUITING COMMAND
  US ARMY FINANCE AND ACCOUNTING CENTER
SUPERINTENDENT, US MILITARY ACADEMY
CHIEF, US ARMY AUDIT AGENCY

FY ____ _____

QUARTERS COVERED
(Circle as many as apply)

1 2 3 4

Employees	NO. OF AWARDS		Average Number of employees for the F.Y.
	Certificate of Achievement	Meritorious Civilian Service Award	
General Schedule, GS-6 and Below			
GS-7 thru 11			
GS-12 and above			
Total			
All Other			
Salaries Equivalent To GS-6 or less			
Salaries Equivalent To GS-7 thru GS-11			
Salaries Equivalent To GS-12 and above			
TOTAL			

FIELD VISITS
CONDUCTED DURING THE PERIOD MAY-JUNE 1977

HQDA	SUPERVISOR QUESTIONNAIRE	EMPLOYEE QUESTIONNAIRE
Comptroller of the Army	5	12
Office, Deputy Chief of Staff for Logistics	2	10
Office, Deputy Chief of Staff for Operations	26	17
Office, Chief of Engineers	18	51
Military Personnel Center	35	91
MATERIEL DEVELOPMENT AND READINESS COMMAND		
Headquarters	33	129
Red River Army Depot	45	242
Aberdeen Proving Ground	39	168
FORCES COMMAND		
Ft. McPherson	57	109
Ft. Meade	41	89
TRAINING AND DOCTRINE COMMAND		
Ft. Monroe	35	65
Ft. Benning	84	210
HEALTH SERVICES COMMAND		
Headquarters	11	28
Brooke Army Medical Center	29	73
CORPS OF ENGINEERS		
Ft. Worth Engineer District	21	45
TOTAL	481	1339

ANNEX D

INTERVIEW WITH COMMANDER

Interview should begin with an explanation of the purpose of the study. A copy of study directive should be provided to the commander. Explain the coverage and that the visit is fact finding rather than evaluative in nature. Offer to meet again with him upon conclusion of your visit, however, emphasize that such a meeting would be a courtesy close-out since little analysis or evaluation will have taken place. Explain that information obtained in activity visits is for DA-wide evaluation and not intended to give a comprehensive evaluation of his awards program. Inform him that a copy of the completed study will be furnished upon approval, however, it is highly unlikely that the report will contain comparisons between activities. After the interview, thank him for his cooperation.

1. Knowledge of Awards Program Policy. Assess knowledge of the performance awards program. Does Commander know that program is covered in AR 672-20? Does he understand that both monetary and honorary awards can be given? Is he acquainted with the following: Decoration for Exceptional Civilian Service? Meritorious Civilian Service Award? Certificate for Patriotic Civilian Service? Certificate of Achievement? Quality Step Increase? Sustained Superior Performance Award? and Special Act of Service Award? Can he differentiate between these awards? Is he aware of the program guidance published annually regarding usage of monetary awards?

2. Awards Practice - Has the Commander personally initiated and/or approved any performance awards? How did he decide on what award was to be given? Has approval authority been delegated to Directorate Chiefs? If not, why not? What is Commander's view and use of the Incentive Awards Committee? Does he use the Committee? Has he ever overruled the Committee or by-passed it? Under what circumstances? How are awards presented at the activity? Does the Commander participate in award ceremonies?

3. Knowledge of Award Practices - Is there a system for analyzing awards distribution and providing feedback to management? What is the Commander's knowledge of awards distribution? Is he satisfied with the current distribution patterns? How does he gage management and employee reaction to the performance awards program?

4. Problems/Solutions - Is the Army's civilian performance awards program meeting its objectives of recognizing and rewarding personnel for achievements that contribute to productivity, efficiency, economy and other improvements in operation? Is the current guidance on distribution of awards too liberal or too restrictive? Are performance awards being given too freely? Too sparingly? or about right? Does the program encourage those not recognized to improve their performance? Does the Commander see any problems with the program? If so, what aspects of the program would be like to see changed? What recommendations does he have to improve the program?

5. Military Awards vs. Civilian Awards - Ask the commander to compare the civilian and military awards programs. Does the Commander view the military awards program and the procedures related thereto as better or worse than the civilian awards program? What aspects of the military awards program would he like to see incorporated in the civilian awards program? What aspects of the civilian awards program would he like to see incorporated in the military awards program?

6. Relationship to Departure/Retirement - AR 672-20 provides that awards may be approved only when all the criteria are met, and that awards will not be granted in lieu of more appropriate actions, e.g., promotion, reassignment, for long and faithful service, or on the occasion of the employee's departure/retirement. Notwithstanding this guidance, many awards are given after either the employee's or the nominating supervisor's departure/retirement has been announced. Is this policy, as currently contained in AR 672-20, appropriate? Should it be made stronger? Or should this guidance be eliminated? Should awards to retiring employees be justified on the basis of their motivational impact on the work force?

Interview with Chairman, Incentive Awards Committee

Interview should begin with an explanation of the purpose of the study. A copy of study directive should be provided. Explain the coverage and that the visit is fact finding rather than evaluative. Explain that information obtained in activity visits is for DA-wide evaluation and not intended to give a comprehensive evaluation of the activity awards program. Inform him/her that a copy of the completed study will be furnished the activity upon approval, however, it is highly unlikely that the report will contain comparisons between activities. After the interview, thank the Chairman for his/her cooperation.

1. Knowledge of Awards Program Policy. Assess knowledge of the performance awards program. Does the Chairman understand that both monetary and honorary awards can be given? Is he/she acquainted with the following: Decoration for Exceptional Civilian Service? Meritorious Civilian Service Award? Certificate for Patriotic Civilian Service? Certificate of Achievement? Quality Step Increase? Sustained Superior Performance Award? and Special Act of Service Award? Can he/she differentiate between these awards? Is the Chairman aware of the program guidance published annually regarding usage of monetary awards?

2. Incentive Award Committee Role: How does the Chairman, IAC view the role of the IAC in performance awards? Does the IAC have any responsibility for monitoring awards which can be approved at Directorate level and below? Does the IAC get involved in controversial cases? If so, how are they handled? What is the relationship between the Commander and the IAC? Are the IAC's recommendations perfunctorily approved? Does the Commander ever reserse the recommendations of the IAC? If so, was this based upon reclama by nominating official or independent decision of the Commander? Does Chairman believe that any changes are needed to AR 672-20 to further define the role of the IAC?

3. Processing of Honorary Awards - Does the IAC consider nominations for honorary awards? What problems, if any, are encountered in considering these nominations? What is the longest period that such nominations are held pending Committee action? What actions can be taken, to include changes to the regulation, to expedite consideration of nominations which can be approved by the Committee? Of nominations which must be forwarded to higher echelon for approval?

4. Knowledge of Award Practices - Is there a system for analyzing awards distribution and providing feedback to management? What is the Chairman's knowledge of awards distribution? Is he/she satisfied with the current distribution patterns? How does the Chairman gage management and employee reaction to the performance awards program?

5. Problems/Solutions - Is the Army's civilian performance awards program meeting its objectives of recognizing and rewarding personnel for their achievements that contribute to productivity, efficiency, economy and other improvements in operation? Does the program encourage those not recognized to improve their performance? What problems does the Chairman see with the program? What aspects of the program would he like to see changed? What recommendations does he/she have to improve the program?

6. Ask the Chairman to compare the civilian and military awards program. Does the Chairman view the military award program and the procedures related thereto as better or worse than the civilian awards program? What aspects of the military awards program would he like to see incorporated in the civilian awards program? What aspects of the civilian awards program would he like to see incorporated in the military awards program?

7. Relationship to Departure/Retirement - AR 672-20 provides that awards may be approved only when all the criteria are met, and that awards will not be granted in lieu of more appropriate actions, e.g., promotion, reassignment, for long and faithful service, or on the occasion of the employee's departure/retirement. Notwithstanding this guidance, many awards are given after either the employee's or the nominating supervisor's departure/retirement has been announced. Is this policy, as currently contained in AR 672-20, appropriate? Should it be made stronger? Or should this guidance be eliminated? Should awards to retiring employees be justified on the basis of their motivational impact on the work force?

Interview with Directorate Chiefs

Interview should begin with an explanation of the purpose of the study. Explain the coverage and that the visit is fact finding rather than evaluative in nature. Explain that information obtained in activity visits is for DA-wide evaluation and not intended to give a comprehensive evaluation of the activity's awards program. Inform Directorate Chief that a copy of the completed study will be furnished to the activity upon approval, however, it is highly unlikely that the report will contain comparisons between activities. After the interview, thank him for his cooperation.

1. Knowledge of Awards Program Policy. Assess knowledge of the performance awards program. Does the Director know that program is covered in AR 672-20? Does he understand that both monetary and honorary awards can be given? Is he acquainted with the following: Decoration for Exceptional Civilian Service? Meritorious Civilian Service Award? Certificate for Patriotic Civilian Service? Certificate of Achievement? Quality Step Increase? Sustained Superior Performance Award? and Special Act of Service Award. Can he differentiate between these awards? Is he aware of the program guidance published annually regarding usage of monetary awards?

2. Awards Practice - Has approval authority been delegated to Directorate Chiefs? If not, why not? If so, has the Director personally initiated and/or approved any performance awards? How did he decide on what award was to be given? What is Director's view of the Incentive Awards Committee? Is his Directorate represented on the Committee? Has the Committee ever disapproved one of his nominations? Under what circumstances? Did he reclama? How are awards presented at the activity? Does the Director participate in award ceremonies?

3. Knowledge of Award Practices - Is there a system for analyzing awards distribution and providing feedback to management? What is the Director's knowledge of awards distribution? Is he satisfied with the current distribution patterns? How does the gage management and employee reaction to the performance awards program?

4. Problems/Solutions - Is the Army's civilian performance awards program meeting its objectives of recognizing and rewarding personnel for achievements that contribute to productivity, efficiency, economy and other improvements in operation? Does the program encourage those not recognized to improve their performance? What problems does the Director see with the program? What aspects of the program would he like to see changed? What recommendations does he have to improve the program?

5. Ask the Director to compare the civilian and military awards programs. Does the Director view the military award program and the procedures related thereto as better or worse than the civilian awards program? What aspects of the military awards program would he like to see incorporated inthe civilian awards program? What aspects of the civilian awards program would he like to see incorporated in the military awards program?

6. Relationship to Departure/Retirement - AR 672-20 provides that awards may be approved only when all the criteria are met, and that awards will not be granted in lieu of more appropriate actions, e.g., promotion, reassignment, for long and faithful service, or on the occasion of the employee's departure/retirement. Notwithstanding this guidance, many awards are given after wither the employee's or the nominating supervisor's departure/retirement has been announced. Is this policy, as currently contained in AR 672-20, appropriate? Should it be made stronger? Or should this guidance be eliminated? Should awards to retiring employees be justified on the basis of their motivational impact on the work force?

Interview with CPO/Incentive Awards Administrator

Interview should begin with an explanation of the purpose of the study. A copy of study directives should be provided. Explain the coverage and that the visit is fact finding rather than evaluative. Explain that information obtained in activity visits is for DA-wide evaluation and not intended to give a comprehensive evaluation of the activity's awards program. Inform CPO/IAA that a copy of the completed study will be furnished the activity upon approval, however, it is highly unlikely that the report will contain comparisons between activities. After the interview, thank CPO/IAA for his/her cooperation.

1. Awards Practice - Has approval authority been delegated to Directorate Chiefs? If not, why not? What is Commander's view and use of the Incentive Awards Committee? Does he use the Committee? Has he ever overruled the Committee or by-passed it? Under what circumstances? How are awards presented at the activity? Does the Commander participate in award ceremonies?

2. Knowledge of Award Practices - Is there a system for analyzing awards distribution and providing feedback to management? What is the CPO/IAA's knowledge of awards distribution? Is he/she satisfied with the current distribution patterns? How does CPO/IAA gage management and employee reaction to the performance awards program?

3. Problems/Solutions - Is the Army's civilian performance awards program meeting its objectives of recognizing and rewarding personnel for their achievements that contribute to productivity, efficiency, economy and other improvements in operation? Does the program encourage those not recognized to improve their performance? What problems does the CPO/IAA see with the program? What aspects of the program would he/she like to see changed? What recommendations does the CPO/IAA have to improve the program?

4. Relationship to Departure/Retirement - AR 672-20 provides that awards may be approved only when all the criteria are met, and that awards will not be granted in lieu of more appropriate actions, e.g., promotion, reassignment, for long and faithful service, or on the occasion of the employee's departure/retirement. Notwithstanding this guidance, many awards are given after either the employee's or the nominating supervisor's departure/retirement has been announced. Is this policy, as currently contained in AR 672-20, appropriate? Should it be made stronger? Or should this guidance be eliminated? Should awards to retiring employees be justified on the basis of their motivational impact on the work force?

5. Incentive Award Committee Role:- How does the CPO/IAA view the role of the IAC in performance awards? Does the IAC have any responsibility for monitoring awards which can be approved at Directorate level and below? Does the IAC get involved in controversial cases? If so, how are they handled? What is the relationship between the CP office and the IAC? Is the technical advice provided by the CP office heeded? Does the CPO/IAA believe that any changes are needed to AR 672-20 to further define the role of the IAC?

6. Processing of Honorary Awards - Are nominations for honorary awards processed through the CP office? What problems, if any, are encountered in considering these nominations? What is the longest period that such nominations are held pending action? What actions can be taken, to include changes to the regulation, to expedite consideration of nominations which can be approved by the local Incentive Awards Committee? Of nominations which must be forwarded to higher echelon for approval?

PERFORMANCE AWARDS
QUESTIONNAIRE FOR SUPERVISORS

The purpose of this questionnaire is to obtain knowledge of supervisor understanding and attitudes towards the Army's civilian awards program. The information obtained from these questionnaires and from other sources will be used to determine what changes, if any, are needed in this program. Please assist us by completing the questionnaire honestly and accurately. This is an anonymous questionnaire - DO NOT SIGN YOUR NAME. Except where otherwise instructed, mark only one answer for each question. Thank you for your cooperation.

1. From what sources have you obtained your knowledge of the incentive awards program? (Check as many as apply)

_____a. AR 672-20
_____b. local activity regulations
_____c. supervisory training
_____d. local publications, e.g., post newspaper
_____e. fellow workers and supervisors
_____f. civilian personnel office

2. Do you believe you have sufficient information on the awards program?

_____a. yes
_____b. no
_____c. don't know

3. Have you ever recommended a subordinate for a performance award?

_____a. yes
_____b. no

4. Did you discuss your plans to nominate the subordinate employee with your superior in advance?

_____a. yes
_____b. no
_____c. have not nominated anyone
_____d. not required, I have full approval authority

5. Do you feel that the awards which you have recommended were processed in a timely manner?

_____a. yes
_____b. no
_____c. have not nominated anyone for award

6. Which of the following may not receive a Sustained Superior Performance Award? (Check as many as apply)

_____a. GS employees
_____b. WG employees
_____c. supervisors
_____d. high grade employees
_____e. temporary employees
_____f. summer hires

7. Which of the following may not receive a Quality Increase? (Check as many as apply)

_____a. GS employee
_____b. WG employee
_____c. supervisors
_____d. high grade employees
_____e. temporary employees
_____f. summer hires

8. The minimum period for which a SSPA is normally given is?

_____a. 3 months
_____b. 6 months
_____c. one year
_____d. two years
_____e. there is no normal minimum period

9. The minimum period for which a QI is normally given is?

_____a. 3 months
_____b. 6 months
_____c. one year
_____d. two years
_____e. there is no normal minimum period

10. Which is the higher level award?

_____a. Quality Increase
_____b. Sustained Superior Performance Award

11. When an employee is given an Outstanding Performance Rating the employee is automatically nominated for:

_____a. QI
_____b. SSPA
_____c. Special Act or Service Award
_____d. Commendation Certificate
_____e. either a or b, but not both
_____f. none of the above

12. The minimum period of service for which a Special Act or Special Award may be granted is:

_____a. 3 months
_____b. 6 months
_____c. 1 year
_____d. 2 years
_____e. none of the above

13. An employee should be nominated for a special act or service award when the employee:

_____a. performs duties in an exemplary manner for the minimum period of one year.
_____b. performs especially well on a task or detail of any length that results in a monetary saving.
_____c. performs in a sustained superior manner for a period in excess of one year.
_____d. performs duties in an exceptional manner for a period of one year and has already received a prior award.

14. Which of the following have you nominated an employee for? (Check as many as apply)

_____a. Quality increase
_____b. SSPA
_____c. Certificate of Achievement
_____d. Special Act or Service Award
_____e. Commendation Certificate
_____f. Meritorious Civilian Service Award
_____g. Exceptional Civilian Service Award
_____h. none of the above

15. The period of service which serves as the basis for an SSPA or QI and the employee's performance rating period.

_____a. must be the same
_____b. should be the same
_____c. need not be the same

16. Which of the following is the highest award?

_____a. Exceptional Civilian Service Award
_____b. Meritorious Civilian Service Award
_____c. Certificate of Appreciation
_____d. Commendation for Superior Civilian Service

17. Employees who receive awards are usually the most deserving?

_____a. True
_____b. More true than false
_____c. More false than true
_____d. False
_____e. Don't know

18. Employees who receive awards usually improve their performance?

_____a. True
_____b. More True than false
_____c. More False than true
_____d. False
_____e. Don't know

19. Do you believe that the number of awards given at this installation is:

_____a. Too high
_____b. About right
_____c. Too low

20. Employees who do not receive awards are:

_____a. usually motivated by the awards program
_____b. sometimes motivated by the awards program
_____c. seldom motivated by the awards program
_____d. Not motivated by the awards program

21. Do you believe that the number of awards which are available for the supervisor to consider in recognizing subordinates are:

_____a. So many as to be confusing
_____b. About right
_____c. Too few

22. Department of the Army guidelines on the number of QI's and SSPA's are:

_____a. Too liberal
_____b. About right
_____c. Too restrictive
_____d. There are no guidelines
_____e. Don't know

23. The guidance provided in AR 672-20 is:

_____a. clear and comprehensive
_____b. unclear and confusing
_____c. never read AR 672-20, use local regulation

24. Do you believe that your employees:

_____a. support and endorse the performance awards program
_____b. are indifferent towards the program
_____c. generally dislike the program

25. Preference for monetary performance awards should be afforded to:

_____a. lower graded employees
_____b. higher graded employees
_____c. no one, all should have an equal chance

Please use the space below to record any comments you may wish to make which are not covered in the above questions. Your suggestions for improvement will be most appreciated.

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO SUPERVISORY QUESTIONNAIRE

QUESTIONS	PERCENT OF SUPERVISORS ANSWERING QUESTIONS						
	COMMAND						
	DARCOM	HSC	OCE(Ft Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(117)	(40)	(21)	(86)	(119)	(98)	(481)
1. Source of knowledge on Incentive Awards?							
a. AR 672-20	37	53	67	45	36	45	42
b. Local reg	59	48	52	52	48	50	52
c. Supv training	68	45	52	35	47	49	51
d. Local publications	20	10	29	16	18	18	18
e. Fellow workers & supv	32	30	29	48	39	44	37
f. Civ Pers Off	52	38	57	50	34	48	45
2. Have sufficient info on Incentive Awards?							
a. Yes	70	72	86	53	62	56	63
b. No	22	20	9	34	27	36	28
c. Don't Know	8	8	5	13	8	6	8
No Response					3	2	1
3. Ever recommended subordinate for award?							
a. Yes	88	97	90	90	82	86	87
b. No	11	3	10	9	18	12	12
No Response	1			1		2	1
4. Discuss plans to nominate your employee with superior?							
a. Yes	66	82	71	70	62	57	66
b. No	20	15	14	19	19	26	20
c. Have not nominated anyone	8	3	10	9	16	11	10
d. Not required, full authority	4		5	2	3	4	3
No Response	2					2	1

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO SUPERVISORY QUESTIONNAIRE

QUESTIONS	PERCENT OF SUPERVISORS ANSWERING QUESTIONS						
	COMMAND						
	DARCOM	HSC	OCE(Ft Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(117)	(40)	(21)	(86)	(119)	(98)	(481)
5. Feel awards processed in a timely manner?							
a. Yes	73	70	67	66	73	62	69
b. No	17	27	24	25	11	23	19
c. Have not nominated anyone	9	3	9	9	15	12	11
No Response	1				1	3	1
6. Which may not receive SSPA							
a. GS employees	3	8		1	2	7	4
b. WG employees	9	18	5	9	4	18	10
c. Supervisors	2	8		5	2	9	4
d. High grade employees	5	13		13	9	11	9
e. Temporary employees	66	80	81	77	82	73	75
f. Summer hires	87	93	14	91	91	92	87
7. Which may not receive a QI							
a. GS employees	2				2	4	2
b. WG employees	42	45	19	10	15	29	26
c. Supervisors	5	20				5	4
d. High grade employees	9	10		12	6	9	8
e. Temporary employees	70	85	90	78	78	82	78
f. Summer hires	86	100	95	97	92	89	91
8. Minimum period for SSPA							
a. 3 months				1	2	1	1
b. 6 months	9	8	24	17	8	20	13
c. 1 year	81	82	66	62	65	72	71
d. 2 years	8	8	5	11	15	5	9
e. No normal minimum period	2	2	5	9	6	2	5
No Response					4		1

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO SUPERVISORY QUESTIONNAIRE

QUESTIONS	PERCENT OF SUPERVISORS ANSWERING QUESTIONS						
	COMMAND						
	DARCOM	HSC	OCE(Ft Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(117)	(40)	(21)	(86)	(119)	(98)	(481)
9. Minimum period for QI							
a. 3 months	2				1		1
b. 6 months	6	3		6	12	6	7
c. 1 year	72	77	95	72	60	71	70
d. 2 years	12	15	5	15	14	16	14
e. No normal minimum period	7	5		6	9	6	6
No Response	1			1	4	1	2
10. Which is higher award							
a. Quality Increase	71	65	62	73	62	61	66
b. Sustained Superior Perf	25	25	38	27	31	37	30
No Response	4	10			7	2	4
11. When employee given OPR, he is automatically nominated for:							
a. QI	4	3		3	5	6	4
b. SSPA	5	5	9	3	9	4	6
c. Special Act or Service Awd	4		5		2	4	2
d. Commendation Certificate	28	7	14	25	24	24	23
e. Either a or b, but not both	9	20	19	6	15	8	11
f. None of the above	49	65	48	63	42	53	52
No Response	1		5		3	1	2
12. Minimum period for Special Act Award							
a. 3 months	7	5	10	9	10	4	7
b. 6 months	6	13	5	5	4	11	7
c. 1 year	30	23	10	19	24	32	25
d. 2 years	2	2		1	4	3	3
e. None of the above	49	55	61	60	50	47	52
No Response	6	2	14	6	8	3	6

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO SUPERVISORY QUESTIONNAIRE

QUESTIONS	PERCENT OF SUPERVISORS ANSWERING QUESTIONS						
	COMMAND						
	DARCOM (117)	HSC (40)	OCE(Ft Worth) (21)	HQDA (86)	TRADOC (119)	FORSCOM (98)	TOTAL (481)
13. Employee nominated for Special Act or Service Awd then:							
a. Performs in exemplary manner for minimum of 1 year	17	13	10	16	21	23	18
b. Performance results in monetary saving	66	67	61	66	53	53	60
c. Performs in superior manner in excess of 1 year	8	13	10	7	8	9	9
d. Performs in exceptional manner & has already received an award	8	5	5	8	10	10	9
No Response	1	2	14	3	8	5	4
14. Which have you nominated an employee for							
a. Quality Increase	44	58	62	69	48	53	53
b. SSPA	70	93	76	72	60	62	68
c. Certificate of Achievement	21	20	14	44	31	41	31
d. Special Act or Service Awd	18	10	14	5	2	10	9
e. Commendation Certificate	11	8	8	16	10	21	14
f. Meritorious Civ Serv Awd	5	5		7	2	1	4
g. Exceptional Civ Serv Awd	1					1	
h. None of the above	16	3	8	10	23	14	15
15. Period of service that is basis for SSPA or QI & employee performance rating period							
a. Must be the same	25	15	14	16	15	16	18
b. Should be the same	17	15	28	15	30	26	22
c. Need not be the same	55	70	58	67	51	56	57
No Response	3			2	4	2	3

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO SUPERVISORY QUESTIONNAIRE

QUESTIONS	PERCENT OF SUPERVISORS ANSWERING QUESTIONS						
	COMMAND						
	DARCOM	HSC	OCE(Ft Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(117)	(40)	(21)	(86)	(119)	(98)	(481)
16. Highest award is							
a. Exceptional Civ Serv Awd	43	43	38	44	34	47	41
b. Meritorious Civ Serv Awd	35	36	43	34	48	38	39
c. Certificate of Appreciation				1			
d. Commendation for Superior Serv	13	13	19	15	11	11	13
No Response	09	8		6	7	4	7
17. Most deserving receive awards?							
a. True	26	38	14	10	27	9	20
b. More true than false	57	38	53	64	51	56	56
c. More false than true	8	8	14	6	13	23	12
d. False	3	13	14	8	4	2	5
e. Don't know	2	3	5	12	5	9	6
No Response	4					1	1
18. Awards result in improved performance?							
a. True	24	38		9	17	18	18
b. More true than false	48	35	57	50	56	48	50
c. More false than true	8	7	5	13	9	16	11
d. False	7	13	19	10	9	7	9
e. Don't know	8	7	19	17	9	10	11
No Response	5			1		1	1
19. Number of awards given is							
a. Too high	20	13	9	12	14	17	15
b. About right	46	55	57	45	50	37	47
c. Too low	25	17	29	35	23	37	28
No Response	9	15	5	8	13	9	10

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO SUPERVISORY QUESTIONNAIRE

QUESTIONS	PERCENT OF SUPERVISORS ANSWERING QUESTIONS						
	COMMAND						
	DARCOM	HSC	OCE(Ft Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(117)	(40)	(21)	(86)	(119)	(98)	(481)
20. Employees who do not receive awards are							
a. Usually motivated by awards program	5	10	5	1	11	5	6
b. Sometimes motivated	33	30	21	31	27	29	30
c. Seldom motivated	36	35	28	48	32	35	36
d. Not motivated	23	22	37	20	28	29	25
No Response	3	3	9		2	2	3
21. Number of awards available for consideration							
a. So many as to be confusing	17	3	10	19	18	24	17
b. About right	69	82	71	60	69	57	67
c. Too few	10	10	14	19	12	18	14
No Response	4	5	5	2	1	1	2
22. DA guidelines on number of QI's & SSPA's							
a. Too liberal	8	10	10	6	8	6	7
b. About right	43	50	28	23	34	40	37
c. Too restrictive	16	13	19	40	21	17	22
d. There are no guidelines	7		10	3	7	5	5
e. Don't know	24	22	33	28	29	31	28
No Response	2	5			1	1	1
23. Guidance in AR 672-20							
a. Clear and comprehensive	36	62	52	33	39	36	39
b. Unclear and confusing	10	10	19	21	11	17	14
c. Never read AR 672-20, use local regulation	48	25	24	44	44	41	42
No Response	6	3	5	2	6	6	5

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO SUPERVISORY QUESTIONNAIRE

QUESTION	PERCENT OF SUPERVISORS ANSWERING QUESTIONS						
	COMMAND						
	DARCOM (117)	HSC (40)	OCE(Ft Worth) (21)	HQDA (86)	TRADOC (119)	FORSCOM (98)	TOTAL (481)
24. Believe your employees							
a. Support the awards program	46	52	43	58	55	43	50
b. Are indifferent towards program	38	40	38	36	29	50	38
c. Generally dislike the program	13	8	14	6	13	6	10
No Response	3		5		3	1	2
25. Preference for monetary awards afforded to							
a. Lower graded employees	12	18	5	29	24	34	23
b. Higher graded employees					2		
c. No one, all should have equal chance	85	82	95	71	73	66	76
No Response	3				1		1

PERFORMANCE AWARDS
EMPLOYEE QUESTIONNAIRE

The purpose of this questionnaire is to obtain knowledge of employee understanding and attitudes towards the Army's civilian awards program. The information obtained from these questionnaires and from other sources will be used to determine what changes, if any, are needed in this program. Please assist us by completing the questionnaire honestly and accurately. This is an anonymous questionnaire - DO NOT SIGN YOUR NAME. Except where otherwise instructed, mark only one answer for each question. Thank you for your cooperation.

1. From what sources have youobtained your knowledge of the incentive awards program? (Check as many as apply)

_____a. AR 672-20
_____b. local activity regulation
_____c. my supervisor
_____d. local publications, e.g., post newspaper
_____e. fellow employees
_____f. civilian personnel office

2. Do you believe you have sufficient information on the awards program?

_____a. yes
_____b. no
_____c. don't know

3. Have you received any of the following awards? (Check as many as apply)

_____a. Quality increase
_____b. Sustained superior performance award
_____c. Certificate of Achievement
_____d. Special Act or Service Award
_____e. Meritorious Civilian Service Award
_____f. Decoration for Exceptional Civilian Service
_____g. None of the above

4. Did your supervisor discuss his plans to nominate you for an award with you in advance of your notification that the award was approved?

_____a. yes
_____b. no
_____c. to my knowledge, I have not been nominated for an award

5. The minimum period for which an SSPA is normally given is?

_____a. 3 months
_____b. 6 months
_____c. one year
_____d. two years
_____e. there is no normal minimum period

6. The minimum period for which a QI is normally given is?

_____a. 3 months
_____b. 6 months
_____c. one year
_____d. two years
_____e. there is no normal minimum period

7. Which is the higher level award?

_____a. Quality Increase
_____b. Sustained Superior Performance Award
_____c. don't know

8. When an employee is given an Outstanding Performance Rating the employee is automatically nominated for:

_____a. QI
_____b. SSPA
_____c. Special Act or Service Award
_____d. Commendation Certificate
_____e. either a or b, but not both
_____f. none of the above
_____g. don't know

9. Which of the following is the highest award?

_____a. Exceptional Civilian Service Award
_____b. Meritorious Civilian Service Award
_____c. Certificate of Appreciation
_____d. Commendation for Superior Civilian Service
_____e. don't know

10. Employees who receive awards are usually the most deserving?

_____a. True
_____b. More true than false
_____c. More false than true
_____d. False
_____e. Don't know

11. Employees who receive awards usually improve their performance?

_____a. True
_____b. More True than false
_____c. More False than true
_____d. False
_____e. Don't know

12. Do you believe that the number of awards given at this installation is:

_____a. Too high
_____b. About right
_____c. Too low
_____d. Don't know

13. Employees who do not receive awards are:

_____a. usually motivated by the awards program
_____b. sometimes motivated by the awards program
_____c. seldom motivated by the awards program
_____d. not motivated by the awards program

14. Do you believe that the number of awards which are available for the supervisor to consider in recognizing subordinates are:

_____a. So many as to be confusing
_____b. About right
_____c. Too few
_____d. Don't know

15. Department of the Army guidelines on the number of QI's and SSPA's are:

_____a. Too liberal
_____b. About right
_____c. Too restrictive
_____d. There are no guidelines
_____e. Don't know

16. The guidance provided in AR 672-20 is:

_____a. clear and comprehensive
_____b. unclear and confusing
_____c. never read AR 672-20, use local regulation
_____d. don't know

17. Employees at this installation generally

_____a. support and endorse the performance awards program
_____b. are indifferent towards the program
_____c. generally dislike the program

18. Preference for cash performance awards should be given to:

_____a. lower graded employees
_____b. higher graded employees
_____c. no one - all should have an equal chance

19. Are all employees afforded an equal chance to receive a cash performance award?

_____a. yes
_____b. no
_____c. don't know

20. What individuals or groups appear to have an unfair advantage when considered for cash performance awards: (Check as many as apply)

_____a. WG employees
_____b. GS employees
_____c. lower graded employees
_____d. higher
_____e. men
_____f. women
_____g. scientists
_____h. secretaries
_____i. minority employees
_____j. supervisors
_____k. none of the above

Please use the space below to record any comments you may wish to make which are not covered by the above questions. Your suggestions for improvement will be most appreciated.

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO EMPLOYEE QUESTIONNAIRE

QUESTIONS	PERCENT OF EMPLOYEES ANSWERING QUESTIONS — COMMAND						
	DARCOM	HSC	OCE(Ft Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(539)	(101)	(45)	(181)	(275)	(198)	(1339)
1. Source of Knowledge of Program							
a. AR 672-20	15	32	9	25	16	25	19
b. Local Reg	20	21	24	19	20	28	21
c. Supervisor	40	39	36	35	37	29	37
d. Local Publications	29	24	36	15	22	23	25
e. Fellow Employees	43	44	49	41	43	55	45
f. CPO	22	17	16	31	22	28	24
2. Have Sufficient Information?							
a. Yes	38	45	51	32	35	28	36
b. No	48	44	31	61	51	59	51
c. Don't Know	13	11	18	7	14	12	12
No Response	1					1	1
3. Received Awards?							
a. Quality Increase	18	40	20	32	23	32	25
b. SSPA	42	50	36	43	39	43	42
c. Certificate of Achievement	11	11	11	29	21	27	18
d. Special Act or Service	7	3	2		2	4	
e. Meritorious Civilian Svc Award						1	
f. Decoration for Exceptional Civ Svc	19				1	5	3
g. None	44	22	44	33	41	38	39
4. Supervisor Discuss Nomination w/You?							
a. Yes	20	36	20	35	32	28	27
b. No	43	45	31	36	32	40	39
c. Not Nominated	35	19	49	28	36	31	33
No Response	2			1		1	1

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO EMPLOYEE QUESTIONNAIRE

QUESTIONS	PERCENT OF EMPLOYEES ANSWERING QUESTIONS						
	COMMAND						
	DARCOM	HSC	OCE(Ft Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(539)	(101)	(45)	(181)	(275)	(198)	(1339)
5. Minimum Period for SSPA?							
a. 3 Months	1	1		2	1	2	1
b. 6 Months	8	5	2	9	5	10	8
c. 1 Year	54	65	67	60	55	55	56
d. 2 Years	14	11	7	10	14	12	13
e. No Minimum	13	8	15	5	19	16	13
No Response	10	10	9	14	6	5	9
6. Minimum Period for QI?							
a. 3 Months	2	3		1	1	1	2
b. 6 Months	10	7	2	5	4	4	7
c. 1 Year	46	52	54	59	45	57	50
d. 2 Years	9	13	13	14	11	13	11
e. No Minimum	21	13	22	8	25	15	18
No Response	10	12	9	13	14	10	12
7. Which is Higher?							
a. QI	35	41	44	48	33	39	38
b. SSPA	32	36	27	33	29	35	32
c. Don't Know	31	23	29	18	37	25	29
No Response	2			1	1	1	1
8. When OPR Given, Automatic Nomination For:							
a. QI	5	3	7	3	4	4	4
b. SSPA	9	9	9	7	8	6	8
c. Special Act or Service Award	4	3			2	1	3
d. Commendation Certificate	16	15	13	13	15	15	15
e. A or B, But Not Both	9	11	24	13	10	8	10
f. None of Above	23	32	20	35	23	30	27
g. Don't Know	34	27	27	28	38	33	33
No Response				1		3	

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO EMPLOYEE QUESTIONNAIRE

QUESTIONS	PERCENT OF EMPLOYEES ANSWERING QUESTIONS						
	COMMAND						
	DARCOM	HSC	OCE(Ft Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(539)	(101)	(45)	(181)	(275)	(198)	(1339)
9. Which is Highest?							
a. Exceptional	16	14	11	22	14	13	16
b. Meritorious	25	24	25	27	20	24	24
c. Certificate of Appreciation	1					1	
d. Commendation for Superior Serv.	8	11	9	11	10	12	10
e. Don't Know	48	50	53	38	55	48	48
No Response	2	1	2	2	1	2	2
10. Most Deserving Receive Awards							
a. True	12	20	9	8	14	8	12
b. More True than False	39	35	49	41	31	38	37
c. More False that True	26	15	11	30	28	33	27
d. False	15	19	13	12	13	12	14
e. Don't Know	8	11	16	9	13	9	10
No Response			2		1		
11. Awards Result in Improved Performance							
a. True	18	30	7	11	27	21	20
b. More True than False	33	31	36	37	29	30	32
c. More False than True	16	13	11	19	16	21	17
d. False	15	8	13	16	14	14	14
e. Don't Know	18	18	33	17	14	14	17
No Response							
12. Number of Awards Given is:							
a. Too High	11	10	8	10	7	9	9
b. About Right	17	23	22	18	18	16	18
c. Too Low	32	19	18	37	36	29	31
d. Don't Know	39	48	41	34	39	46	41
No Response	1		11	1			1

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO EMPLOYEE QUESTIONNAIRE

QUESTIONS	PERCENT OF EMPLOYEES ANSWERING QUESTIONS						
	COMMAND						
	DARCOM (539)	HSC (101)	OCE(Ft Worth) (45)	HQDA (181)	TRADOC (275)	FORSCOM (198)	TOTAL (1339)
13. Employees Not Receiving Awards:							
a. Usually Motivated by Program	6	8	2	6	12	5	7
b. Sometimes Motivated by Program	20	22	23	24	23	18	21
c. Seldom Motivated by Program	36	36	36	34	30	33	34
d. Not Motivated by Program	32	29	37	30	30	44	33
No Response	6	5	2	6	5		5
14. Number of Awards Available Are:							
a. Too Many - Confusing	5	8	2	7	2	7	5
b. About Right	34	46	31	35	35	39	36
c. Too Few	26	12	16	27	28	18	24
d. Don't Know	35	33	51	30	34	35	34
No Response		1		1	1	1	1
15. Guidelines of NO. of QI's & SSPA's							
a. Too Liberal	7	7	4	4	5	5	6
b. About Right	20	30	22	15	23	21	21
c. Too Restrictive	16	7	4	29	18	18	17
d. There Are No Guidelines	5	5	10	9	5	6	6
e. Don't Know	50	50	60	41	47	48	48
No Response	2	1		2	2	2	2
16. AR 672-20 is:							
a. Clear and Comprehensive	17	31	9	19	16	22	18
b. Unclear and Confusing	8	6	7	9	10	10	9
c. Haven't Read - Use Local Reg	27	16	29	26	28	28	27
d. Don't Know	45	45	55	44	44	38	44
No Response	3	2		2	2	2	2

ARMY CIVILIAN AWARDS STUDY - RESPONSES TO EMPLOYEE QUESTIONNAIRE

QUESTIONS	PERCENT OF EMPLOYEES ANSWERING QUESTIONS						
	COMMAND						
	DARCOM	HSC	OCE(Ft. Worth)	HQDA	TRADOC	FORSCOM	TOTAL
	(539)	(101)	(45)	(181)	(275)	(198)	(1339)
17. Employees Generally:							
a. Support & Endorse Program	38	48	49	34	50	37	41
b. Indifferent To Program	43	40	36	49	30	42	40
c. Dislike Program	15	7	13	9	17	20	15
No Response	4	5	2	8	3	1	4
18. Preference for Awards Should Go To:							
a. Lower Graded Employees	17	21	16	23	20	21	19
b. Higher Graded Employees	1			1	1	25	5
c. No One - All Equal	76	78	82	74	78	53	73
No Response	6	1	2	2	1	1	3
19. Equal Chance for Cash Awards?							
a. Yes	29	42	36	17	29	21	27
b. No	42	25	24	45	36	43	40
c. Don't Know	28	32	38	37	35	36	32
No Response	1	1	2	1			1
20. Unfair Advantage Given To:							
a. WG Employees	20	8	4	2	17	13	14
b. GS Employees	13	12	4	10	16	18	14
c. Lower Graded Employees	30	20	22	33	27	39	30
d. Higher Graded Employees	14	14	11	21	14	13	15
e. Men	9	3	4	7	7	5	7
f. Women	14	6	9	13	9	18	12
g. Scientists	4	5		2	1	1	3
h. Secretaries	14	8	4	18	9	21	14
i. Minority Employees	16	11	9	17	15	13	15
j. Supervisors	12	13		14	15	14	13
k. None of the Above	24	37	44	22	25	18	25

QUALITY INCREASES TO GENERAL SCHEDULE EMPLOYEES

COMMAND	FY 74 #	FY 74 %	FY 75 #	FY 75 %	FY 76 #	FY 76 %	TOTAL #	PERANNUM %
HQDA ACTIVITIES	635	3.8	731	4.2	801	4.6	2167	4.1
HEALTH SERVICES COMMAND	551	3.7	634	4.0	827	5.3	2012	4.3
ENGINEERS	858	3.0	938	3.1	1159	3.9	2955	3.3
DARCOM	2464	3.3	2169	2.8	2463	3.3	7096	3.1
FORSCOM	832	3.6	690	2.9	1208	4.6	2730	3.7
TRADOC	982	3.6	1164	4.0	1390	4.9	3536	4.2
USACC	92	2.6	113	3.0	206	5.1	411	3.6
MTMC	86	2.9	71	2.6	78	2.9	235	2.8
INSCOM	32	3.8	33	3.5	27	2.6	92	3.3
MDW	80	4.6	68	3.7	84	4.4	232	4.2
USARJ	64	4.2	63	4.3	40	3.0	167	3.9
EUSA	16	2.0	33	3.8	22	2.5	71	2.8
USAREUR	242	2.3	213	1.9	269	2.1	724	2.1
TOTAL DA*	7286	3.4	7469	3.3	8934	4.0	23,689	3.6

ANNEX H-1

*Total includes direct reporting activities not listed above.

SOURCE: CSGPA-549(R3) Reports

DISTRIBUTION OF QUALITY INCREASES BY GRADE GROUPING AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE GS 1-5	GS 6-10	GS 11 and above	TOTAL GS
TRADOC	(5)	3.0	3.6	4.4	3.2
FORSCOM	(4)	3.8	4.0	2.1	3.6
DARCOM	(7)	3.2	3.6	2.4	3.0
ENGINEERS	(8)	2.7	3.3	3.8	3.3
MISC. ACTIVITIES	(3)	4.7	4.3	5.6	4.7
TOTAL	(27)	3.4	3.7	2.8	3.3

SOURCE: Reports of surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

ANNEX H-2

DISTRIBUTION OF QUALITY INCREASES BY SEX AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE MALE	FEMALE
TRADOC	(4)	2.9	4.3
FORSCOM	(4)	2.4	4.9
DARCOM	(7)	2.5	3.7
ENGINEERS	(8)	3.3	3.1
MISC. ACTIVITIES	(3)	5.0	5.0
TOTAL	(26)	2.8	4.2

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

ANNEX H-3

DISTRIBUTION OF QUALITY INCREASES BY MINORITY VS.
NON-MINORITY AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE MINORITY	NON-MINORITY
TRADOC	(5)	2.2	3.5
FORSCOM	(3)	1.3	5.6
DARCOM	(7)	1.7	3.0
ENGINEERS	(8)	1.5	3.4
MISC. ACTIVITIES	(3)	5.6	4.8
TOTAL	(26)	2.3	3.7

SOURCE: Reports of surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

ANNEX H-4

DISTRIBUTION OF QUALITY INCREASES BY SUPERVISOR VS. NON-SUPERVISOR AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE	
		SUPERVISOR	NON-SUPERVISOR
TRADOC	(5)	2.4	3.4
FORSCOM	(4)	2.9	3.7
DARCOM	(7)	2.1	3.0
ENGINEERS	(8)	4.2	3.1
MISC. ACTIVITIES	(3)	7.8	4.3
TOTAL	(27)	3.1	3.3

SOURCE: Reports of surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

ANNEX H-5

THIS PAGE IS BEST QUALITY PRACTICABLE
FROM COPY FURNISHED TO DDC

ANNEX H-6

Perspective on Quality Increases

DEPARTMENT or AGENCY	NUMBER OF QIs GRANTED	NUMBER GRANTED PER 100	ESTIMATED FIRST-YEAR COST*	ESTIMATED FOUR YEAR COST**
AID	175	9.6	$ 88,417	$ 292,075
Agriculture	2,535	3.3	1,066,566	4,230,915
AEC	159	2.1	104,342	265,371
CAB	35	5.1	18,368	58,415
CSC	80	1.2	35,145	133,520
Commerce	1,677	6.3	960,613	2,798,913
Defense	(16,694)	(2.9)	(7,235,019)	(27,862,286)
Air Force	2,775	1.9	1,092,593	4,631,475
Army	6,831	3.0	2,906,745	11,400,939
Navy	5,436	3.4	2,490,608	9,072,684
DSA	993	2.5	412,845	1,657,317
Other Defense	659	4.0	332,228	1,099,871
D.C. Government	366	1.2	168,774	618,854
EPA	623	7.3	325,499	1,039,787
FPC	38	3.2	18,258	63,422
GAO	7	0.2	4,456	11,683
GSA	655	3.2	346,285	1,093,195
GPO	0	0.0	0	0
HEW	3,777	3.3	1,615,902	6,303,813
HUD	847	5.4	476,230	1,413,643
Interior	1,333	2.7	645,054	2,224,777
ICC	32	1.7	20,567	53,408
Justice	1,463	3.2	685,407	2,441,747
Labor	817	6.5	357,006	1,363,573
Library of Congress	48	1.2	22,960	80,112
NASA	1,056	4.4	666,115	1,762,464
NLRB	245	10.4	135,551	408,905
Panama Canal	47	N/A	20,950	78,443
USPS	1,847	N/A	945,664	3,082,643
RRB	1	0.1	897	1,669
SEC	88	5.2	49,768	146,872
Selective Service	42	1.2	11,262	70,098
SBA	NOT AVAILABLE			
Smithsonian	137	6.6	73,848	228,653
State	150	4.5	63,191	250,350
Transportation	4,156	6.9	2,752,607	6,936,364
Treasury	2,600	2.3	1,434,618	4,339,400
USIA	98	6.5	68,833	163,562
VA	5,011	4.5	1,636,169	8,363,359
Others	976	N/A	554,386	1,628,944
GOVERNMENTWIDE	47,815	3.6	$21,913,518	$79,811,235

*The estimated first year cost of QIs is derived by taking the average annual cost of a QI for Grades 1-6 ($230), Grades 7-11 ($408), and Grades 12 and above ($897), and multiplying the number of QIs in each of these categories by the average cost.

**The estimated four year cost of QIs is derived by multiplying the number of QIs granted by $1,669 (the average cost of a QI over a four-year period based on a review of 117 QIs).

THIS PAGE IS BEST QUALITY PRACTICABLE
FROM COPY FURNISHED TO DDC

Perspective on Quality Increases

DEPARTMENT or AGENCY	NUMBER OF QIs GRANTED	NUMBER GRANTED PER 100	ESTIMATED FIRST-YEAR COST 1	ESTIMATED FOUR YEAR COST 2
AID	140	8.0	$ 68,211	$ 233,660
Agriculture	2,500	2.4	1,226,450	4,172,500
CAB	48	7.3	28,909	80,112
CSC	61	.7	26,749	101,809
Commerce	1,578	4.9	1,046,649	2,633,682
Defense	(19,337)	(2.3)	(8,904,887)	(32,273,453)
Air Force	3,285	2.2	1,362,321	5,482,665
Army	7,804	3.3	3,442,024	13,024,876
Navy	6,114	3.7	3,056,018	10,204,266
DSA	1,130	2.8	492,747	1,885,970
Other Defense	1,004	1.8	543,631	1,675,676
D.C. Government	308	2.0	148,353	514,052
ERDA	222	3.1	136,376	370,518
EPA	699	7.2	401,622	669,269
FPC	32	2.5	17,567	53,408
GAO	25	.5	10,945	41,725
GSA	577	2.6	306,540	963,013
GPO	7	.3	4,510	11,683
HEW	4,089	3.3	1,805,166	6,824,541
HUD	835	5.0	514,142	1,393,615
Interior	1,134	1.9	620,114	1,892,646
ICC	27	1.4	16,579	45,063
Justice	2,123	4.5	1,031,412	3,543,287
Labor	827	6.1	521,084	1,380,263
Library of Congress	52	1.2	30,392	86,788
NASA	1,268	5.3	882,102	2,116,292
NLRB	269	11.3	168,884	448,961
Panama Canal	56	N/A	27,188	93,464
USPS	(1,918)	N/A	731,250	3,201,142
RRB	6	.3	3,238	10,014
SEC	99	5.3	70,063	165,231
Selective Service	60	2.5	18,626	100,140
SBA	251	5.5	162,879	418,919
Smithsonian	163	6.6	80,732	272,047
State	255	6.7	130,840	425,595
Transportation	3,865	6.0	2,776,046	6,450,685
Treasury	2,429	2.1	1,341,939	4,054,001
USIA	103	6.4	70,313	171,907
VA	4,289	3.5	1,433,483	7,158,341
Others	1,664	N/A	863,564	2,777,216
GOVERNMENTWIDE	49,359 3	3.5	25,861,946	85,149,042

1 The estimated first year cost of QIs is derived by taking the average annual cost of a QI for Grades 1-6 ($242), Grades 7-11 ($431), and Grades 12 and above ($946), and multiplying the number of QIs in each of these categories by the average cost.

2 The estimated four year cost of QIs is derived by multiplying the number of QIs granted by $1,669 (the average cost of a QI over a four-year period based on a review of 117 QIs).

3 Total QIs granted does not include 1,918 QI equivalents granted by USPS.

FY 75

THIS PAGE IS BEST QUALITY PRACTICABLE
FROM COPY FURNISHED TO DDC

Perspective on Quality Increases

Department or Agency	Number of Quality Increases Granted	Number Granted Per 100 Eligible Employees	Estimated' First-Year Cost
AID	158	8.6	76,689
AGRICULTURE	2,321	2.6	1,207,559
CAB	51	7.5	30,902
CSC	65	.7	27,411
DOC	1,686	5.8	1,073,131
DEFENSE	(19,389)	(3.3)	(9,125,834)
AIR FORCE	3,173	2.2	1,306,801
ARMY	8,891	3.8	4,035,668
NAVY	5,488	3.4	2,825,304
DEFENSE SUPPLY	717	1.8	334,841
OTHER DEFENSE	1,120	6.2	623,220
D.C. GOVERNMENT	219	1.0	120,353
ERDA	163	2.0	112,837
EPA	521	5.3	318,663
GAO	17	.3	5,704
GSA	474	2.1	276,200
GPO	6	46.1	5,219
HEW	5,160	4.1	2,490,843
HUD	939	5.7	586,537
INTERIOR	1,323	2.2	753,827
ICC	19	1.0	11,332
JUSTICE	1,981	4.1	1,046,599
LABOR	915	6.1	609,337
LOC	62	1.5	25,963
NASA	1,121	4.8	830,449
NLRB	255	10.7	158,863
PCC	46	1.1	21,503
RRB	1	.1	933
SEC	41	2.1	27,860
SSS	21	1.4	7,908
SBA	433	9.2	257,378
SMITHSONIAN	95	3.5	46,883
STATE	102	2.0	45,270
DOT	3,143	4.8	2,352,386
TREASURY	2,079	1.8	1,213,668
USIA	23	1.5	12,995
USPS	1,451	.3	-
VA	4,839	3.8	1,730,629
OTHERS	1,420	11.7	875,247
GOVERNMENTWIDE	49,088[2]	3.5	$25,486,912

'The estimated first year cost of QIs is derived by taking the average annual cost of a QI for Grades 1-6 ($254), Grades 7-11 ($452) and Grades 12 and above ($993), and multiplying the number of QIs in each of these categories by the average cost.

[2]Total QIs granted does not include 1,451 QI equivalents granted by the U.S. Postal Service.

SUSTAINED SUPERIOR PERFORMANCE AWARDS TO WAGE EMPLOYEES

COMMAND	FY 74 #	FY 74 %	FY 75 #	FY 75 %	FY 76 #	FY 76 %	TOTAL 3 YR AVG #	TOTAL 3 YR AVG %
HUDA ACTIVITIES	198	7.8	177	6.8	203	6.7	578	7.1
HEALTH SERVICES	306	6.7	372	8.1	356	7.9	1034	7.4
ENGINEERS	611	5.6	573	5.2	564	5.1	1748	5.3
DARCOM	3618	8.7	3607	8.6	2949	7.7	10,174	8.4
FORSCOM	706	4.8	766	5.1	769	4.6	2241	4.8
TRADOC	999	6.1	1048	6.1	984	6.2	3031	6.2
USACC	71	6.0	92	7.0	72	6.1	235	6.4
MTMC	64	5.6	44	4.7	43	5.8	151	5.0
INSCOM	20	8.7	25	10.6	19	8.2	64	9.2
MDW	33	3.0	39	3.4	53	4.6	125	3.7
OCONUS	183	3.8	255	5.1	255	5.3	693	4.7
TOTAL DA*	6855	6.9	6998	7.0	6251	6.4	20,104	6.7

*Includes minor activities not listed above

SOURCE: CSGPA-549(R3) Reports

ANNEX I-1

SUSTAINED SUPERIOR PERFORMANCE AWARDS TO GENERAL SCHEDULE EMPLOYEES

COMMAND	FY 74 #	FY 74 %	FY 75 #	FY 75 %	FY 76 #	FY 76 %	3 YR AVG TOTAL #	3 YR AVG TOTAL %
HQDA ACTIVITIES	663	3.7	780	4.5	1143	6.5	2586	4.9
HEALTH SERVICES	551	3.7	588	3.7	680	4.3	1819	3.9
ENGINEERS	1101	3.9	1027	3.4	1079	3.6	3207	3.6
DARCOM	3171	4.2	3213	4.2	2817	3.8	9201	4.1
FORSCOM	695	3.0	758	3.2	950	3.6	2403	3.3
TRADOC	948	3.4	1046	3.6	1102	3.9	3096	3.7
USACC	106	3.0	126	3.3	127	3.1	359	3.1
MTMC	106	3.6	91	3.4	140	5.2	337	4.0
INSCOM	44	5.2	42	4.5	28	2.7	114	4.1
MDW	41	2.4	34	1.9	52	2.7	127	2.3
OCONUS	1029	8.1	660	4.8	859	5.8	2548	6.1
TOTAL DA*	8302	3.8	8769	3.9	9415	4.2	26,486	4.0

* Includes minor activities not listed above.

SOURCE: CSGPA-549 (R3) Reports

ANNEX I-2

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS BY WAGE GRADE GROUPINGS AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE WG 1-8	WG 9-15	WS	TOTAL
TRADOC	(5)	5.5	10.1	7.4	7.1
FORSCOM	(4)	5.2	6.0	8.5	5.9
DARCOM	(7)	5.5	9.2	7.1	7.3
ENGINEERS	(8)	4.4	8.7	8.8	6.6
MISC. ACTIVITIES	(3)	7.9	13.1	8.8	9.0
TOTAL	(27)	5.6	8.9	7.8	7.1

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B).

ANNEX I-3

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS BY GENERAL SCHEDULE GRADE GROUPINGS AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE GS 1-5	GS 6-10	GS-11+	TOTAL
TRADOC	(5)	3.5	3.5	3.0	3.4
FORSCOM	(4)	5.0	3.5	4.1	4.3
DARCOM	(7)	4.6	4.1	3.3	3.9
ENGINEERS	(8)	3.5	3.9	4.7	4.0
MISC. ACTIVITIES	(3)	5.3	5.6	1.7	4.9
TOTAL	(27)	4.3	3.9	3.6	4.0

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B).

ANNEX I-4

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS BY SEX
(GS AND WG) AT SELECTED ARMY INSTALLATIONS

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE MALE	FEMALE
TRADOC	(4)	5.4	4.7
FORSCOM	(4)	4.3	5.5
DARCOM	(3)	5.2	4.8
ENGINEERS	(8)	4.9	4.3
MISC. ACTIVITIES	(3)	7.4	5.3
TOTAL	(26)	5.2	5.0

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B).

ANNEX I-5

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS TO WAGE EMPLOYEES BY SEX AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE MALE	FEMALE
TRADOC	(4)	7.4	4.0
FORSCOM	(4)	5.7	7.9
DARCOM	(7)	7.4	3.8
ENGINEERS	(8)	6.6	4.0
MISC. ACTIVITIES	(3)	9.2	6.6
TOTAL	(26)	7.2	5.0

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS TO GENERAL SCHEDULE EMPLOYEES BY SEX AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE MALE	FEMALE
TRADOC	(4)	2.9	4.8
FORSCOM	(4)	3.2	5.4
DARCOM	(7)	3.4	4.9
ENGINEERS	(8)	3.9	4.3
MISC. ACTIVITIES	(3)	4.4	5.2
TOTAL	(26)	3.4	5.0

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

ANNEX I-7

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS BY MINORITY VS. NON-MINORITY (GS AND WG) AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE MINORITY	NON-MINORITY
TRADOC	(5)	4.2	4.9
FORSCOM	(3)	3.0	4.8
DARCOM	(3)	4.8	4.9
ENGINEERS	(8)	3.7	4.9
MISC. ACTIVITIES	(3)	3.9	7.2
TOTAL	(26)	4.2	5.1

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS BY MINORITY VS. NON-MINORITY WAGE EMPLOYEES AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE MINORITY	NON-MINORITY
TRADOC	(5)	5.1	7.8
FORSCOM	(3)	3.2	7.0
DARCOM	(7)	5.9	7.5
ENGINEERS	(8)	4.9	7.2
MISC. ACTIVITIES	(3)	5.9	10.7
TOTAL	(26)	5.1	7.7

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS BY MINORITY VS. NON-MINORITY GENERAL SCHEDULE EMPLOYEES AT SELECTED ARMY ACTIVITIES

COMMANDS	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE MINORITY	NON-MINORITY
TRADOC	(5)	3.2	3.3
FORSCOM	(3)	2.8	3.9
DARCOM	(7)	2.9	3.7
ENGINEERS	(8)	2.0	4.2
MISC. ACTIVITIES	(3)	3.5	5.3
TOTAL	(26)	3.0	3.8

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARD BY SUPERVISOR VS. NON-SUPERVISOR (GS AND WG) AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE SUPERVISOR	NON-SUPERVISOR
TRADOC	(5)	2.0	4.5
FORSCOM	(4)	5.6	4.6
DARCOM	(7)	1.2	5.3
ENGINEERS	(8)	4.0	5.1
MISC. ACTIVITIES	(3)	3.2	6.8
TOTAL	(27)	2.8	5.1

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

ANNEX I-11

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARDS BY WS/WG EMPLOYEES AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE WS	WG
TRADOC	(5)	2.9	6.0
FORSCOM	(4)	8.5	5.5
DARCOM	(7)	0	7.7
ENGINEERS	(8)	.4	7.7
MISC. ACTIVITIES	(3)	0	10.0
TOTAL	(27)	2.3	7.2

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

DISTRIBUTION OF SUSTAINED SUPERIOR PERFORMANCE AWARD BY SUPERVISOR VS. NON-SUPERVISOR GENERAL SCHEDULE EMPLOYEES AT SELECTED ARMY ACTIVITIES

COMMAND	(NR OF ACTIVITIES)	ANNUAL PERCENTAGE RATE GS SUPERVISOR	GS NON-SUPERVISOR
TRADOC	(5)	1.5	3.5
FORSCOM	(4)	4.5	4.2
DARCOM	(7)	1.7	3.9
ENGINEERS	(8)	4.8	4.1
MISC. ACTIVITIES	(3)	6.7	4.7
TOTAL	(27)	3.1	4.0

SOURCE: Reports of Surveys of Civilian Personnel Management conducted by HQDA (PECP) (see TAB B)

ANNEX I-13

Top Results through Special Achievements

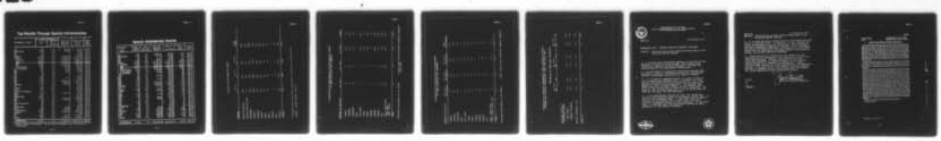
DEPARTMENT or AGENCY	NUMBER APPROVED TOTAL	NUMBER APPROVED RATE PER 100 EMPLOYEES	FIRST YEAR MEASURABLE BENEFITS	AMOUNT PAID IN CASH AWARDS	AVERAGE CASH AWARD*
AID	404	4.2	$ 1,015,576	$ 25,056	$114.94
Agriculture	3,617	4.1	510,555	696,681	221.94
AEC	148	2.0	19,410	61,220	443.62
CAB	33	4.8	9,582	3,934	117.55
CSC	90	1.4	7,184	26,169	331.25
Commerce	4,994	16.3	1,136,549	856,406	179.80
Defense	(51,245)	(5.0)	(61,449,633)	(6,582,405)	(166.93)
Air Force	8,424	3.1	9,443,798	1,501,966	189.95
Army	23,957	6.6	19,877,161	3,832,993	214.41
Navy	12,673	3.9	19,480,517	713,966	66.56
DSA	5,341	10.1	12,547,751	404,860	174.66
Other Defense	850	4.2	100,406	128,620	213.30
D.C. Government	877	1.9	1,162	77,420	108.89
EPA	454	4.8	57,454	69,375	240.89
FPC	125	10.2	0	10,248	244.00
GAO	97	2.0	0	31,150	321.13
GSA	1,390	3.8	128,023	211,495	160.59
GPO	141	1.8	169,782	13,704	97.19
HEW	4,996	3.9	372,730	927,077	196.87
HUD	1,343	7.9	5,011,276	149,228	198.71
Interior	2,729	4.1	1,705,722	482,828	210.99
ICC	27	1.4	0	5,550	205.56
Justice	6,023	12.6	0	421,250	69.94
Labor	531	4.1	0	100,000	219.30
Library of Congress	48	1.1	1,700	7,300	173.81
NASA	1,767	6.7	0	211,956	284.89
NLRB	86	3.6	0	25,675	298.55
Panama Canal	883	6.1	332,588	161,800	190.80
USPS	15,483	2.8	3,582,884	1,954,693	150.74
RRB	28	1.6	111,470	8,435	401.66
SEC	83	4.9	0	14,725	184.06
Selective Service	206	5.9	0	7,150	152.13
SBA	NOT AVAILABLE				
Smithsonian	253	8.5	0	29,650	122.02
State	684	3.0	178,400	39,199	118.07
Transportation	4,732	6.9	1,351,412	707,713	199.52
Treasury	7,849	7.0	452,911	1,349,251	211.78
USIA	150	1.7	3,330	5,492	88.58
VA	6,156	3.4	453,837	885,703	164.38
Others	1,074	9.5	34,770	133,168	211.02
GOVERNMENTWIDE	118,746	4.6	$78,097,930	$16,238,284	$176.11

*Based on number of cash awards. Not all special achievements meet the criteria for a cash award.

AD-A055 096 DEPUTY CHIEF OF STAFF FOR PERSONNEL (ARMY) WASHINGTON D C F/G 5/9
ARMY CIVILIAN AWARDS STUDY.(U)
SEP 77 C E THOMAS, J M ALWARD, W E FANELLI

UNCLASSIFIED NL

2 OF 2
AD
A055 096



END
DATE FILMED
7-78
DDC

Top Results Through Special Achievements

DEPARTMENT or AGENCY	NUMBER APPROVED		FIRST YEAR MEASURABLE BENEFITS	AMOUNT PAID IN CASH AWARDS	AVERAGE CASH AWARD*
	TOTAL	RATE PER 100 EMPLOYEES			
AID	522	6.2	$ 565,900	$ 17,734	$ 65.44
Agriculture	3,800	3.4	466,226	709,196	226.22
CAB	43	6.0	0	3,800	97.44
CSC	219	2.7	0	18,955	141.46
Commerce	4,658	12.9	1,725,563	859,162	193.02
Defense	(53,739)	(4.7)	(45,888,534)	(8,263,636)	(197.55)
Air Force	8,757	3.1	4,073,985	1,590,335	194.16
Army	25,262	5.7	14,927,463	3,380,614	186.46
Navy	13,582	4.1	12,209,105	2,600,748	216.82
DSA	5,040	9.3	14,523,840	477,424	179.75
Other Defense	1,392	6.7	154,141	214,515	250.31
D.C. Government	657	1.7	10,500	62,660	171.67
ERDA	226	2.9	12,850	69,095	327.46
EPA	352	3.2	54,250	53,979	217.66
FPC	90	6.8	0	50	50.00
GAO	416	7.8	0	70,281	228.19
GSA	1,462	3.7	13,575	253,654	178.38
GPO	366	4.3	0	92,624	253.07
HEW	6,233	4.3	18,805,065	1,395,936	235.05
HUD	683	4.0	1,455,000	173,405	266.78
Interior	2,757	3.6	342,178	534,671	229.57
ICC	33	1.6	0	8,050	259.68
Justice	7,963	15.7	0	540,465	185.60
Labor	647	4.6	0	143,060	254.56
Library of Congress	70	1.5	0	9,825	204.69
NASA	1,342	5.2	2,767,593	273,845	265.35
NLRB	133	5.4	0	27,700	234.75
Panama Canal	1,007	6.5	0	190,200	193.29
USPS	15,655	2.2	2,814,533	2,259,637	165.93
RRB	40	2.2	119,544	10,500	318.18
SEC	106	5.5	0	20,075	209.11
Selective Service	241	10.1	0	3,785	199.21
SBA	89	1.9	0	11,700	234.00
Smithsonian	211	6.1	21,000	36,198	172.33
State	688	2.9	182,992	45,935	150.11
Transportation	6,026	8.3	1,212,024	839,796	220.77
Treasury	7,614	6.3	1,017,862	1,615,042	233.52
USIA	107	1.2	0	7,821	162.94
VA	6,048	2.9	476,238	1,546,777	301.22
Others	1,520	8.9	1,602,131	286,090	331.51
GOVERNMENTWIDE	125,763	4.3	79,553,558	$20,512,138	$208.36

* Based on number of *cash* awards. Not all special achievements met the criteria for a cash award.

Special Achievement Awards

Department or Agency	Number of Awards Approved	Rate per 100 Employees	First Year Measurable Benefits	Amount Paid in Cash Awards	Number of Cash Awards	Average Award
AID	248	4.1	3,550,125	23,265	153	152.06
AGRICULTURE	4,227	4.0	805,562	854,990	3,523	242.69
CAB	39	5.3	0	2,950	13	226.92
CSC	274	3.9	48,304	24,855	210	118.36
DOC	4,690	14.9	1,183,716	939,874	4,392	214.00
DEFENSE	(56,509)	(5.6)	(85,570,503)	(8,922,104)	(40,368)	(221.02)
AIR FORCE	7,816	3.0	4,589,513	1,473,748	7,147	206.21
ARMY	28,194	7.7	35,641,807	3,315,723	17,847	185.79
NAVY	14,743	4.7	30,467,279	3,492,591	12,526	278.83
DEFENSE SUPPLY	4,026	7.9	14,736,904	406,842	1,966	206.94
OTHER DEFENSE	1,730	8.5	135,000	233,200	882	264.40
D.C. GOVERNMENT	342	.8	30,000	52,740	340	155.12
ERDA	311	3.7	0	254,635	268	950.13
EPA	381	3.7	673,409	49,823	228	218.52
GAO	460	9.1	0	57,400	246	233.33
GSA	1,274	3.4	95,995	330,163	1,274	259.15
GPO	129	1.6	0	30,050	129	232.95
HEW	6,195	4.4	70,486,220	1,218,497	5,336	228.35
HUD	761	4.6	10,170,360	189,150	740	255.61
INTERIOR	3,017	4.2	1,544,679	617,234	2,644	233.45
ICC	49	2.4	0	10,500	49	214.29
JUSTICE	9,813	19.5	125,450	581,974	3,180	183.01
LABOR	594	4.1	233,663	93,427	400	233.57
LOC	75	1.7	0	10,800	49	220.41
NASA	1,507	6.0	37,468	497,121	1,002	496.13
NLRB	100	4.0	0	63,515	87	730.06
PCC	1,147	10.5	820,965	224,610	1,147	195.82
RRB	27	1.4	58,494	9,575	20	478.75
SEC	80	4.1	0	15,230	72	211.53
SSS	1,299	87.4	0	6,536	39	167.59
SBA	228	4.8	0	60,795	183	332.21
SMITHSONIAN	85	2.4	0	21,950	84	261.31
STATE	842	3.7	50,928	68,724	481	142.88
DOT	7,044	9.7	557,708	946,223	4,061	233.00
TREASURY	7,115	5.8	1,912,250	1,687,507	6,589	256.11
USIA	96	1.1	109,906	10,910	29	376.21
USPS	16,297	2.9	2,008,843	1,813,560	11,677	155.31
VA	4,530	2.3	963,166	1,467,340	4,134	354.94
OTHERS	1,540	10.6	491,781	256,202	786	325.95
GOVERNMENTWIDE	131,325	4.9	$181,529,495	$21,414,229	93,933	$227.97

SPECIAL ACT OR SERVICE AWARDS

COMMAND	FY 74 #	FY 75 #	FY 76 #	3 YRS TOTAL
HQDA ACTIVITIES	133	155	297	585
HEALTH SERVICES CMD	31	39	64	134
ENGINEERS	593	555	714	1862
DARCOM	1328	1621	1178	4127
FORSCOM	179	169	181	529
TRADOC	231	257	304	792
USACC	50	61	73	184
MTMC	17	26	18	61
INSCOM	1	1	-	2
MDW	6	8	7	21
OCONUS	100	164	323	587
TOTAL*	2673	3380	3283	9336

*Includes minor and direct reporting activities not listed above.

SOURCE: CSGPA-549(R3) Reports

ANNEX K

DISTRIBUTION OF MERITORIOUS CIVILIAN SERVICE AWARDS BY GRADE GROUPINGS AND COMMANDS

COMMAND OR ACTIVITY	GS 1-6*	GS 7-11*	GS 12+*	TOTAL
TRADOC	.2	.7	6.5	.9
USAREUR	.1	.5	8.7	1.2
FORSCOM**	.2	.4	1.5	.6
MTMC	-	-	-	-
USA EIGHT	-	-	2.6	1.0
JAPAN	-	-	3.3	.8
USACC	-	-	6.9	2.4
USAHSC	-	-	.7	.3
INSCOM	-	-	19.0	5.6
DARCOM	.1	.1	4.1	1.0
COE	.3	.2	3.7	1.0
MISC. ACTIVITIES INCL HQDA EXCL RCPAC	2.3	1.8	9.0	2.5
TOTAL	.2	.3	4.1	1.0

*INCLUDES EQUIVALENT WG AND OTHER

** RATE BASED UPON ESTIMATED STRENGTH BREAKOUT RATE/1000

ANNEX L

ANNEX M

DISTRIBUTION OF CERTIFICATE OF ACHIEVEMENT BY GRADE GROUPINGS AND COMMANDS

COMMAND OR ACTIVITY	GS 1-6* Percentage	GS 7-11* Percentage	GS 12 +* Percentage	TOTAL Percentage
TRADOC	1.7	1.7	2.1	1.7
USAREUR	2.1	2.1	2.4	2.1
FORSCOM**	6.1	1.3	.7	2.3
MTMC	--	.3	2.7	.5
USA EIGHT	3.1	.8	3.3	2.3
JAPAN	5.1	1.2	4.0	3.0
USACC	1.5	.8	1.0	1.1
USAHSC	.5	.4	--	.3
INSCOM	1.0	.4	.3	.6
DARCOM	.7	.6	1.4	.8
COE	.4	7.1	.9	.6
MISC. ACTIVITIES EXCL. RCPAC, HQDA, MDW	.3	--	1.3	.4
TOTAL	1.5	.9	1.2	1.2

*INCLUDES EQUIVALENT WG AND OTHERS

**RATE BASED UPON ESTIMATED STRENGTH BREAKOUT

ANNEX N

COMPARISON OF MONETARY PERFORMANCE AWARD RECOGNITION RATES BETWEEN ARMY RESERVE TECHNICIANS (ART) AND TOTAL ARMY

PERCENTAGE OF EMPLOYEES RECOGNIZED

	FY 1974		FY 1975		FY 1976	
	ART	DA	ART	DA	ART	DA
SUSTAINED SUPERIOR PERFORMANCE AWARD						
WAGE GRADE	1.3	6.9	2.8	7.0	2.1	6.4
GENERAL SCHEDULE	2.0	3.8	2.1	3.9	2.2	4.2
QUALITY INCREASE (GS)	4.2	3.4	5.1	3.3	5.2	4.0
TOTAL GS	6.2	7.2	7.2	7.2	7.4	8.2

ANNEX O

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
FORT MCPHERSON, GEORGIA 30330

1

AFPR-CPR 19 February 1976

MEMORANDUM FOR: FORSCOM CIVILIAN PERSONNEL OFFICERS

SUBJECT: Participation of Army Reserves Technicians in the Incentive Awards Program

1. In keeping with the DA-wide emphasis on the role of the Reserves in the Total Force Concept, this division has initiated a number of projects designed to increase the effectiveness of the Army Reserve Technicians.

2. The MER Branch is evaluating areas which include labor management relations, performance standards, disciplinary actions, performance evaluation and incentive awards.

3. In the area of incentive awards, an initial review of the available data indicates that, in general, the Army Reserve Technicians are not participating as fully in the program as other civilian employees. The enclosed data sheets show that the ART's submit, on the average, only 35.1% as many suggestions as other civilian employees. The adoption rate of those submitted is only 27.4% as great as that for the other civilian employees.

4. In the performance recognition area, the catagories reviewed were sustained superior performance awards (SSP) and quality step increases (QSI). It was found that the ART's received on the average, only 48.2% as many sustained superior performance awards as other employees. On the other hand, it was found that the technicians received an equal proportion of the quality increases.

AFPR-CPR 19 February 1976
SUBJECT: Participation of Army Reserve Technicians in the Incentive Awards Program

5. It is much too early to draw definite conclusions from the amount of available data. In addition, we must consider the unique characteristics of the technicians' work environment and their geographic dispersion. However, if the available information indicates that the ART's serviced by your installation are not receiving an equitable share of the incentive awards, the program should be reviewed.

6. Please provide by 15 March 1976 any suggestions for improving the participation of the technicians in the incentive awards program. Several installations have been relatively successful in several aspects of the incentive awards program as it concerns the technicians. Input concerning the reasons for these successes will be especially welcome. From your input we will select the most effective actions for feedback to all installations with full credit for unique approaches and/or outstanding results.

JAMES C. STEINHOFF
Civilian Personnel Director

2 Incl
as

CF:
CONUSAS

GO 34

GENERAL ORDERS
No. 34

DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C., 24 July 1956

ARMY INCENTIVE AWARDS PROGRAM

1. By virtue of the authority provided in Public Law 763, 83d Congress (sec. III, DA Bul 10, 1954), and directives of the Civil Service Commission and the Department of Defense, the Department of the Army Incentive Awards Program is established as an integral part of the Department of the Army Manpower Program. The purpose of the Incentive Awards Program is to recognize employees who have made significant contributions to the accomplishment of the Army's mission, or who have rendered particularly meritorious service, and thereby to provide incentive for improvement in employee morale and efficiency. The Assistant Secretary of the Army (Manpower and Reserve Forces) is authorized and directed to act for the Secretary of the Army on all matters relating to this Program.

2. Under the general supervision of the Assistant Secretary of the Army (Manpower and Reserve Forces), the Deputy Chief of Staff for Personnel will be responsible for administration of the program, including development of policy, issuance of regulations and guidance materials, and program review and evaluation.

3. The Army Incentive Awards Board is established under the general supervision of the Assistant Secretary of the Army (Manpower and Reserve Forces) to act as a final board of review on award recommendations requiring Department of the Army approval and to advise the Deputy Chief of Staff for Personnel on policy, procedures, and technical matters of criteria and awards design. The Army Incentive Awards Board will be composed of the Deputy Assistant Secretary of the Army (Manpower and Reserve Forces) as chairman, the Deputy Chief of Staff for Logistics, the Comptroller of the Army, the Deputy Chief of Staff for Personnel, or their duly designated representatives, and such other members as may be considered necessary by the Assistant Secretary of the Army (Manpower and Reserve Forces) and appointed by him. The Deputy Chief of Staff for Personnel will designate an Executive Secretary. Personnel and support now assigned to this function will be transferred to the Deputy Chief of Staff for Personnel, who will provide necessary staff services to the Board.

4. Commanders will establish Incentive Awards Committees in accordance with governing regulations, to serve their commands in the same capacity as the Army Incentive Awards Board serves the Department of the Army. The Incentive Awards Program will be administered at command and installation levels as an integral part of the commander's leadership and management activities.

5. *Effective immediately*, General Orders 81, 1954, is rescinded.

[AG 246.8 (6 Jul 56)]

TAGO 469B—July 400477°—56