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ARMY MILITARY PERSONNEL CENTER ALEXANDRIA VA
PROPOSED REVISION OF ARMY AWARDS POLICIES. (U)
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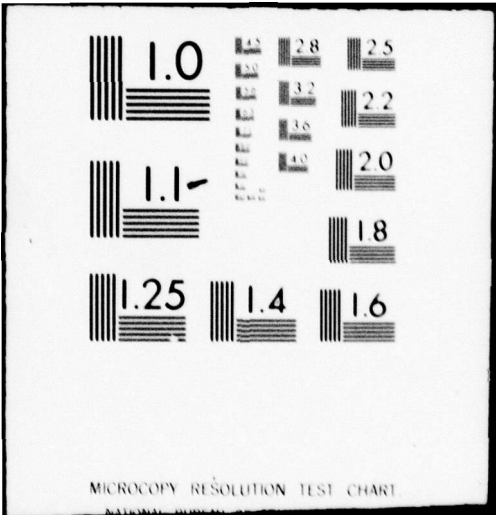
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6 **PROPOSED REVISION
OF
ARMY AWARDS POLICIES**

9 **FINAL REPORT.**
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DEPARTMENT OF THE ARMY
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EXECUTIVE SUMMARY

(NOTE: Parenthetical references have been included in this summary to facilitate locating appropriate paragraphs of and inclosures to the main body of the report if further detailed information is desired)

SECTION I

BACKGROUND, PROBLEM AND METHODOLOGY

1. In 1973, with the termination of the Army's involvement in Vietnam, the Secretary of the Army issued guidance for the peacetime application of awards criteria for meritorious service/achievement. This guidance stressed exceptional performance of duty, tied to specific achievements; level of responsibility as primary criterion for type of award; and that nonretirement end of tour awards will be limited to exceptional cases.
2. Several months of post-Vietnam criteria application have led some major Army commanders to question the propriety of the current operational system. They have advanced several perceptions to the Vice Chief of Staff (Incl 2). As a result of these perceptions, a study was directed to determine if the military awards program meets the current needs of the Army, provides equitable awards distribution to service members, and determine if any inequities exist between the active Army and Reserve components (Incl 3). A three-member study group, to include a Reserve component representative, was convened in mid-January 1977.
3. Fact-finding methodology for active Army data included visits to all CONUS major Army commands for interviews, discussions and surveys; statistical input from all MACOMS and DA Staff agencies; philosophical input from CONUS and oversea MACOMS; and review/analysis of all MACOM, DA Staff (and all subordinate unit/agency) supplements to the AR.

SECTION II

DISCUSSION AND ANALYSIS OF FACT-FINDING PHASE

4. Discussions with headquarters personnel at all MACOMS plus interviews/surveys of 329 active Army personnel, in the grades of E1 thru O6, indicated that, in their perceptions, the current awards policies are not adequate and integrity and pride in the current system have been seriously degraded. There is inconsistent application of criteria; achievement is not being properly recognized; there are too many "PCS" awards; junior enlisted personnel are being overlooked; however, recognition for retirement is adequate (para 6, 7 and Incl 9).

5. Statistical input from all MACOMS and DA Staff agencies provided information regarding number, basis for, and results of recommendations, by grades E1 thru O6, for calendar year 1976. This input confirmed the perceptions gathered thru interviews and surveys (para 8 c, d and Incl 11 and 12).

6. A review of MACOM and DA Staff supplementals revealed widespread inconsistencies in the interpretation and application of AR 672-5-1. In addition, some significant inequities were noted, e.g., "appropriate" awards for retirement, based on grade; and quotas established by limiting recommendations for certain grades.

7. Discussions, interviews and review of supplements revealed that the US Army Recruiting Command's Qualitative Incentive Procurement System (QIPS) is creating an inequity for non-USAREC personnel. QIPS, an incentive program designed to provide internal tangible recognition for recruiters who exceed their objectives within USAREC, has also established preconditions for automatic award of the ARCOM or MSM for each 12-month period in which the preconditions have been met (para 11). QIPS has created morale problems among non-USAREC soldiers. Additional areas of USAREC's policies, implementation and administration of awards have been identified as functioning contrary to the requirements of the governing regulations; these areas are under review by the ODCSPER.

8. The study group looked at the membership, authority, and guidelines for the Department of the Army Senior/Army Decorations Boards. The charter and membership of these boards was found to be feasible. It was found that definitive guidance was lacking; action has been taken by ODCSPER/MILPERCEN to provide definitive guidance to all boards.

9. The USAREUR Commander advanced several proposals for consideration by this study group, to include stopping end of tour awards for field grade officers. The study group agreed with all proposals except that field grade officers should not be identified and isolated as the only group affected.

10. Similar fact finding methodology was utilized to compare active Army and Reserve component application of criteria. Perceptions and statistical input reflected many similarities. An inequity in the Reserve component approval authority was discovered in that active Army approval authority is based on position and Reserve component approval authority is based on grade. Corrective action is being taken with a proposed change to the regulation (para 14).

11. The study group has made proposals that will provide more useful information in periodic statistical reports to Department of the Army, and provide an information program regarding awards criteria and administration (para 15, 16).

SECTION III

CONCLUSIONS AND RECOMMENDATIONS

12. The current awards policy does not meet the needs of the Army and does not provide equitable treatment to all service members (Incl 25). Approval of the study group recommendations that were coordinated with the major Army commands and selected Department of the Army Staff Agencies will provide a new orientation in awards philosophy, to be accomplished by a change to the regulation. These changes will de-emphasize level of responsibility as the primary criterion for the type of award recommendation and emphasize level of performance that exceeds expectations. Approval of proposed recommendations will also emphasize lesser forms of recognition when special recognition is deemed appropriate, prohibit supplementation of AR 672-5-1 except for processing procedures, correct the current disparity of approval authority for Army Reserve components, provide logical guidance in consideration for and type of award recommendation, remove the established preconditions for the automatic award of the MSM and ARCOM and require MILPERCEN to initiate action to change statistical format/reporting procedures, and develop a comprehensive information program to assist in implementation of revised criteria.

SECTION I

BACKGROUND, PROBLEM AND METHODOLOGY

1. Peacetime awards criteria issued.

a. In 1973, with the termination of Army involvement in the Republic of Vietnam, guidance to readjust the Army's awards policies was issued by the Secretary of the Army. This guidance emphasized the following:

(1) Meritorious service/achievement awards are intended to recognize individuals for exceptional performance of duty which clearly places them above their peers.

(2) An individual is not entitled to an award simply because of his departure from an assignment.

(3) Recommendations for awards must be tied to specific achievements/exceptional performance that have significantly improved organizational or Army mission accomplishment ability or significantly improved the morale, welfare, discipline and overall effectiveness of the individual soldier.

(4) Individual's level of responsibility and type of award recommended should be compatible.

(5) Nonretirement end-of-tour awards will be limited to exceptional cases.

b. Uniform application of the above criteria was directed to insure the integrity of the service/achievement awards policies. To insure a balance between the requirement for uniform application of criteria throughout the Army and the need to be responsive to field requirements, an awards approval structure was developed and announced in DA message 181000Z June 73 (Inclosure 1).

c. In addition to the above criteria, the CSA and VCSA have emphasized that the awards policies should favor young officers and enlisted personnel because of the incentive value of awards.

2. Review directed. Some senior commanders and DA officials have commented that the Army's awards policy, to include awards to Reserve components, needs review. These comments are based on many perceptions of commanders and staff personnel, indicated at Inclosure 2. Based on these perceptions, the VCSA directed a study of the Army's military awards program. The DCSPER'S tasking memorandum is at Inclosure 3.

3. Problem. The problem of the study group, simply stated, is to determine if the stated perceptions are real or imagined; and if they are real, make appropriate recommendations to correct the inequities or inconsistencies.

4. Methodology. To evaluate the perceptions at Inclosure 2, each was thoroughly analyzed to confirm or deny its reality.

a. Regulations, supplements and practices regarding criteria, restrictions, alleged discriminations and inconsistencies between active Army and Reserve components were reviewed. All CONUS major Army command headquarters were visited to collect information from a cross-section (by grade and experience level) of knowledgeable people regarding attitudes and practices of the actual environment, in relation to established criteria. Topics that were discussed at MACOM headquarters are listed at Inclosure 4. Subjects that were discussed in interviews and personal surveys are contained in Inclosure 5. The itinerary for MACOM visits is reflected in Inclosure 6.

b. Statistical data of MACOM's and DA Staff agencies was analyzed and compared to determine if practices are too liberal or too restrictive when compared to DA standard, if inequities exist by grade or level of award, if PCS awards have abused the intent of the regulations, and if any inequities exist between active Army and Reserve components.

c. Information obtained as a result of field visits, interviews, discussions, survey, quantitative analysis, and subjective evaluations by study group members has been combined, compared, and used as a basis to make rational conclusions and recommendations.

5. Assumption. This study was begun with the assumption that the rationale for awards and decorations, as outlined in AR 672-5-1, meets the needs of the Army. Criteria for meritorious achievement/service are based on significant achievement or meritorious service in successive important positions. The level of recommendation for award is keyed to the level of responsibility of the person being recommended, as outlined in Inclosure 7.

SECTION II

DISCUSSION AND ANALYSIS OF FACT-FINDING PHASE

6. Discussions with MACOM headquarters personnel. Interviews/discussions with and correspondence from MACOM headquarters personnel have provided some insights into the interpretation of guidance and implementation of the Army awards policy. There is widespread belief that implementation of the awards policy should be "tightened up" to restore integrity and pride. The inconsistent application of the policy is recognized as an Army-Wide problem. Achievement is not being properly recognized; in many cases, an individual's performance has been such to qualify for an achievement award, but the action is delayed until PCS. This has created low morale among those affected. Other significant comments that have been advanced by MACOM headquarters personnel are attached at Inclosure 8.

7. Results of interviews and surveys.

a. During visits to CONUS MACOMS, interviews were conducted and surveys obtained from 329 personnel, in grades E1 thru O6, in addition to the headquarters staff personnel. There was an excellent representation of all grades; specifically, 85 O4-O6, 58 O1-O3, 17 W3-W4, 20 W2-W1, 60 E7-E9, and 89 E1-E6. The information obtained is reflected in the consolidated responses, stated in percentages, at Inclosure 9, parts I thru III. Significant questions regarding existing attitudes and opinions are marked with an asterisk. These responses clearly indicate the opinions and attitudes of the interviewees to be:

- (1) The current system is not adequate.
- (2) There are many inconsistencies in the application of criteria.
- (3) Awards should be based primarily on meritorious achievement.
- (4) Awards have lost their meaning due to proliferation, inconsistent application of criteria and selectivity of certain grades as primary recipients.
- (5) The current policy for recognition at retirement is excellent.

b. It is also significant to note that questions 48 thru 53 of Part II and questions 64 and 65 of Part III indicate the attitudes of certain categories of personnel regarding proper recognition for themselves as well as other categories.

8. Evaluation of statistical data.

a. Statistical data was input by all MACOMS and DA Staff agencies. Data also represents all subordinate MACOM units and DA Staff field operating agencies. The format for statistical input was designed to substantiate

or deny the perceptions and attitudes reflected in discussions, interviews and surveys. Calendar year 1976 was selected as the period of statistical coverage due to availability of records regarding recent, completed actions. In addition, 1976 represents a stabilized period for the application of post-Vietnam peacetime criteria for awards.

b. Inclosure 10 contains consolidated information of recommendations and basis for recommendations, by grade of E1 thru O6, for the LOM, MSM, and ARCOM, plus the totals of all three awards. Totals are reflected by MACOM, DA Staff and total active Army.

c. Interpretation of recommendations is shown at Inclosure 11. In reference to page 4, Inclosure 11, it is illustrated that total Army recommendations of LOM, MSM and ARCOM for grades O4-O6 in CY 1976 was 24.121 per 100 assigned strength. It is significant to note that these statistics are based on one year only. Should these average rates of recommendations be sustained over a three-year period, 72 percent of assigned O4-O6 personnel would be recommended for an award. This clearly depicts that recommendations for awards for O4-O6 assigned personnel are the rule rather than the exception. Accordingly, the same statement is valid for all personnel in grades O1-O3 (58); W3-W4 (92); W1-W2 (50) and E7-E9 (71). The only exception is E1-E6 (12). The illustration of percentages of recommendations for awards by category of grade is not to state nor imply that a quota system by grade should be established. This illustration shows that, if the established criteria for award recommendations are being followed, the majority of all categories of personnel except the junior enlisted personnel (E1-E6) have rendered "meritorious service or achievement".

d. Pages 1 thru 4 at Inclosure 12 illustrate that the approval rates for all recommendations have been higher in the DA Staff agencies than in the MACOMS, although not to a significant degree. However, when approval rates and downgrade rates (downgrade represents approval of an award lower than recommended) are combined, the totals are 96 percent for MACOM's and 95 percent for DA Staff. Page 4 illustrates that 64 percent of all active Army recommendations were submitted in conjunction with PCS and only 7 percent were based on meritorious achievement/service. The "other" column represents REFRAD, posthumous awards and non-combat heroism.

9. Summary of interviews, surveys, and statistical data. Analysis of interviews, surveys, and statistical data indicate existing attitudes, current environment, and actual implementation of the awards policy to reflect inadequacies of the system, inconsistencies in application and implementation of criteria, substantial proliferation, majority of awards at PCS, and discrimination by grade. The question regarding why the above situation exists may be explained as a result of an analysis of a review of MACOM, DA Staff and subordinate supplements to AR 672-51, discussed below.

10. Evaluation of supplemental review. MACOM, DA Staff and subordinate supplements to AR 672-5-1 were reviewed. This review confirmed perceptions of widespread inconsistencies regarding interpretation, application and implementation of AR 672-5-1. There is little emphasis on recognition of individuals for significant achievements, levels have been established as the "appropriate" recognition for retirement or reassignment based on grade, and minimum quotas have been established by limiting number of recommendations by grade. Inclosure 13 contains a detailed list of inequities. The local supplementation of AR 672-5-1 should be prohibited except for DA Staff and major Army command procedures for processing award recommendations. When supplements are issued, Army Staff agencies and major Army commands should furnish one copy of each to HQDA (DAPC-MSS-AP), 200 Stovall Street, Alexandria, Virginia 22332 for review and comment.

11. Inequities of the US Army Recruiting Command awards policies.

a. During interviews and discussions at the MACOM's, several references were made to awards policies within the US Army Recruiting Command that are creating inequities for the remainder of the Army. A review of supplements indicated that USAREC's Qualitative Incentive Procurement System (QIPS), a system designed to motivate the recruiting force to exceed recruiting objectives and to provide tangible recognition of accomplishments in the form of trophies, letters of commendation, various levels of recruiter badges, certificates of achievement, promotions and various other forms of recognition, has also been permitted to become the basis for automatic awards of the ARCOM and MSM. This is in violation of the criteria for awards for meritorious service and/or achievement established by AR 672-5-1.

b. At Inclosure 14 is an illustration of QIPS credits required for automatic receipt of various awards. It is noted that the Gold recruiter badge requires more QIPS points than the ARCOM or MSM. In addition, during a normal recruiting assignment, a recruiter may be awarded the ARCOM or MSM each time he/she accumulates the required number of QIPS points during a 12-month period and may elect which award he/she prefers to receive. The information at Inclosure 15 supports the computation of points for automatic award of the ARCOM or MSM simply for doing one's job and meeting or exceeding established recruiting objectives.

c. Granting awards should be the exception rather than the rule. Recruiters may be awarded duplicate and triplicate recognition for the same achievement. They accumulate promotion points for each award. The award of MSM's and ARCOM's by virtue of sufficient points is creating morale problems among non-USAREC soldiers who perform exceptionally well but are not recognized for their efforts with an award. The consensus of the personnel interviewed was that USAREC is abusing the only form of visible and tangible recognition that exists for themselves and the remainder of the Army. The system is not equitable for promotion and assignment considerations. Additional areas of USAREC's policies,

implementation and administration of awards have been identified as functioning contrary to the requirements of the governing regulations; these areas are under review by the ODCSPER.

12. Army Decorations Boards. Inclosure 16 illustrates organization, membership and authority of the Department of the Army Awards Decorations Boards. The charter and membership of the Senior Army Decorations Boards and the Army Decorations Boards were found to be feasible. The boards are composed of fully qualified personnel and represent the combat arms, combat support and combat service support branches. It was found that definitive guidance was lacking; action has been taken by ODCSPER/MILPERCEN to provide definitive guidance to all boards.

13. Suggestions by USAREUR Commander. At Inclosure 17 is a 15 March 1977 message from CG, USAREUR to the DCSPER in which it is suggested to provide more recognition for junior officers and enlisted personnel, place more emphasis on achievement, continue retirement awards, and stop end of tour awards for field grade officers. Analysis of data for this study has indeed revealed the need to provide more recognition for junior officers and enlisted personnel. More emphasis should be placed on individual achievement and less emphasis on "end-of-tour" service awards. It is agreed that the current policy for recognition at retirement is excellent. 73 percent of the active Army interviewees also agree. It is generally agreed that end of tour awards should be stopped except for retirement; however, in fairness to all personnel, field grade officers should not be identified and isolated as the only group affected.

14. Comparison of Active Army and Reserve Component Programs.

a. Several headquarters and units of the ARNG and USAR were visited and interviewed similarly to the active Army. Visits were made to State Adjutant General Offices, Army Reserve Commands (ARCOMS) and subordinate units. 149 persons were interviewed, representing all grades (E1-06). The results are attached at Inclosure 18.

b. All Reserve Component Commands submitted their award statistics and award actions for CY 1976. (inclosures 19 to 21).

c. The perceptions of members of the Reserve components were similar to those of their Regular Army counterparts. The Reserve components personnel feel that more awards/recognition should be given to all members of the Reserve components in comparison to current RC data. This does not mean they want unwarranted proliferation of awards to the extent they lose their meaning. There is a belief by all grades surveyed that junior enlisted personnel are not receiving appropriate recognition. The majority of individuals surveyed were not familiar with command awards policies.

d. The Reserves component members did not believe there was discrimination based on grade, sex, or race but the award statistics tend to show there is discrimination based on grade. Example: The Legion of Merit was recommended for only 92 members of the RC. Ninety-four percent were for Colonels (O6), and the reasons for the awards were for retirement in all but 16 cases. Recommendations for the Meritorious Service Medal were made primarily for senior commissioned, warrant and non-commissioned officers. While the Army Commendation Medal was awarded to all grades above E-3, the statistics show that only one person below E-3 (E-1) was recommended for an award for achievement.

e. The basis for awards among the Reserve components is: Achievement/Service (68%), Retirement (16%), PCS (10%), ETS and other (6%). The reason for few awards for PCS can be explained in that Reserves do not formally PCS like their Regular Army counterparts. If a person changes his unit of assignment in the Reserves, it is because he moves to another community or accepts a position of greater responsibility.

f. The statistics on awards show a tendency by the RC to recommend individuals only for those awards that can be approved by their commands, except for retirement. For example, General Officer Commands (GOCOMS), commanded by a Brigadier General, had only submitted recommendations for ARCOMS while members of an Army Reserve Command (ARCOM), commanded by a Major General, had submitted recommendations for both the Meritorious Service Medal and ARCOM. There should be emphasis to insure that achievement is recognized at the level appropriate to the achievement rather than at the level of command approval authority.

g. The Reserve components, like the Regular Army, support awards for retirement. As one person stated "It brings happiness to a sad occasion." It is felt that this award creates strong support for the Reserve program.

h. The major Reserve Commands interviewed have established awards boards to act on and make recommendations to the Commander. The awards boards are composed of senior officers and an enlisted person is added in cases involving enlisted recommendations. These boards meet anywhere from once a month to quarterly, depending on command policy or the number of recommendations received.

i. In reviewing AR 672-5-1, and in the discussions with the active Army MACOMS, it was noticed there is a difference in the approval authority for Regular Army and Reserve generals. Active Army approval authority is based on position; Reserve component approval authority is based on grade. This inequity has been recognized and action is being taken to correct it with a proposed change to the regulation.

j. The awards programs differ between the Army National Guard and Reserves. The Army National Guard has two systems for recognition, e.g., the Army Awards program and State recognition. The latter is used to recognize acts that occur during state emergencies or state duties that would not qualify under the provision of AR 672-5-1. This is a good morale builder for members of the ARNG.

k. The Chief, Army Reserve, has encouraged the Reserves to make full use of the Army Awards policy and to look for other means for recognizing deserving individuals within the local communities, e.g., the Jr. Chamber of Commerce Man of the Year, etc.

15. Proposed change in statistical reporting.

a. The current DA Awards statistical report is inadequate, unmanageable and is neither meaningful nor properly evaluated. The formal results of comparable ratings of reporting MACOM's and DA Staff activities are receiving an overemphasis on token compliance -- that is, by striving to look as if they are meeting their standards rather than identification of operating level variances and inconsistencies within areas of responsibility. (See Incl 22).

b. The DA Army Study team developed a (test) form (Incl 23) for gathering award statistical data which assists in identification of operating level application of AR 672-5-1. Use of the revised form would provide quantitative data within grades, criteria and frequency of submissions on a comparative basis within each operating level which can be effectively summarized to detect trouble spots almost instantly, without reviewing every facet of day-to-day operations. The manager need only look for variances and departures from established criteria.

16. Need for education/information. During the conduct of interviews, discussions and surveys for this study, there was a widespread demonstration of a lack of understanding of awards policies, philosophy, criteria and administration. The majority of junior officers and mid-level non-commissioned officers were not familiar with their own command awards policies. The Army must be re-educated on the value of the awards policy. All soldiers must be educated to believe that, regardless of sex, race or grade, they can be rewarded for their accomplishments; and if their performance exceeds job requirements an award may be forthcoming. The value of the awards system is dependent upon recognizing job performance and not the level of responsibility. A comprehensive information

program should be initiated to provide information regarding revision of philosophy and criteria. This program should include but not be limited to the Army Commanders' Conference, information packets for certain TRADOC service schools and release of news articles in several publications.

17. Coordination of recommendations with MACOMS/DA Staff Agencies.

a. On 27 April 1977 an in-process review was presented to the DCSPER. The conclusions at paragraph 18 and Inclosure 25 and the recommendations at Inclosure 24 were presented. The DCSPER agreed with conclusions and proposed recommendations; however, he directed that proposed recommendations be coordinated with major Army commanders and selected Department of the Army Staff agencies prior to briefing for the VCSA.

b. At Inclosure 24 are shown the DCSPER-approved recommendations, with rationale, that were sent to all major Army commands, the Reserve components and selected Department of the Army Staff agencies. Also at Inclosure 24 are the responses. Coordination resulted in concurrence with all recommendations except as noted below:

Paragraph	Nonconcurrence
1A	TRADOC (22 of 27 Field Commands concurred). Eighth Army DA Military Operations (DAMO)
1C	All major Army Commands (17 of TRADOC's 27 Field Commands concurred). DA Military Operations (DAMO) Director, Womens' Army Corps
1E	Communications Command
3	Communications Command

c. Reasons for nonconcurrences:

(1) Paragraph 1A: TRADOC states that inherent to higher levels of responsibility are more significant achievements/accomplishments contributions, and that performance must be weighed against the level of responsibility. Eighth Army states that level of responsibility has been the most important criterion available in determining type of award. It is often the only criterion. Performance, impact and benefit of achievement are too subjective to supplant level of responsibility as the determining factor in type of award decisions. DAMO states that a balance must be established between achievement and level of responsibility in determining the type of award. Neither element can be disregarded in this determination.

(2) Paragraph 1C: Collective comments by MACOMS indicate attitudes to be: Number of awards would be increased for those who participate in special projects or exercises. Consistently outstanding performance of normal garrison type duties would not be recognized. Commander must maintain his option of rewarding personnel for outstanding service. Exceptional performance on collective actions would justify recognition for service. The return the Army realizes from rewarding personnel with a tangible medal for doing a praiseworthy job far outweighs any inequities or inconsistencies that may exist in the current system of meritorious service awards. Many officers and enlisted personnel never have an opportunity to perform a single task which would possibly make them eligible for a achievement award. The "fix" should be to strengthen the existing criteria and require compliance with it on the part of awards approving authorities. It is important to retain peacetime meritorious service awards as a means to recognize individuals who regularly perform their duties in an outstanding manner but never complete a major accomplishment of such magnitude to justify a meritorious achievement award.

(3) Paragraph 1E: Communications Command's nonconcurrency is based on a statement that five worldwide subordinate commands with award approval authority should be permitted to control suspense and administrative matters unique to their respective areas.

(4) Paragraph 3: Communications Command's nonconcurrency is based on a statement that upgrade and downgrade columns distort total numbers of awards approved for each category.

d. Considerations of nonconcurrences:

(1) Paragraph 1A: Also inherent to higher levels of responsibility are higher expectations of performance, thereby de-emphasizing level of responsibility criterion. Performance compared to expectations, regardless of level of responsibility, should become the primary criterion for service or achievement. The term "level of responsibility" is not a consideration within United States Code, Title 10 and Executive Orders/General Orders for award criteria of the Legion of Merit, Meritorious Service Medal and Army Commendation Medal. Criteria does state, "all members of the Armed Forces are eligible".

(2) Paragraph 1C: There were many reasons for the recommendation to eliminate awards for peacetime meritorious service except for retirement, REFRAD (Officer), ETS (Enlisted) and posthumous awards. The reasons are contained in a thru g below; however, the complete nonconcurrency by all major Army commands and by two of the eight DA Staff agencies contacted, plus the "legally objectionable" response by the Office of the Judge Advocate General, has caused the study group to withdraw the recommendation contained in paragraph 1C, Inclosure 24.

(a) The DA Message (Inclosure 1) in mid-73, dispatched worldwide, provided guidance for the peacetime application of awards criteria. Specific guidance was that an individual is not entitled to an award simply because of his departure from an assignment and that nonretirement end-of-tour awards will be limited to exceptional cases.

(b) Commander and staff perceptions of Army awards policies (Inclosure 2) were primarily caused by proliferation and abuse of guidance provided by DA Message mentioned above.

(c) Consolidated comments of MACOM headquarters personnel were also advanced (Inclosure 8) because of abuse of specific guidance of mentioned DA Message.

(d) 82 percent of active Army respondents indicated that an individual should not receive an award because of PCS (Inclosure 9, question 7). Further breakout of this question, by grade, is O4-O6, 93 percent; O1-O3, 88 percent; W3-W4, 82 percent; W1-W2, 73 percent; E7-E9, 79 percent; and E1-E6, 75 percent.

(e) CINCUSAREUR provided recommendation to study group that end-of-tour service awards should be terminated for field-grade officers, and that awards for clear cut and supportable instances of achievement should be continued for all personnel (Inclosure 17). The study group agreed with stated rationale, but felt that field-grade officers should not be isolated as the only group affected.

(f) 86 percent of Reserve component respondents indicated that an individual should not receive an award because of PCS (Inclosure 18, question 7).

(g) Abuses and liberalization of awards policies have created an expectation of an award at PCS by 64 percent of active Army respondents (Inclosure 9, question 16) because it is "customary".

(3) Paragraph 1E: Communications Command provided the only nonconcurrency. Reason is not considered significant as unique administrative guidance could be provided by the major command if administrative supplementation is required.

(4) Paragraph 3: Communications Command provided the only nonconcurrency. Upgrade and downgrade columns do not distort but provide additional information for those recommendations not approved.

e. The CINCUSAREUR's message at Inclosure 24 states, "A standardized and enforceable awards program that will restore the prestige of an award and insure that only the most deserving personnel are recognized is most welcome." Approval of the study group recommendations will provide such a program.

SECTION III

CONCLUSIONS AND RECOMMENDATIONS

18. Conclusions. Comparison and correlation of all sources of information for this study result in the conclusion that the current awards policy does not meet the needs of the Army and does not provide equitable treatment to all service members. Inequitable approval authority that exists between the active Army and Reserve components should be corrected. At Inclosure 25 is a detailed list of conclusions, based on receipt and analysis of facts.

19. Recommendations.

a. Based on the foregoing discussions and conclusions, it is obvious that positive action must be taken to restore integrity and pride to the Army awards policy. Inclosure 26 contains detailed recommended changes to AR 672-5-1 that will:

(1) Establish emphasis on performance that exceeds expectations as primary criterion for achievement/service and eliminate level of responsibility as primary criterion for type of award.

(2) Use Certificates of Achievement, Letters of Commendation and Appreciation for special recognition for which an award or decoration is not appropriate.

(3) Prohibit supplementation of AR 672-5-1 except for publication of award processing procedures.

(4) Correct the current disparity for approval authority for Army Reserve components.

(5) Provide logical guidance in considerations for award recommendation.

b. Prohibit establishment of preconditions for Department of the Army awards.

c. MILPERCEN initiate action to change statistical format and submission requirements.

d. MILPERCEN initiate action for a comprehensive program to provide information regarding revision of philosophy and criteria.

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NO

DA

AIG 7401

INFO: DIA

UNCLAS E F T O

ACTCOM. FOR ARMY, USDAOs, MAAGs, MILGPS AND MSNS RECEIVING DIRECT.

SUBJ: INTERIM CHANGE TO AR 672-5-1.

A. AR 672-5-1; B. DA MSG 905075, SUBJ: AWARD OF THE MERITORIOUS SERVICE MEDAL, DTG 151810Z APR 69; C. DA MSG DTG 221915Z NOV 71, SUBJ: INTERIM CHANGE TO AR 672-5-1; D. DA MSG 953489, SUBJ: DELEGATION OF AWARD AUTHORITY, DTG 201834Z MAY 70.

1. THIS INTERIM CHANGE IS BEING DISTRIBUTED THROUGH PUBLICATIONS PINPOINT DISTRIBUTION SYSTEM TO ALL HOLDERS OF AR 672-5-1.

2. REF C RESCINDED.

3. THE FOL REVISION OF AWDS APPROVAL AUTH HAS BEEN APPROVED, EFFECTIVE 28 MAR 73.

A. COMMANDERS IN THE GR OR POSITION OF GEN {4 STARS} ARE AUTH TO APPROVE AWDS OF THE LM TO US ARMY PERS ASGD TO THEIR COMDS.

B. COMMANDERS AND HEADS OF DA STAFF AGENCIES IN THE GR OR POSITION OF LTG ARE AUTH TO APPROVE RETIREMENT AND POSTHUMOUS AWDS

ARDIST + ARSTAF

T.R. GORDON, MAJ, GS
DAPE-HRP-P, X53333

R.G. GARD, JR., BG, GS X51064

INCL 1,
PAGE 1

02 05

OF THE LM TO US ARMY PERS ASGD TO THEIR COMDS OR AGENCIES.

C. COMMANDERS AND HEADS OF DA STAFF AGENCIES IN THE GR OR POSITION OF MG ARE AUTH TO APPROVE AWDS OF THE MSM TO US ARMY PERS ASGD TO THEIR COMDS OR AGENCIES.

D. COMMANDERS AND HEADS OF DA STAFF AGENCIES IN THE GR OR POSITION OF BG ARE AUTH TO APPROVE AWDS OF THE ARCOM TO US ARMY PERS ASGD TO THEIR COMDS OR AGENCIES.

4. APPROVAL AUTH OUTLINED IN PARA 3 DOES NOT APPLY TO COMMANDERS OF ARMY ELEMENTS OF JT, UNIFIED AND COMBINED COMDS EXCEPT WHERE THOSE ARMY ELEMENTS HAVE BEEN DESIGNATED MAJOR ARMY FLD COMDS. THE MATTER OF AWDS APPROVAL AUTH FOR THESE COMMANDERS IS BEING STUDIED AS A SEPARATE ACTION.

5. THE FOREGOING CHANGES DO NOT ALTER PROCEDURES FOR PROCESSING RECOMMENDATIONS FOR AWDS TO FOREIGN PERS OR TO MBRS OF OTHER SVCS. PROV IN EFFECT PERTAINING TO THE PERIOD OF SVC FOR RETIREMENT AWDS ARE UNCHANGED.

6. EXCEPT FOR BG'S, COMMANDERS HAVING THE AUTH TO APPROVE AN AWD MAY DELEGATE DISAPPROVAL AUTH TO THEIR IMMEDIATE SUBORDINATE COMMANDERS IF THOSE SUBORDINATE COMMANDERS HAVE AUTH TO APPROVE THE NEXT

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LOWER AWD. COMMANDERS IN THE GR OR POSITION OF GEN (4 STARS) ARE DELEGATED AUTH TO DISAPPROVE RECOMMENDATIONS FOR AWD OF THE DSM TO INDIVS BELOW THE GRADE OF BG. RECOMMENDATIONS FOR AWD OF THE DSM TO GEN OFF AND OTHERS FOR WHOM APPROVAL HAS BEEN RECOMMENDED BY THE CHAIN OF CMD WILL BE FWD TO HQDA FOR FINAL ACTION.

7. CDRS, CONARC, TRADOC, FORSCOM, ARADCOM AND CONUS [✓]ARMIES ARE AUTH TO AWD APPLICABLE DECORATIONS TO UNIT RESERVE COMPONENT PERS IN GR OF COL AND BELOW UNDER THEIR COMMAND. RECOMMENDATIONS FOR AWDS TO RESERVE COMPONENT GENERAL OFFICERS WILL BE SUBMITTED TO HQDA. AWDS MAY BE APPROVED AT THE APPROPRIATE LEVEL, WITHOUT FURTHER REFERRAL TO HQDA, FOR NON-UNIT RES PERS IN GR OF COL AND BELOW ATTACHED AS MOB DES. REC FOR AWDS TO ALL OTHER NON-UNIT RES PERS WILL BE SUBMITTED TO CDR, RCPAC, FOR APPROVAL OF THE ARCOM AND THRU RCPAC TO HQDA FOR HIGHER AWDS. PROV OF PARA 2, REF D, REMAIN IN EFF. 8. RCS (CSGPA-748(R)) IS CANCELED, EFFECTIVE 15 APR 73. IN LIEU THEREOF, MAJOR ARMY FIELD COMMANDERS AND DA STAFF AGENCY HEADS WILL SUBMIT A QUARTERLY REPORT (RCS CONTAINING THE TOTAL NUMBERS OF EACH AWD APPROVED WITHIN THE COMMAND OR AGENCY, TO HQDA (DAAG-PSA-B). THE REPORT WILL BREAK OUT EACH AWD BY GRADE; WITHIN

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EACH GRADE, TOTALS WILL INDICATE NUMBER OF RETIREMENT AND NON-RETIREMENT AWDS. MAJOR ARMY FIELD COMMANDS AND DA STAFF AGENCIES WILL INCLUDE FIGURES FROM ALL SUBORDINATE COMMANDS AND ACTIVITIES IN TOTALS REPORTED. THE FIRST REPORT WILL BE SENT TO ARRIVE AT HQDA NLT 1 AUG 73 AND WILL INCLUDE TOTALS FOR APR, MAY AND JUN 73. THEREAFTER, REPORTS WILL ARRIVE AT HQDA NLT 30 DAYS FOLLOWING CLOSE OF EACH QUARTER.

9. THE FOREGOING CHANGES ARE EFFECTIVE AS INDICATED, AND WILL BE

REFLECTED IN THE FORTHCOMING REVISION OF AR 672-5-1

10. IN ADDITION TO THE ABOVE, IT SHOULD BE NOTED THAT THE ARMY AWDS SYSTEM DOES NOT PRESUPPOSE THAT AN INDIV IS ENTITLED TO AN AWD UPON DEPARTURE FR AN ASGMT, UNLESS HIS ACHIEVEMENTS HAVE SIGNIFICANTLY IMPROVED HIS ORGANIZATION'S ABILITY TO ACCOMPLISH ITS MISSION. RECOMMENDATIONS FOR AWDS MUST BE TIED TO SPECIFIC ACHIEVEMENTS. ACCORDINGLY, TWO QUESTIONS WILL BE ASKED WHEN AN INDIV IS BEING CONSIDERED FOR AN AWD:

A. WHAT HAS HE DONE TO IMPROVE SIGNIFICANTLY THE ARMY'S OR THE ORGANIZATION'S ABILITY TO ACCOMPLISH ITS MSNS MORE EFFECTIVELY?

B. WHAT HAS HE DONE TO IMPROVE SIGNIFICANTLY THE MORALE,

05 05

WELFARE, DISCIPLINE AND OVERALL EFFECTIVENESS OF THE INDIV SOLDIER? ONLY IF THE ANSWERS TO EITHER OF THESE QUESTIONS SHOW CONCLUSIVELY THAT THE INDIV MADE CONTRIBUTIONS WITH SIGNIFICANT IMPACT, SHOULD HE BE RECOMMENDED FOR AN AWD. IN THIS REGARD, PARTICULAR ATTENTION WILL BE GIVEN TO THE INDIVIDUAL'S LEVEL OF RESPONSIBILITY WHEN DETERMINING AN APPROPRIATE AWARD. UNDER THIS PHILOSOPHY, IT IS ENVISIONED THAT NON-RETIREMENT, END OF TOUR AWARDS WILL BE LIMITED TO EXCEPTIONAL CASES.

INCL 1
PAGE 5

COMMANDER AND STAFF PERCEPTIONS OF ARMY AWARDS POLICIES

1. The current awards criteria contained in AR 672-5-1 are not equitable enough to meet the needs of the Army.
2. "Other commands" are not following published guidelines; they are too generous, thereby deflating the value of awards.
3. Application of the awards policy is too liberal in service versus achievement criteria.
4. Application of the awards policy is too restrictive by grade.
5. There are inequities in recognition of meritorious service/achievement by grade - junior officers and junior enlisted personnel are being overlooked.
6. Some commands/agencies provide discrimination by grade, position, and level of award.
7. Service award has become an expected end-of-tour "door prize" at PCS rather than being based on clearly exceptional performance of duty.
8. Distribution of awards for Reserve Component personnel, when compared to Regular Army, is not equitable.
9. Eligibility criteria for awards for Reserve Component personnel are not consistent.
10. Approval authority between active Army and Reserve components is not consistent.



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

17 DEC 1976

DAPC-MSS-A

SUBJECT: Study: Army Awards Program

MEMORANDUM FOR: CG MILPERCEN

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

2. REFERENCES.

- a. AR 5-5, The Army Study System.
- b. AR 672-5-1, Military Awards.
- c. CSA Weekly Summary
- d. Charter, Army Decorations Boards.
- e. Policy and Precedent Files, Military Awards Branch

3. STUDY SPONSOR. DCSPER.

4. STUDY AGENCY. MILPERCEN.

5. OCSA STUDY MONITOR.

6. TERMS OF REFERENCE.

a. Problem. Some senior commanders and DA officials have commented that the Army's awards program, to include awards to reserve components, needs review, with such review to include updated program objectives.

b. Objectives.

(1) Determine whether the current awards system meets the needs of the Army.



Incl 3



DAPC-MSS-A

SUBJECT: Study: Army Awards Program

- (a) Analyze need for awards program according to categories as follows:

Lower-grade enlisted (E1 - E5)

Staff Sergeant - Master/First Sergeant

Sergeant Major/Command Sergeant Major

Warrant Officers

Company Grade Officers

Field Grade Officers (O4-O5)

Colonels

(b) Analyze awards statistics to determine how the awards program is applied Army-wide (ALARACT) and statistics for Army personnel assigned to joint and combined commands.

(c) Review criteria for awards to insure consistency and adequacy of published guidelines.

(d) Determine if the awards program is too liberal, too restrictive, or appropriate to meet the Army's needs.

(2) Determine whether the current awards program provides equitable distribution of awards to service members.

(a) Determine whether junior members (O1-O3; WO1-CW2; E1-E3) are getting an appropriate share of awards.

(b) Determine whether senior members (O4-O6; CW3-CW4; E7-E9) are getting an appropriate share of awards.

(c) Analyze awards statistics to determine whether awards policies are consistent between reporting commands.

(d) Review local supplements to AR 672-5-1 to determine whether any discriminate against service members by grade, position, or other conditions.

(e) Review ARNG and USAR awards programs.

DAPC-MSS-A

SUBJECT: Study: Army Awards Program

(3) Determine whether the current awards program and policies are sensible and fair insofar as consistency between the Active Army, the Army National Guard, and the US Army Reserve is concerned.

c. Scope. Army-wide. The study group should examine all aspects of peacetime awards and decorations for service and achievement.

d. Limits.

(1) The study will not address the following:

Awards to general officers.

Awards to foreign nationals.

Awards and gifts from foreigners to US Army personnel.

Unit Awards.

Valor Awards (except where considered appropriate)

Purple Heart (except where considered appropriate)

Service Medals.

Badges and Tabs.

DOD Awards.

Wearing of decorations, badges, appurtenances, and unit awards.

(2) The study group will not exceed one TDY trip to each major Army Command.

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

f. Assumptions.

(1) The number of awards in Army's "pyramid of honor" is adequate -- no new awards need to be created and no existing awards need to be eliminated.

(2) The existing format for recommendations is adequate.

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

DAPC-MSS-A

SUBJECT: Study: Army Awards Program

7. ENVIRONMENT/THREAT GUIDANCE.

Not applicable.

8. SUPPORT AND RESOURCE REQUIREMENTS.

a. CG MILPERCEN will provide four individuals to conduct the study:

Chief - 05

Member - 04 (reserve components)

Member - CWO from Military Awards Branch

Clerk Typist - GS-4

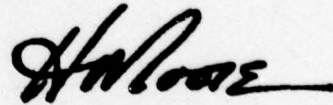
b. Military Awards Branch, MILPERCEN, will assist the study group with administration, clerical equipment, policy interpretation, and records, as required.

c. Comptroller, MILPERCEN, will assure that funds for TDY trips to MACOMS will be available.

9. ADMINISTRATION.

a. Study Title. Army Awards Program Study (AAPS).

b. Study Schedule. The study will be conducted in the time frame 1 January - 30 June 1977. The study group will render an in-process review and interim recommendations to the VCSA prior to 1 April 1977 with the final report and recommendations to be submitted to the VCSA prior to 1 June 1977.



H.G. MOORE
Lieutenant General, GS
Deputy Chief of Staff
for Personnel

MILESTONES: Awards Study

CY 77

CY 77

Task	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Remarks
Establish Study	⊙				
Review by MACOM	— ⊙				
Analyze facts & prepare conclusions & recommendations.	—	— ⊙			
IPR to DCSPER		⊙			
To MACOM for cmt.		—	— ⊙		
Final report to VCSA				⊙	

LEGEND:

Scheduled Completion ⊙

Completed ⊙

Ongoing —

Delayed X

11-11-77

TOPICS FOR DISCUSSION WITHIN MACOM

1. Delegation of supplemental authority to subordinate commands
2. Supplemental corresponds with AR 672-5-1
3. RCS CSGPA-748(R2) reporting requirement to MILPERCEN
4. Award submission - timeliness
5. Board charter
6. Frequency of boards
7. Inter-post reassignment recommendations on MFR's
8. Delegation award authority - approval/disapprovals
9. Current regulation available
10. Number PCS awards per month
11. Number achievement awards
12. Criteria for achievement/service awards too liberal/too restrictive
13. What ranks receive PCS awards?
14. What ranks receive achievement awards?
15. Are quotas established?
16. Are awards given to intra-command reassignments?
17. Is there inequity in approval authority between active Army , Reserve and National Guard?
18. Is the Legion of Merit/Meritorious Service Medal oriented toward specific grades?
19. How do you define "position of great responsibility?" "Key individual?" "Considerable responsibility?"
20. Does the term "key posititon" tend to orient recommenders to inequities within grades?
21. Do you award the ARCOM to Field Graue officers?

TOPICS FOR DISCUSSION IN PERSONAL INTERVIEW

Basic Data:

GRADE _____ BRANCH _____ DUTY POSITION _____
MOS _____

1. Do you feel that the current awards and decorations system adequately fulfills its intended purpose? Yes ___ No ___

If no, why not?

Response: _____

2. Do you feel that inconsistencies exist among units in the interpretation of the criteria established for awards? Yes ___ No ___

3. In my current grade I feel that awards and decorations are an important factor in my future progression. Yes ___ No ___

4. I feel awards and decorations are most important for my promotion eligibility. Yes ___ No ___

5. I feel awards and decorations are given out more freely at:

- a. DA
- b. Major commands
- c. Headquarters, Installation
- d. Company level
- e. Other
- f. None of the above

6. As a member of the United States Army, my awards and decorations instill within me a sense of pride. Yes ___ No ___

7. Do you believe an individual should receive an award or decoration each time he/she PCS's? Yes ___ No ___

8. What do you believe to be the proper criteria for a service award?

Response: _____

9. What do you believe to be the proper criteria for achievement award?

Response: _____

10. The prospect of receiving an award or decoration motivates my performance on the job. Yes ___ No ___

11. The present awards and decorations system fully satisfies the Army's needs for recognition. Yes ___ No ___

12. What is your opinion of the ARCOM?

Response: _____

13. What is your opinion of the MSM?

Response: _____

14. What is your opinion of the LOM?

Response: _____

15. Who receives these awards?

Response: _____

16. Do you believe you will receive an award upon your departure from your present assignment?

If yes, why? _____

If no, why? _____

17. What award, based on your grade and assignment, are you eligible to receive? _____

18. In your opinion, what should a service award be given for?

Response: _____

How long a period? _____

19. In your opinion what should an achievement award be given for?

Response: _____

What type of achievement? _____

20. If you could, how would you improve the awards system?

Response: _____

21. How would you insure each individual is receiving his/her fair share of awards?

Response: _____

22. What do your medals/decorations mean to you?

Response: _____

23. Do you feel grade/sex or race plays a role in award recommendations?

Yes__No__

If yes, how? _____

24. Do you feel that there should be promotion points for awards/ decorations? Yes__No__

If yes, at what level(s)? _____

25. What do you recommend the Army consider to recognize junior warrants, officers and enlisted for their achievements and or services?
Response: _____

26. Do you feel retirement and separation award recognition is a good policy? Yes__No__

Why? _____

27. Do you feel there is a difference between the Active Army and the reserve components in the number of awards approved for like performance? Yes__No__

28. Do you feel there is a difference between the Active Army and reserve components in the level of awards approved for like performance? Yes__No__

29. Do you feel there should be a difference between the Active Army and reserve components relative to the number or level of awards approved? Yes__No__

If yes, why? _____

30. Do you feel that the level of approval authority should be different for the Active Army and the reserve components? Yes__No__

If yes, why? _____

OFFICER

DA SAMPLE SURVEY (ADV)

MACOM _____

NUMBER SURVEYED _____

DATE CONDUCTED _____

The following 13 questions relate to the Army Awards Program. In answering these questions consider only the (1) Army Commendation Medal, (2) Meritorious Service Medal, and (3) Legion of Merit.

47. What is the total number of these 3 awards (including clusters) you have received?

- a. None
- b. 1 - 5
- c. 6 or more

48. Do you feel that junior officers (O1 - O3) are getting proper recognition for service/achievement through the Army Awards Program?

- a. About right
- b. Too many awards given
- c. Too few awards given
- d. No opinion

49. Do you feel that senior officers (O4 - O6) are getting proper recognition for service/achievement through the Army Awards Program?

- a. About right
- b. Too many awards given
- c. Too few awards given
- d. No opinion

50. Do you feel that junior warrant officers (W1 - W2) are getting proper recognition for service/achievement through the Army Awards Program?

- a. About right
- b. Too many awards given
- c. Too few awards given
- d. No opinion

51. Do you feel that senior warrant officers (W3 - W4) are getting proper recognition for service/achievement through the Army Awards Program?

- a. About right
- b. Too many awards given
- c. Too few awards given
- d. No opinion

52. Do you feel that enlisted personnel in grades E1 - E5 are getting proper recognition for service/achievement through the Army Awards Program?

- a. About right
- b. Too many awards given
- c. Too few awards given
- d. No opinion

53. Do you feel that enlisted personnel in grades E6 - E9 are getting proper recognition for service/achievement through the Army Awards Program?

- a. About right
- b. Too many awards given
- c. Too few awards given
- d. No opinion

56. Do you believe your command places a quota on the number of awards given?

- a. No
- b. Yes, by grade
- c. Yes, by percentage of assigned personnel
- d. Yes, by duty position (i.e., squad leader, computer programmer, Department Head, etc.)
- e. Yes, by some other method
- f. Don't know

To answer questions 55 - 57, use the following responses:

- a. Department of the Army
- b. Major Commander (i.e., TRADOC, FORSCOM)
- c. Commander or Staff Agency Head in grade of Major General or higher
- d. Commander or Staff Agency Head in grade of Brigadier General
- e. Any Commander or Staff Agency Head regardless of grade.

Do not consider Retirement Awards

55. What do you think is the lowest level that the Army Commendation Medal can be approved? a__b__c__d__e__
56. What do you think is the lowest level that the Meritorious Service Medal can be approved? a__b__c__d__e__
57. What do you think is the lowest level that the Legion of Merit can be approved? a__b__c__d__e__
58. Is your command too liberal or too restrictive in approving awards?
- a. Too liberal
 - b. Too restrictive
 - c. About right
 - d. Don't know
59. To what level should approval authority for awards be delegated so that all grades of personnel, regardless of their organization, would receive equitable treatment under the Awards Program?
- a. Department of Army level
 - b. Major command level
 - c. Any Commander of Staff Agency Head in the grade of Brigadier General or higher
 - d. Any Commander of Staff Agency Head regardless of grade.
60. Do you believe that awards generally follow shortly after accomplishment the specific act or achievement, or that they are too often delayed and given as end of tour awards prior to a PCS to another station?

- a. They are generally given shortly after the act or achievement
- b. They are too often deferred and made into end of tour awards
- c. I don't know

61. Do you feel that end of tour awards (on PCS to another station) should be given?

- a. No
- b. Yes, but only if 2 years have been served on the tour
- c. Yes, regardless of amount of time served on the tour
- d. No opinion

ENLISTED

DA SAMPLE SURVEY (ADV)

MACOM _____

NUMBER SURVEYED _____

DATE CONDUCTED _____

64. Do you feel that enlisted personnel in grades E1 - E5 are getting proper recognition for service/achievement through the Army Awards Program?

- a. Too many awards given
- b. About right
- c. Too few awards given
- d. No opinion

65. Do you feel that enlisted personnel in grades E6 - E9 are getting proper recognition for service/achievement through the Army Awards Program?

- a. Too many awards given
- b. About right
- c. Too few awards given
- d. No opinion

66. Do you believe that awards generally follow shortly after accomplishment of the specific act or achievement, or that they are too often delayed and given as end of tour awards prior to a PCS to another installation?

- a. They are generally given shortly after the act or achievement
- b. They are too often deferred and made into end of tour awards
- c. I don't know

67. Do you believe your command places a quota on the number of awards given?

- a. No
- b. Yes, by grade
- c. Yes, by percentage of assigned personnel
- d. Yes, by duty position (i.e., squad leader, computer programmer, Department Head, etc.)
- e. Yes, by some other method
- f. I don't know

To answer questions 68 - 70, use the following responses:

- a. Department of the Army
- b. Major Commander (i.e., TRADOC, FORSCOM)
- c. Commander or Staff Agency Head in grade of Major General or higher
- d. Commander or Staff Agency Head in grade of Brigadier General or higher
- e. Any Commander or Staff Agency Head regardless of grade

68. What do you think is the lowest level that the Army Commendation Medal can be approved? a__b__c__d__e__

69. What do you think is the lowest level that the Meritorious Service Medal can be approved? a__b__c__d__e__

70. What do you think is the lowest level that the Legion of Merit can be approved? a__b__c__d__e__

71. Is your command too liberal or too restrictive in approving awards?

- a. Too liberal
- b. Too restrictive
- c. About right
- d. Don't know

72. To what level should approval authority for awards be delegated so that all grades of personnel, regardless of their organization, would receive equitable treatment under the Awards Program?

- a. Department of the Army level
- b. Major command level
- c. Any Commander or Staff Agency head in the grade of Brigadier General or higher
- d. Any Command or Staff Agency head regardless of grade

ARMY AWARDS STUDY ITINERARY

1. Military Traffic Management Command
Washington, DC 9 Feb 77
2. US Army Materiel Development and Readiness Command
Alexandria, VA 10 Feb 77
3. US Army Intelligence and Security Command
Washington, DC 11 Feb 77
4. US Army Military District of Washington
Washington, DC 17 Feb 77
5. US Army Communications Command
Fort Huachuca, AZ 23 Feb 77
6. US Army Health Services Command
Fort Sam Houston, TX 25 Feb 77
7. US Army Training and Doctrine Command
Fort Monroe, VA 7 - 8 Mar 77
8. US Army Forces Command
Fort McPherson, GA 15 - 16 Mar 77

AWARDS CRITERIA

AWARD	REASON FOR AWARD	CRITERIA
LOM	Service/Achievement	Outstanding service. Key position. High responsibility. Difficult duties. Accrue by virtue of meritorious service in successive important positions.
NSM	Achievement/Service	Same as LOM. Position of lesser though considerable responsibility.
ARCOM	Heroism	Noncombat related heroism which does not meet requirement for Soldier's Medal.
	Achievement/Service	Same as LOM but achievement/service lesser than the NSM. The achievement sets the individual above his/her peers.

CONSOLIDATED COMMENTS OF MACOM HEADQUARTERS PERSONNEL

1. Our highest award, the Medal of Honor, knows no grade level distinction; it has been awarded to personnel in grades of private to general. Why should other awards be different?
2. Recognize accomplishments, not just time in position.
3. The Legion of Merit is given to senior officers for filling a slot. It should be used for recognition of outstanding accomplishment by all grades.
4. The "Rank has its privileges" syndrome has crept into the awards program.
5. The level of award recommendation should be based on the level of achievement compared to peers and expectations, rather than on level of responsibility.
6. Establishment of "quotas" and limitations of recommendations by grade have abused the system.
7. Policy should state that awards are not for the average good job - and implementation should be accordingly.
8. There is currently little emphasis on recognition for achievement at the time it happens.
9. There is too much emphasis on who recommends an individual for an award.

TOTAL TABULATION, ACTIVE ARMY RESPONSES
EXPRESSED IN PERCENTAGES
TOPICS FOR DISCUSSION IN PERSONAL INTERVIEW

Basic Data:

GRADE _____ BRANCH _____ DUTY POSITION _____
MOS _____

- * 1. Do you feel that the current awards and decorations system adequately fulfills its intended purpose? Yes 22% No 74% No response 4%
If no, why not?

Response: SUPPLEMENTATION AR 672-5-1. AWARDS GIVEN FOR POSITION AND GRADE

RATHER THAN PERFORMANCE ACHIEVEMENT. GRADE QUOTAS. EMPHASIS PLACED ON END-OF-TOUR AWARDS. AWARDS SHOULD BE MEANINGFUL SO THEY ASSIST IN IDENTITY FOR PROMOTIONS, ASSIGNMENTS.

- * 2. Do you feel that inconsistencies exist among units in the interpretation of the criteria established for awards? Yes 94% No 3% No response 3%

3. In my current grade I feel that awards and decorations are an important factor in my future progression. Yes 70% No 30%

4. I feel awards and decorations are most important for my promotion eligibility. Yes 42% No 55% No response 3%

5. I feel awards and decorations are given out more freely at:

- a. DA - 22%
- b. Major commands - 42%
- c. Headquarters, Installation - 21%
- d. Company level - 3%
- e. Other - 2%
- f. None of the above - 10%

6. As a member of the United States Army, my awards and decorations instill within me a sense of pride. Yes 84% No 12% No response 4%

- * 7. Do you believe an individual should receive an award or decoration each time he/she PCS's? Yes 17% No 82% No response 1%

8. What do you believe to be the proper criteria for a meritorious service award.
Response: UNIQUELY OUTSTANDING PERFORMANCE, WELL ABOVE PEERS, IN DIFFICULT AND

DEMANDING DUTY OVER A SUSTAINED PERIOD OF FROM ONE TO THREE YEARS.

9. What do you believe to be the proper criteria for achievement award?

Response: CLEARLY DEFINEABLE AND SIGNIFICANT ACHIEVEMENT THAT CAN BE QUALIFIED
AND/OR QUANTIFIED IN TERMS OF MATERIAL, MANPOWER AND/OR MONEY SAVINGS. FEW
WOULD QUALIFY.

10. The prospect of receiving an award or decoration motivates my performance on the job. Yes 52% No 48%

*11. The present awards and decorations system fully satisfies the Army's needs for recognition. Yes 11% No 83% No response 6%

*12. What is your opinion of the ARCOM?

Response: HAS LOST ITS MEANING; HAS BECOME AN END-OF-TOUR CONSOLATION PRIZE
FOR THOSE WHO DID NOT RECEIVE HIGHER AWARDS. MUCH TOO LIBERAL.

*13. What is your opinion of the MSM?

Response: HAS BECOME A PCS DOOR PRIZE FOR THOSE WHO RECEIVE AWARDS. AWARDED
TO FIELD GRADE OFFICERS AND SENIOR ENLISTED PERSONNEL AT PCS WHO ALREADY HAVE
THE ARCOM.

*14. What is your opinion of the LOM?

Response: BASED ON POSITION, NOT PERFORMANCE. ONLY FOR O-6's, E-9's AND A
FEW O-5's. A RETIREMENT AWARD FOR E-9's AND O-6's.

15. Who receives these awards?

Response: OFFICERS AND SENIOR ENLISTED PERSONNEL.

*16. Do you believe you will receive an award upon your departure from your present assignment?

If yes, why? 64% Customary, expected, policy, earned it

If no, why? 28% None given to my grade

No response 8%

17. What award, based on your grade and assignment, are you eligible to receive? From ARCOM to DSM

18. In your opinion, what should a meritorious service award be given for?

Response: SAME AS QUESTION 8.

How long a period? ONE TO THREE YEARS

19. In your opinion what should an achievement award be given for?

Response: SAME AS QUESTION 9.

What type of achievement? Specific accomplishments of high impact, related to specific action or project.

20. If you could, how would you improve the awards system?

Response: MORE EMPHASIS ON ACHIEVEMENT COMPARED TO PEERS; ELIMINATE PCS AWARDS; NO "ROUTINE" AWARDS; HAVE ALL GROUPS REPRESENTED ON AWARDS BOARDS; LEAVE NO ROOM FOR MISINTERPRETATION AND MONITOR GUIDANCE; MAKE ALL AWARDS POSSIBLE FOR ALL PERSONNEL; GIVE ENLISTED PERSONNEL AWARDS WHEN DESERVED, NOT JUST THANKS; TAKE OUT THE RANK OF RECOMMENDER AND RECOMMENDEE.

21. How would you insure each individual is receiving his/her fair share of awards?

Response: SHOULDN'T BE BASED ON "FAIR SHARE": SHOULD BE BASED ON PERFORMANCE IN INDIVIDUAL'S POSITION, JUDGED AGAINST PEERS AND EXPECTATIONS.

22. What do your medals/decorations mean to you?

Response: PRIDE, RECOGNITION, DESERVED, COMPETENCE, DEDICATION, COURAGE. NOT MUCH, I DIDN'T EARN THEM, THEY WERE AUTOMATIC.

*23. Do you feel grade/sex or race plays a role in award recommendations?

Yes 58% No 38% No response 4%

If yes, how? Primarily grade, because higher ranking NCO's and officers

are recognized in many cases due to visibility and position rather than com-

parison of performance against peers and expectations.

24. Do you feel that there should be promotion points for awards/
decorations? Yes 58% No 39% No response 3%

If yes, at what level(s)? Primarily E1 thru E6

25. What do you recommend the Army consider to recognize junior warrants,
officers and enlisted for their achievements and or services?

Response: HAVE STANDARDIZED CRITERIA. MAKE GREATER USE OF LETTERS OF

COMMENDATION, ACHIEVEMENT AND APPRECIATION.

* 26. Do you feel retirement and separation award recognition is a good
policy? Yes 73% No 19% No response 8%

Why? When deserved, an individual should be recognized for 20 or more years
of dedicated service for accomplishment, not longevity. An appropriate
gesture. Good public relations for the Army.

27. Do you feel there is a difference between the Active Army and the reserve
components in the number of awards approved for like performance? Yes 45% No 16%
No response 39%

28. Do you feel there is a difference between the Active Army and reserve
components in the level of awards approved for like performance? Yes 42% No 19%
No response 39%

29. Do you feel there should be a difference between the Active Army and
reserve components relative to the number or level of awards approved? Yes 30%
No 53% No response 1

If yes, why? Active duty full time; reserve component duty is part time.

30. Do you feel that the level of approval authority should be different for
the Active Army and the reserve components? Yes 11% No 69% No response 20%

If yes, why? Approval authority, based on grade and position, should be
compatible.

EXPRESSED IN PERCENT

OFFICER

DA SAMPLE SURVEY (ADV)

MACOM _____

NUMBER SURVEYED _____

DATE CONDUCTED _____

The following 13 questions relate to the Army Awards Program. In answering these questions consider only the (1) Army Commendation Medal, (2) Meritorious Service Medal, and (3) Legion of Merit.

47. What is the total number of these 3 awards (including clusters) you have received?

- a. None - 16%
- b. 1 - 5 - 78%
- c. 6 or more - 6%

*48. Do you feel that junior officers (01 - 03) are getting proper recognition for service/achievement through the Army Awards Program?

	04-06	01-03	W3-W4	W1-W2
a. About right - 28%	28	22	29	40
b. Too many awards given - 10%	12	7	17	5
c. Too few awards given - 49%	52	57	29	35
d. No opinion - 13%	8	14	25	20

*49. Do you feel that senior officers (04 - 06) are getting proper recognition for service/achievement through the Army Awards Program?

a. About right - 29%	37	23	35	15
b. Too many awards given - 59%	51	70	53	85
c. Too few awards given - 5%	9	4	0	
d. No opinion - 7%	3	3	12	

*50. Do you feel that junior warrant officers (W1 - W2) are getting proper recognition for service/achievement through the Army Awards Program?

a. About right - 24%	21	19	24	55
b. Too many awards given - 4%	4	2	12	5
c. Too few awards given - 46%	51	45	59	20
d. No opinion - 26%	24	34	5	20

* 51. Do you feel that senior warrant officers (W3 - W4) are getting proper recognition for service/achievement through the Army Awards Program?

	04-06	01-03	W3-W4	W1-W2
a. About right - 39%	37	40	41	45
b. Too many awards given - 13%	13	12	18	15
c. Too few awards given - 21%	22	14	35	25
d. No opinion - 27%	28	34	6	15

* 52. Do you feel that enlisted personnel in grades E1 - E5 are getting proper recognition for service/achievement through the Army Awards Program?

a. About right - 12%	12	14	6	10
b. Too many awards given - 2%	2	0	0	5
c. Too few awards given - 81%	81	74	88	85
d. No opinion - 5%	5	12	6	0

* 53. Do you feel that enlisted personnel in grades E6 - E9 are getting proper recognition for service/achievement through the Army Awards Program?

a. About right - 38%	35	40	41	45
b. Too many awards given - 21%	16	24	18	30
c. Too few awards given - 31%	42	17	35	25
d. No opinion - 10%	7	19	6	0

56. Do you believe your command places a quota on the number of awards given?

- a. No - 31%
- b. Yes, by grade - 16%
- c. Yes, by percentage of assigned personnel - 9%
- d. Yes, by duty position (i.e., squad leader, computer programmer, Department Head, etc.) - 9%
- e. Yes, by some other method - 13%
- f. Don't know - 22%

To answer questions 55 - 57, use the following responses:

- a. Department of the Army
- b. Major Commander (i.e., TRADOC, FORSCOM)
- c. Commander or Staff Agency Head in grade of Major General or higher
- d. Commander or Staff Agency Head in grade of Brigadier General
- e. Any Commander or Staff Agency Head regardless of grade.

Do not consider Retirement Awards

55. What do you think is the lowest level that the Army Commendation Medal can be approved? a 4b18c14d49e15

56. What do you think is the lowest level that the Meritorious Service Medal can be approved? a 7b33c34d20e 6

57. What do you think is the lowest level that the Legion of Merit can be approved? a 44b33c16d 5e 2

58. Is your command too liberal or too restrictive in approving awards?

- a. Too liberal - 13%
- b. Too restrictive - 30%
- c. About right - 24%
- d. Don't know - 33%

59. To what level should approval authority for awards be delegated so that all grades of personnel, regardless of their organization, would receive equitable treatment under the Awards Program?

- a. Department of Army level - 19%
- b. Major command level - 32%
- c. Any Commander of Staff Agency Head in the grade of Brigadier General or higher - 25%
- d. Any Commander or Staff Agency Head regardless of grade. - 22%

60. Do you believe that awards generally follow shortly after accomplishment the specific act or achievement, or that they are too often delayed and given as end of tour awards prior to a PCS to another station?

- a. They are generally given shortly after the act or achievement - 7%
- b. They are too often deferred and made into end of tour awards - 89%
- c. I don't know - 4%

61. Do you feel that end of tour awards (on PCS to another station) should be given?

- a. No - 36%
- b. Yes, but only if 2 years have been served on the tour - 23%
- c. Yes, regardless of amount of time served on the tour - 33%
- d. No opinion - 8%

EXPRESSED IN PERCENTAGES

ENLISTED

DA SAMPLE SURVEY (ADV)

MACOM _____

NUMBER SURVEYED _____

DATE CONDUCTED _____

* 64. Do you feel that enlisted personnel in grades E1 - E5 are getting proper recognition for service/achievement through the Army Awards Program?

	E7-E9	E1-E6
a. Too many awards given - 7%	8	7
b. About right - 12%	21	6
c. Too few awards given - 66%	65	67
d. No opinion - 15%	6	20

* 65. Do you feel that enlisted personnel in grades E6 - E9 are getting proper recognition for service/achievement through the Army Awards Program?

a. Too many awards given - 26%	28	26
b. About right - 30%	35	26
c. Too few awards given - 29%	29	28
d. No opinion - 15%	8	20

66. Do you believe that awards generally follow shortly after accomplishment of the specific act or achievement, or that they are too often delayed and given as end of tour awards prior to a PCS to another installation?

- a. They are generally given shortly after the act or achievement - 5%
- b. They are too often deferred and made into end of tour awards - 79%
- c. I don't know - 15%

67. Do you believe your command places a quota on the number of awards given?

- a. No - 30%
- b. Yes, by grade - 22%
- c. Yes, by percentage of assigned personnel - 12%
- d. Yes, by duty position (i.e., squad leader, computer programmer, Department Head, etc.) - 6%
- e. Yes, by some other method - 7%
- f. I don't know - 23%

To answer questions 68 - 70, use the following responses:

- a. Department of the Army
- b. Major Commander (i.e., TRADOC, FORSCOM)
- c. Commander or Staff Agency Head in grade of Major General or higher
- d. Commander or Staff Agency Head in grade of Brigadier General or higher
- e. Any Commander or Staff Agency Head regardless of grade

68. What do you think is the lowest level that the Army Commendation Medal can be approved? a 4b14c qd33e26 No response 14

69. What do you think is the lowest level that the Meritorious Service Medal can be approved? a 8b22c27d21e10 No response 12

70. What do you think is the lowest level that the Legion of Merit can be approved? a 39b23c14d 3e 8 No response 13

71. Is your command too liberal or too restrictive in approving awards?

- a. Too liberal - 15%
- b. Too restrictive - 27%
- c. About right - 17%
- d. Don't know - 41%

72. To what level should approval authority for awards be delegated so that all grades of personnel, regardless of their organization, would receive equitable treatment under the Awards Program?

- a. Department of the Army level - 14%
 - b. Major command level - 19%
 - c. Any Commander or Staff Agency head in the grade of Brigadier General or higher - 23%
 - d. Any Command or Staff Agency head regardless of grade - 26%
- No response 18%

Active Army
Reserve
National Guard

Consolidation of MACOMS - LOM
CALENDAR YEAR 1976
AWARD Legion of Merit

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOM-MENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire-ment	PCS	ETS	ACHIEVE-MENT	OTHER		
06	3079	556	466	53	37	406	146		1	3		
05	7645	570	285	245	40	402	164		1	3		
04	14222	145	18	117	10	63	68	4	4	6		
03	25253	19	1	16	2	3	12		2	2		
02	10277											
01	8708											
W4	1246	60	38	21	1	51	7			2		
W3	2654	44	17	27		40	4					
W2	5040	9	1	8		5	4					
W1	2021	1		1			1					
E9	3329	339	180	153	9	307	30			2		
E8	11290	110	25	81	1	95	15					
E7	39233	25	1	22	2	15	7		2	1		
E6	62763	3		3		2			1			
E5	99921	1	1									
E4	160218											
E3	98257											
E2	62809											
E1	29342											
	647,307	1882	1033	747	102	1389	458	4	12	19		

DA Staff Consolidation - LOM
 CALENDAR YEAR 1976
 AWARD Legion of Merit

Active Army
 Reserve
 National Guard

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOM-MENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire-ment	PCS	ETS	ACHIEVE-MENT	OTHER		
O6	875	158	130	19	9	87	71					
O5	2007	135	104	27	4	84	51					
O4	2079	16	7	9		4	9	1	1			
O3	1988	1		1								
O2	173											
O1	54											
W4	112	13	11	2		12				1		
W3	125	5	4	1		5						
W2	147	1	1			1						
W1	57											
E9	186	25	20	5		24	11					
E8	819	4	1	3		3	1					
E7	3613	2	2			1	1					
E6	3568	2	1	1		1	1					
E5	2058	4	3	1		1	1	2	1			
E4	1000	3	3				1	2				
E3	352						1	2				
E2	164											
E1	32											
	19,409	369	287	69	13	222	137	6	2			

Active Army
Reserve
National Guard

Consolidation - Total Active Army - LOM
CALENDAR YEAR 1976
AWARD Legion of Merit

GRADE	AVERAGE MO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
O6	3954	714	596	72	46	493	217	1	3			
O5	9652	705	389	272	44	486	215	1	3			
O4	16301	161	25	126	10	67	77	5	7			
O3	27241	20	1	17	2	3	12	1	2			
O2	10450											
O1	8762											
W4	1358	73	49	23	1	63	7		3			
W3	2779	49	21	28		45	4					
W2	5187	10	2	8		6	4					
W1	2078	1		1			1					
E9	3515	364	200	158	9	331	31		2			
E8	12109	114	26	84	1	98	16					
E7	42846	27	3	22	2	16	8	2	1			
E6	66331	5	1	4		3	1	1				
E5	101979	5	4	1			1	2	2			
E4	161218	3	3				1	2				
E3	98609											
E2	62973											
E1	29374											
	666,716	2251	1320	816	115	1611	595	10	14			

Active Army
Reserve
National Guard

Consolidation of MACOMS - MSM
CALENDAR YEAR 1976
AWARD Meritorious Service Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER	
06	3079	181	150	10	21	26	146		6	3	
05	7645	1225	993	147	85	282	896	19	19	9	
04	14222	2170	1495	566	109	240	1757	99	36	38	
03	25253	2868	1390	1396	82	108	2348	312	55	45	
02	10277	375	98	268	9	8	270	82	12	3	
01	8708	47	14	28	5		36	7	4		
W4	1246	235	182	43	10	118	115	1	1		
W3	2654	503	364	122	17	242	251	5	4	1	
W2	5040	435	283	140	12	125	267	25	13	5	
W1	2021	50	21	27	2	1	46		3		
E9	3329	887	711	147	29	447	428		8	4	
E8	11290	2449	1823	589	37	1240	1178	3	20	8	
E7	39233	3326	2156	1125	45	1588	1684	8	38	8	
E6	62763	1309	632	635	42	328	864	72	42	3	
E5	99921	361	108	240	13	9	257	73	22		
E4	160218	104	34	69	1	1	59	39	5		
E3	98257	2	1	1			1		1		
E2	62809	2		2					2		
E1	29342										
	647,307	16529	10455	5555	519	4763	10603	745	291	127	

Active Army
Reserve
National Guard

DA Staff Consolidation - MSM
CALENDAR YEAR 1976
AWARD Meritorious Service Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire-ment	PCS	ETS	ACHIEVE-MENT	OTHER		
O6	875	109	99	2	8	12	96	1				
O5	2007	501	438	17	46	39	442	5	10	5		
O4	2079	436	343	59	34	15	399	11	7	4		
O3	1988	278	163	95	20	5	235	26	9	3		
O2	173	14	9	5			11	3				
O1	54	4	3	1			1	1	2			
M4	112	31	27	3	1	14	17					
M3	125	34	32	2		16	18					
M2	147	18	13	5		6	12					
M1	57	1	1				1					
E9	186	53	44	8	1	28	25					
E8	819	213	184	24	5	38	137		38			
E7	3613	433	364	61	8	123	203	1	106			
E6	3568	173	133	36	4	19	64	3	87			
E5	2058	55	33	21	1	4	28	6	17			
E4	1000	5	4	1				5				
E3	352											
E2	164											
E1	32											
	19,409	2358	1890	340	128	319	1689	62	276			" 12th "

Active Army _____
 Reserve _____
 National Guard _____

Consolidation - Total Active Army - MSM
 CALENDAR YEAR 1976
 AWARD Meritorious Service Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
O6	3954	290	249	12	29	38	242	1	6	3		
O5	9652	1726	1431	164	131	321	1338	24	29	14		
O4	16301	2606	1838	625	143	255	2156	110	43	42		
O3	27241	3146	1553	1491	102	113	2583	338	64	48		
O2	10450	389	107	273	9	8	281	85	12	3		
O1	8762	51	17	29	5		37	8	6			
W4	1358	266	209	46	11	132	132	1	1			
W3	2779	537	396	124	17	258	269	5	4	1		
W2	5187	453	296	145	12	131	279	25	13	5		
W1	2078	51	22	27	2	1	47		3			
E9	3515	940	755	155	30	475	453		8	4		
E8	12109	2662	2007	613	42	1278	1315	3	58	8		
E7	42846	3759	2520	1186	53	1711	1887	9	144	8		
E6	66331	1482	765	671	46	347	928	75	129	3		
E5	101979	416	141	261	14	13	285	79	39			
E4	161218	109	38	70	1	1	59	44	5			
E3	98609	2	1	1			1		1			
E2	62973	2		2					2			
E1	29374											
	666,716	18887	12345	5895	647	5082	12292	807	567	139		

Active Army
Reserve
National Guard

Consolidation of MACOMS - ARCOM -
CALENDAR YEAR 1976
AWARD Army Commendation Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOM-MENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire-ment	PCS	ETS	ACHIEVE-MENT	OTHER		
O6	3079	26	24	1	1		25			1		
O5	7645	170	145	19	6		127	12	12	16	3	
O4	14222	729	652	33	44		459	193	7	54	7	
O3	25253	2945	2694	168	83		2130	554	38	187	38	
O2	10277	1812	1656	95	61		1272	401	15	121	15	
O1	8708	440	391	36	13		247	119	10	64	10	
W4	1246	89	78	4	7		60		1	11	1	
W3	2654	243	229	11	3		154	4	27	27		
W2	5040	572	518	32	22		419	37	6	61	6	
W1	2021	126	108	12	6		106	2	2	15	2	
E9	3329	159	129	13	17		112	3	1	10	1	
E8	11290	1075	947	89	39		743	31	5	61	5	
E7	39233	4406	3886	350	170		3153	62	11	271	11	
E6	62763	6336	5633	482	221		4920	358	17	538	17	
E5	99921	7695	6773	569	353		5121	1836	13	628	13	
E4	160218	5215	4548	373	294		2483	2094	21	562	21	
E3	98257	364	296	44	24		136	24	2	202	2	
E2	62809	71	62	7	2		5	1	5	60	5	
E1	29342	4	4					1	1	2	1	
	647,307	32,477	28773	2338	1366		21672	5732	2891	158		

Active Army _____
 Reserve _____
 National Guard _____

DA Staff Consolidation - ARCOM
 CALENDAR YEAR 1976
 AWARD Army Commendation Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOM- MEHDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED.	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
O6	875	2	2					2				
O5	2007	14	12	1	1		1	10	1	1	1	
O4	2079	71	63	3	5			65	4	2		
O3	1988	206	181	16	9		2	144	40	15	5	
O2	173	42	37	4	1			29	6	7		
O1	54	4	4							4		
W4	112	4	4					4				
W3	125	9	9					9				
W2	147	13	11	2			1	9		3		
W1	57	3	3					3				
E9	186	8	8					4		3		
E8	819	81	67	11		3	1	45		21		
E7	3613	333	307	17		9	15	172	2	107	1	
E6	3568	253	225	18		10	6	151	13	82	1	
E5	2058	248	225	11		12	3	150	63	29	3	
E4	1000	95	88	6		1	1	45	45	4		
E3	352	4	4					2		2		
E2	164											
E1	32											
	19,409	1390	1250	89	51		81	844	174	280	11	

"-11-1975"

Active Army _____
 Reserve _____
 National Guard _____

Consolidation - Total Active Army - ARCOM
 CALENDAR YEAR 1976
 AWARD Army Commendation Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOM-MENDED	Result of Recommendation			Basis for Recommendation					REMARKS		
			APPROVED	DOWNGRADED	DISAPPROVED	Retire-ment	PCS	ETS	ACHIEVE-MENT	OTHER			
O6	3954	28	26	1	1			27			1		
O5	9652	184	157	20	7		13	137			17	4	
O4	16301	800	715	36	49		16	524			56	7	
O3	27241	3151	2875	184	92		38	2274			202	43	
O2	10450	1854	1693	99	62		3	1301			407	15	
O1	8762	444	395	36	13			247			119	10	
W4	1358	93	82	4	7		17	64			11	1	
W3	2779	252	238	11	3		58	163			27		
W2	5187	585	529	34	22		50	428			64	6	
W1	2078	129	111	12	6		1	109			2	2	
E9	3515	167	137	13	17		34	116			3	1	
E8	12109	1156	1014	100	42		250	788			31	5	
E7	42846	4739	4193	367	179		960	3325			64	12	
E6	66331	6589	5858	500	231		509	5071			371	18	
E5	101979	7943	6998	580	365		100	5271			1899	16	
E4	161218	5310	4636	379	295		56	2528			2139	21	
E3	98609	368	300	44	24			138			24	2	
E2	62973	71	62	7	2			5			1	5	
E1	29374	4	4								1	1	
	666,716	33867	30023	2427	1417		2105	22516			5906	3171	169

Active Army _____
 Reserve _____
 National Guard _____

Total Consolidation - MACOMs -
 CALENDAR YEAR 1976
 AWARD LOM, MSM, ARCOM

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
36	3079	763	640	64	59	432	317	8	6			
35	7645	1965	1423	411	131	696	1187	31	15			
34	14222	3044	2165	716	163	319	2284	296	51			
33	25253	5832	4085	1580	167	147	4490	866	85			
32	10277	2187	1754	363	70	11	1542	483	18			
31	8708	487	405	64	18		283	126	10			
30	1246	384	298	68	18	186	182	1	3			
29	2654	790	610	160	20	340	409	9	1			
28	5040	1016	802	180	34	179	690	62	11			
27	2021	177	129	40	8	2	153	2	2			
26	3329	1385	1020	313	55	787	570	3	7			
25	11290	3634	2795	759	77	1570	1936	34	13			
24	39233	7757	6043	1497	217	2512	4844	70	20			
23	62763	7648	6265	1120	263	833	5784	430	20			
22	99921	8057	6882	809	366	106	5378	1909	13			
21	160218	5319	4582	442	295	56	2542	2133	21			
20	98257	366	297	45	24		137	24	2			
19	62809	73	62	9	2		5	1	5			
18	29342	4	4		2			1	2			
	647,307	50,888	40261	8640	1987	8176	32733	6481	3194	304		

Active Army _____
 Reserve _____
 National Guard _____

Total Consolidation - DA Staff
 CALENDAR YEAR 1976
 AWARD LOM, MSM, ARCOM

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
O6	875	269	231	21	17	99	169	1				
O5	2007	650	554	45	51	124	503	6	11	6		
O4	2079	523	413	71	39	19	473	16	10	5		
O3	1988	485	344	112	29	7	379	67	24-	8		
O2	173	56	46	9	1		40	9	7			
O1	54	8	7	1			1	1	6			
W4	112	48	42	5		26	21			1		
W3	125	48	45	3	1	21	27					
W2	147	32	25	7		8	21		3			
W1	57	4	4				4					
E9	186	86	72	13	1	53	30		3			
E8	819	298	252	38	8	56	183		59			
E7	3613	768	673	78	17	175	376	3	213	1		
E6	3568	428	359	55	14	26	216	16	169	1		
E5	2058	307	261	33	13	7	179	71	47	3		
E4	1000	103	95	7	1	1	46	52	4			
E3	352	4	4				2		2			
E2	164											
E1	32											
	19,409	4117	3427	498	192	622	2670	242	558	25		

Active Army _____
 Reserve _____
 National Guard _____

Total Consolidation - Active Army - All Awards
 CALENDAR YEAR 1976
 AWARD LOM, MSM, ARCOM

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER	
O6	3954	1032	871	85	76	531	486	1	8	6	
O5	9652	2615	1977	456	182	820	1690	37	47	21	
O4	16301	3567	2578	787	202	338	2757	312	104	56	
O3	27241	6317	4429	1692	196	154	4869	933	268	93	
O2	10450	2243	1800	372	71	11	1582	492	140	18	
O1	8762	495	412	65	18		284	127	74	10	
W4	1358	432	340	73	18	212	203	1	12	4	
W3	2779	838	655	163	21	361	436	9	31	1	
W2	5187	1048	827	187	34	187	711	62	77	11	
W1	2078	181	133	40	8	2	157	2	18	2	
E9	3515	1471	1092	326	56	840	600	3	21	7	
E8	12109	3932	3047	797	85	1626	2119	34	140	13	
E7	42846	8525	6716	1575	234	2687	5220	73	524	21	
E6	66331	8076	6624	1175	277	859	6000	446	750	21	
E5	101979	8364	7143	842	379	113	5557	1980	698	16	
E4	161218	5422	4677	449	296	57	2588	2185	571	21	
E3	98609	370	301	45	24		139	24	205	2	
E2	62973	73	62	9	2		5	1	62	5	
E1	29374	4	4					1	2	1	
	666,716	55005	43688	9138	2179	8798	35403	6723	3752	329	

CY 1976

PERCENT OF RECOMMENDATIONS, BASED ON STRENGTH

AWARD LOM

	COMM OFF		WARRANTS		ENLISTED	
	04-06	01-03	W3-W4	W1-W2	E7-E9	E1-E6
<u>MACOMS</u>						
ASSIGNED STRENGTH	24946	44238	3900	7061	53852	513310
RECOMMENDED	1271	19	104	10	474	4
PERCENT OF STRENGTH	5.095	0.0429	2.641	0.142	0.881	.0008
<u>DA STAFF</u>						
ASSIGNED STRENGTH	4961	2215	237	204	4618	7174
RECOMMENDED	309	1	18	1	31	9
PERCENT OF STRENGTH	6.228	0.0451	7.594	0.490	0.6712	0.1254
<u>TOTAL ACTIVE ARMY</u>						
ASSIGNED STRENGTH	29907	46453	4137	7265	58470	520464
RECOMMENDED	1580	20	122	11	505	13
PERCENT OF STRENGTH	5.283	0.0430	2.948	0.1514	0.863	0.0025

CY 1976

PERCENT OF RECOMMENDATIONS, BASED ON STRENGTH

AWARD MSM

COMM OFF WARRANTS ENLISTED
 04-06 01-03 W3-W4 W1-W2 E7-F9 E1-E6

MACOMS
ASSIGNED STRENGTH
RECOMMENDED
 24946 44238 3900 7061 53852 513310
 3576 3290 738 485 6662 1778
 14.334 7.437 18.92 6.868 12.371 0.346

PERCENT OF STRENGTH

DA STAFF
ASSIGNED STRENGTH
RECOMMENDED
 4961 2215 237 204 4618 7174
 1046 296 65 19 699 233
 21.084 13.363 27.426 9.314 15.136 3.401

PERCENT OF STRENGTH

TOTAL ACTIVE ARMY
ASSIGNED STRENGTH
RECOMMENDED
 29907 46453 4137 7265 58470 520484
 4622 3586 803 504 7361 2011
 15.454 7.719 19.410 6.937 12.589 0.3863

PERCENT OF STRENGTH

CY 1976

PERCENT OF RECOMMENDATIONS, BASED ON STRENGTH

AWARD ARCOM

<u>COMM OFF</u>	<u>WARRANTS</u>	<u>ENLISTED</u>
04-06	W3-W4	E7-E9
01-03	W1-W2	E1-E6

<u>MACOMS</u>				
ASSIGNED STRENGTH	3900	7061	53852	513310
RECOMMENDED	332	698	5640	19685
PERCENT OF STRENGTH	8.513	9.885	10.473	3.835

<u>DA STAFF</u>				
ASSIGNED STRENGTH	237	204	4618	7174
RECOMMENDED	13	16	422	600
PERCENT OF STRENGTH	5.485	7.843	9.138	8.364

<u>TOTAL ACTIVE ARMY</u>				
ASSIGNED STRENGTH	4137	7265	58470	520484
RECOMMENDED	345	714	6062	20285
PERCENT OF STRENGTH	8.339	9.828	10.368	3.897

CY 1976

PERCENT OF RECOMMENDATIONS, BASED ON STRENGTH

TOTAL AWARDS

	COMM OFF		WARRANTS		ENLISTED	
	04-06	01-03	W3-W4	W1-W2	E7-E9	E1-E6
<u>MACOMS</u>						
ASSIGNED STRENGTH	24946	44238	3900	7061	53852	513310
RECOMMENDED	5772	8506	1174	1193	12776	21467
PERCENT OF STRENGTH	23.138	19.228	30.102	16.896	23.724	4.182
<u>DA STAFF</u>						
ASSIGNED STRENGTH	4961	2215	237	204	4618	7174
RECOMMENDED	1442	549	96	36	1152	840
PERCENT OF STRENGTH	29.067	24.785	29.114	17.647	24.946	11.709
<u>TOTAL ACTIVE ARMY</u>						
ASSIGNED STRENGTH	29907	46453	4137	7265	58470	520484
RECOMMENDED	7214	9055	1270	1229	13928	22307
PERCENT OF STRENGTH	24.121	19.493	30.699	16.917	23.821	4.286
<u>FOR A THREE-YEAR PERIOD</u>	(72)	(58)	(92)	(51)	(71)	(13)

CY 1976

AWARD LOM

	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	<u>RESULT OF RECOMMENDATION</u>			<u>BASIS FOR RECOMMENDATION</u>				
			APPROVED %	DOWN- GRADED %	DIS- APPROVED %	RETIRE- MENT %	PCS %	ETS %	ACHIEVE- MENT %	OTHER %
MACOMS	647,307	1882	55	40	5	74	24	.2	.6	1
DA STAFF	19,409	369	78	19	3	60	37	.2	.5	.5
TOTAL AA	666,716	2251	59	36	5	72	26	.1	1	1

11:15

CY 1976

AWARD MSM

	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	RESULT OF RECOMMENDATION			BASIS FOR RECOMMENDATION				
			APPROVED %	DOWN- GRADED %	DIS- APPROVED %	RETIRE- MENT %	PCS %	ETS %	ACHIEVE- MENT %	OTHER %
MACOMS	647,307	16,529	63	34	3	29	64	4	2	1
DA STAFF	19,409	2358	81	14	5	13	71	3	12	1
TOTAL AA	666,716	18,887	66	31	3	27	65	4	3	1

CY 1976

AWARD ARCOM

	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	RESULT OF RECOMMENDATION			BASIS FOR RECOMMENDATION				
			APPROVED %	DOWN- GRADED %	DIS- APPROVED %	RETIRE- MENT %	PCS %	ETS %	ACHIEVE- MENT %	OTHER %
MACOMS	647,307	32477	89	7	4	6	67	17	9	1
DA STAFF	19,409	1390	90	6	4	6	60	13	20	1
TOTAL AA	666,716	33867	89	7	4	6	67	17	9	1

CY 1976

TOTAL AWARDS - ACTIVE ARMY

	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	RESULT OF RECOMMENDATION			BASIS FOR RECOMMENDATION				
			APPROVED %	DOWN- GRADED %	DIS- APPROVED %	RETIRE- MENT %	PCS %	ETS %	ACHIEVE- MENT %	OTHER %
MACOMS	647,307	50,888	79	17	4	16	64	133	6	1
DA STAFF	19,409	4,117	83	12	5	15	65	6	13	1
TOTAL AA	6666,716	55,005	79	17	4	16	64	12	7	1

INEQUITIES FOUND IN SUPPLEMENTAL REVIEW

1. Achievement Recognition - Review reflected little in the way of recognition for significant achievements and a much greater emphasis toward PCS/end of tour awards.

2. Retirement Awards - MSM and below were considered to be the appropriate recognition for retirement.

3. Established Quotas - Review reflected specific allocations, quotas and guidelines that tend to enforce or suggest inequitable treatment of award recommendations. Extracts from supplementals depicting manipulation of AR 672-5-1 are as follows:

a. "The Legion of Merit is recognized as the primary retirement award for Colonels."

b. "Lower grade personnel, especially O5 and SGM, may also be considered for LM."

c. "The ARCOM is considered appropriate for enlisted personnel in grades E-1 through E-6, company grade officers, and W01 and CW2 upon reassignment."

d. "Nonretirement awards to O5/O4, CW3, and SGM/E8/E7 are limited to very exceptional cases. This is considered to be 1 or 2 out of 100 departing individuals in like grades."

e. "Sex, race and grade will be entered on DA Form 638 prior to board review or it will be returned for administrative correction."

f. "A guide of descriptive topics that officials may refer to covering "high", "medium" and "low" terms to be used in recommendation narratives can be found in appendix of this supplemental."

(g. "Suspense records will be maintained to provide notification of upcoming PCS, ETS, REFRAD to insure each individual is recommended for an appropriate award."

h. USAREC has placed a greater significance on receiving a badge than the Army Commendation Medal or MSM by establishing QIPS points at a lesser competitive level than those required for badges.

EXTRACT

USAREC Reg 672-b
7 January 1977 (QIPS III)

APPENDIX C

Awards Criteria

1. TYPE OF AWARDS AVAILABLE. The QIPS credits necessary for each award, time frame, and issuing headquarters are shown below:

a. DA awards.

<u>Award</u>	<u>QIPS Credits</u>	<u>Time Frame</u>
Appointed as member of the Secretary of the Army's Recruiter Advisory Council	1800	48 months

b. USAREC awards.

<u>Award</u>	<u>QIPS Credits</u>	<u>Time Frame</u>
(1) Commanding General's Trophy Letter of Commendation	300	6 months
(2) Army Commendation Medal*	450	12 months
(3) Meritorious Service Medal	600	12 months
(4) Gold Recruiter Badge	800	24 months
(5) Gold Recruiter Badge w/1 sapphire star	1000	30 months
(6) Appointed as an honorary member of the USAREC Commander's Recruiter Advisory Council	1200	36 months
(7) Authorized a Gold Recruiter Badge magnetic decal for the recruiter's military sedan	1400	36 months
(8) Gold Recruiter Badge w/2 sapphire stars	1600	42 months
(9) Gold Recruiter Badge w/3 sapphire stars	2000	48 months

c. RRC awards.

<u>Award</u>	<u>QIPS Credits</u>	<u>Time Frame</u>
(1) Recruiter Badge w/1 gold star	200	6 months
(2) Recruiter Badge w/2 gold stars	400	12 months
(3) Recruiter Badge w/3 gold stars	600	18 months

*ARCOM will be awarded at the end of the 12-month period, only if the individual:

(1) Meets the criteria.

(2) Has not earned the MSM under QIPS.

(3) Elects not to be eligible for the MSM under QIPS for a period of 1 year after the award of the ARCOM. This is due to the fact that the periods of achievement for the two military awards cannot overlap.

INDIVIDUAL AWARDS RECORD

Name: _____
 Rank: _____
 RS: _____

	Pts. Rqr	Pts. Ernd	Beg Date	Cls Date	Date Elig	Date Awd
1st Star						
2nd Star						
3rd Star						
Gold Badge						
ARCOM						
MSM						
Sapphire - 1						
Sapphire - 2						
Sapphire - 3						

REMARKS:

EXTRACT

USAREC Reg 672-8

APPENDIX E

Award Requisition and Processing Procedures

1. Meritorious Service Medal (MSM) and Army Commendation Medal (ACM). When a participant has met the criteria for the ACM or MSM (appendix C), district commander will prepare parts I, II, and IV, DA Form 638 and forward to Com, USAREC, ATTN: USARCRFM-MP-E, through channels, in accordance with AR 672-5-1. Part IV will contain the following as a minimum verification:

 is awarded the for meritorious achievement. This soldier is so singularly outstanding that he/she achieved QIPS credits in the period to . These credits directly reflect a participant's ability to support this Command's mission by enlisting high quality individuals in numbers greatly exceeding those of his/her peers.

This format will be used for the ACM and MSM only when they are earned under QIPS.

2. Participants flagged under the provisions of AR 600-31 or under investigation for a malpractice allegation will not be awarded nor recommended for an award until the flagging action is lifted and the investigation clears the participant of any wrongdoing.

3. For participants relieved due to malpractice, commanders will request orders rescinding any orders published at this Headquarters which awarded the individual award(s) earned over the period covering the malpractice.

E-1

BOARD	PRESIDENT	MEMBERS	CONSIDERS RECOMMENDATIONS FOR:	ACTION	RMKS
SENIOR ARMY DECORATIONS BOARD - 1	ADCSPER	AT LEAST TWO MG'S WITHIN ODCSPER FAMILY	DSM TO MG AND BELOW, RA AND RESERVE COMPONENTS LOM AND MSM TO GEN OFF	RECOMMENDATIONS TO CSA FINAL	CHIEF, ARMY RESERVE AND DIR NGB MEMBERS FOR RECOMMENDATIONS FOR PERSONNEL OF THEIR RESPECTIVE COMMANDS.
SENIOR ARMY DECORATIONS BOARD - 2	ADCSPER	AT LEAST TWO BG'S WITHIN ODCSPER FAMILY	MH DSC PUC VALOR AWARDS TO GEN OFF	RECOMMENDATIONS TO CSA " " FINAL ACTION ON SS AND LESSER AWARDS	SIMPLE MAJORITY MILPERCEN PROVIDES RECORDER AND ALTERNATE RECORDER WITHOUT VOTE

" " " " " "

BOARD	PRESIDENT	MEMBERS	CONSIDERS RECOMMENDATIONS FOR:	ACTION	RMKS
ARMY DECORATIONS BOARD - 1	COLONEL	PRES OR ALT PRES PLUS TWO COL OR LTC (P) WITHIN MILPERCEN, REPRESENTING CA, CS AND CSS BRANCHES	LM AND MSM FOR COLONELS AND BELOW	FINAL UNLESS COUNTER TO RECOMMENDATION OF LTC OR HIGHER IN EACH CASE, CS; MILPERCEN TAKES FINAL ACTION	MILPERCEN PROVIDES RECORDER AND ALTERNATE RECORDER. COL OR LTC (P) FROM NGB OR OFFICE OF THE CHIEF, ARMY RESERVE, IN CASES INVOLVING PERSONNEL OF THEIR COMPONENTS.
ARMY DECORATIONS BOARD - 2	SAME AS ADB - 1	SAME AS ADB - 1	SS AND LESSER VALOR AWARDS FOR COLONEL AND BELOW. SERVICE AND ACHIEVEMENT FOR COL AND BELOW, NOT CONSIDERED BY SADB -1 AND ADB - 1. VUA & MUA	SAME AS ADB - 1 TO CSA ON UNIT AWARDS	

4-11-1954

23 MAR 1977

FROM: LTG MOORE, DCSPER DA, WASHINGTON, DC

TO: GEN BLANCHARD, CINCUSAREUR, HEIDELBERG
GERMANY

UNCLAS E F T O WDC EYES ONLY

DELIVER DURING DUTY HOURS

SUBJ: END-OF-TOUR AWARDS FOR FIELD GRADE
OFFICERS

REF: YOUR HBG 1579, 150935Z Mar 77

1. I have passed your views and recommendations to the Awards Study Group. They advised me that your recommendations are among the alternatives being considered.
2. At this time the study group has just completed an initial information-gathering phase. The group will present its preliminary findings and the recommendations in an IPR to the VCSA early in April.

OK
22 Mar
dispatched
23 Mar 77
AD

UNCLASSIFIED

B. AWARDS FOR CLEAR CUT AND SUPPORTABLE INSTANCES OF ACHIEVEMENT'S
SHOULD BE CONTINUED FOR ALL PERSONNEL, TO INCLUDE FIELD GRADE OFFICERS. THE
AWARDS SHOULD BE PRESENTED WHEN THEY ARE EARNED.

C. END OF TOUR AWARDS SHOULD BE CONTINUED FOR ALL GRADES UPON
RETIREMENT, AS APPROPRIATE.

D. WE SHOULD TAKE ALL NECESSARY STEPS TO INSURE THAT THE REAL HEROES
TODAY, OUR NCO'S AND COMPANY OFFICERS WHO TRAIN OUR SQUADS AND
PLATOONS, WHO KEEP OUR EQUIPMENT RUNNING, WHO KEEP OUR UNITS COMBAT
READY, ARE PROPERLY RECOGNIZED.

3. WARM REGARDS.

THIS PAGE IS BEST QUALITY PRACTICABLE
FROM COPY FURNISHED TO DDC

TOTAL TABULATION, RESERVE COMPONENT RESPONSES
EXPRESSED IN PERCENTAGES
TOPICS FOR DISCUSSION IN PERSONAL INTERVIEW

Basic Data:

GRADE _____ BRANCH _____ DUTY POSITION _____
MOS _____

1. Do you feel that the current awards and decorations system adequately fulfills its intended purpose? Yes 54.4% No 40.3% No response 5.3%
If no, why not?

Response: APPLICATION INCONSISTENT - NOT FULLY UTILIZED BY ALL COMMANDS - AWARD

NON-EXISTANT - WORKING LEVEL OVERLOOKED - GIVE MORE AWARDS TO ENLISTED PERSONNEL -

LACK OF COMMAND EMPHASIS.

2. Do you feel that inconsistencies exist among units in the interpretation of the criteria established for awards? Yes 81.2% No 10.7% No response 8.1%

3. In my current grade I feel that awards and decorations are an important factor in my future progression. Yes 47.6% No 49.0% No response 3.4%

4. I feel awards and decorations are most important for my promotion eligibility. Yes 34.2% No 62.4% No response 3.4%

5. I feel awards and decorations are given out more freely at:

a. DA - 25%

b. Major commands - 42%

c. Headquarters, Installation - 21%

d. Company level-- 2%

e. Other - 2%

f. None of the above - 8%

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6. As a member of the United States Army, my awards and decorations instill within me a sense of pride. Yes 89.9% No 8.1% No response 2.0%

7. Do you believe an individual should receive an award or decoration each time he/she PCS's? Yes 11.4% No 85.9% No response 2.7%

8. What do you believe to be the proper criteria for a meritorious service award?

Response: CLEARLY EXCEPTIONAL SERVICE - SUPERIOR SUSTAINED SERVICE OVER A

NUMBER OF YEARS - SERVICE ABOVE NORMALLY EXPECTED MEASURED BY OBJECTIVE CRITERIA.

9. What do you believe to be the proper criteria for achievement award?

Response: ACCOMPLISHMENT OF SOME SPECIFIC ACT OVER/ABOVE THAT EXPECTED IN THE

NORMAL DAY TODAY JOB FUNCTION - ACCOMPLISHMENT THAT AN INDIVIDUAL DID THAT WAS

NOT EXPECTED FOR HIS/HER GRADE AND LEVEL OF EXPERIENCE - SIGNIFICANT CONTRIBUTION
TO THE ACCOMPLISHMENT OF THE UNITS MISSION.

10. The prospect of receiving an award or decoration motivates my performance on the job. Yes 58.4% No 40.3% No response 1.3%

11. The present awards and decorations system fully satisfies the Army's needs for recognition. Yes 30.2% No 61.7% No response 8.1%

12. What is your opinion of the ARCOM?

Response: VALUED DECORATION - ABUSE HAS DOWNGRADED - SUITABLE AWARD FOR JUNIOR

FOLKS, GIVEN WHEN A HIGHER AWARD WOULD HAVE BEEN MORE APPROPRIATE, AWARDED FOR

LENGTH OF SERVICE.

13. What is your opinion of the MSM?

Response: FOR MIDDLE NCO'S, 03-04'S, AWARDED TO FIELD-GRADE OFFICERS, - A RETIRE-

MENT AWARD-NOT AWARDED ENOUGH IN THE RESERVE COMPONENTS -

14. What is your opinion of the LOM?

Response: "TOMBSTONE" AWARD FOR RETIRING 0-6'S - ONLY FOR SENIOR PERSONS WHO

HOLD THE RIGHT POSITION - SHOULD BE GIVEN TO ALL QUALIFIED PERSONS -

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15. Who receives these awards?

Response: SENIOR PERSONNEL, - ARCOM'S - ENLISTED AND 01-03, MSM - SENIOR NCO'S

AND FIELD GRADE, LOM - RETIREMENT AWARD FOR 06'S AND ABOVE. PEOPLE AT HEAD-

QUARTERS - COMMANDERS OF UNITS.

16. Do you believe you will receive an award upon your departure from your present assignment? Yes 30.9% No 55.0% No response 14.1%

If yes, why? RETIRING - RECOGNITION OF HARD WORK

If no, why? NOT ELIGIBLE - NOT IN RIGHT JOB OR POSITION

17. What award, based on your grade and assignment, are you eligible to receive? ARCOM, MSM, LOM

18. In your opinion, what should a meritorious service award be given for?
Response: SEE QUESTION 8

How long a period? 6 MONTHS TO 5 YEARS

19. In your opinion what should an achievement award be given for?
Response: SEE QUESTION 9

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What type of achievement? ALL

20. If you could, how would you improve the awards system?
Response: CONTINUOUS REVIEW OF RECORDS - EDUCATE SUPERVISOR'S ON ARMY AWARDS

POLICY - MAKE ALL PERSONS ELIGIBLE FOR ALL AWARDS - PUBLISH AWARDS POLICY FOR
ALL TO READ.

21. How would you insure each individual is receiving his/her fair share
of awards?
Response: NO SUCH THING AS A FAIR SHARE - MUST BE EARNED - MAKE AWARDS A COMMAND

EMPHASIS - EDUCATION ON AWARDS AND POLICY - ENCOURAGE SUPERIORS TO RECOGNIZE
DESERVING INDIVIDUALS -

22. What do your medals/decorations mean to you?
Response: I COMPARE FAVORABLY WITH AA - PRIDE IN MY SERVICE - WORKED HARD TO
GET THEM - APPRECIATED FOR JOB'S DONE -

23. Do you feel grade/sex or race plays a role in award recommendations?
Yes 41.6% No 51.7% No response 6.7%

If yes, how? GRADE, RACE, SEX - WOMEN DO NOT GET NOMINATED FOR AWARDS -
SENIOR GET TOP PRIORITY - REGULATION ENCOURAGES ONLY RECOGNITION OF SENIOR
PERSONS -

24. Do you feel that there should be promotion points for awards/ decorations? Yes 51.0% No 44.3% No response 4.7%

If yes, at what level(s)? All grades - only E2-E6 - should carry limited weight - No - due to disparity of awards

25. What do you recommend the Army consider to recognize junior warrants, officers and enlisted for their achievements and or services?

Response: TOO BAD RECOMMENDATION CAN NOT BE PERFORMANCE WITHOUT REFERENCE TO GRADE - SPEED UP PROMOTIONS - THE CURRENT SYSTEM IF PROPERLY USED.

26. Do you feel retirement and separation award recognition is a good policy? Yes 69.1% No 25.5% No response 5.4%

Why? Why wait for retirement to recognize outstanding contributions - give only if deserved - create goodwill - too little to late

27. Do you feel there is a difference between the Active Army and the reserve components in the number of awards approved for like performance? Yes 81.9% No 10.7%
No response 7.4%

28. Do you feel there is a difference between the Active Army and reserve components in the level of awards approved for like performance? Yes 76.5% No 12.8%
No response 10.7%

29. Do you feel there should be a difference between the Active Army and reserve components relative to the number or level of awards approved? Yes 24.2%
No 73.1% No response 2.7%

If yes, why? AA fulltime vs parttime - like performance should receive like awards - AA has more chance to show ability -

30. Do you feel that the level of approval authority should be different for the Active Army and the reserve components? Yes 15.4% No 77.2% No response 7.4%

If yes, why? To keep down unit politics - closer knowledge - fast response - quicker receipt by individual -

OFFICER

DA SAMPLE SURVEY (ADV)

MACOM

NUMBER SURVEYED _____

DATE CONDUCTED _____

The following 13 questions relate to the Army Awards Program. In answering these questions consider only the (1) Army Commendation Medal, (2) Meritorious Service Medal, and (3) Legion of Merit.

47. What is the total number of these 3 awards (including clusters) you have received?

- a. None - 53.4%
- b. 1 - 5 - 46.6%
- c. 6 or more - 0%

48. Do you feel that junior officers (01 - 03) are getting proper recognition for service/achievement through the Army Awards Program?

	04-06	01-03	W3-W4	W1-W2
a. About right - 16.5%	23	3	0	50
b. Too many awards given - 1.1%	2	0	0	0
c. Too few awards given - 64.9%	62	76	60	33
d. No opinion - 17.5%	13	21	40	17

49. Do you feel that senior officers (04 - 06) are getting proper recognition for service/achievement through the Army Awards Program?

a. About right - 31.8%	34	25	20	50
b. Too many awards given - 40.9%	39	43	40	50
c. Too few awards given - 12.5%	16	16	0	0
d. No opinion - 14.8%	11	16	40	0

50. Do you feel that junior warrant officers (W1 - W2) are getting proper recognition for service/achievement through the Army Awards Program?

a. About right - 11.0%	9	10	0	50
b. Too many awards given - 0.0%	0	0	0	0
c. Too few awards given - 58.0%	64	56	40	30
d. No opinion - 31.0%	27	34	60	20

51. Do you feel that senior warrant officers (W3 - W4) are getting proper recognition for service/achievement through the Army Awards Program?

	04-06	01-03	W3-W4	W1-W2
a. About right - 27%	25	25	20	50
b. Too many awards given - 10%	9	15	0	0
c. Too few awards given - 31%	39	19	40	50
d. No opinion - 32%	27	41	40	0

52. Do you feel that enlisted personnel in grades E1 - E5 are getting proper recognition for service/achievement through the Army Awards Program?

a. About right - 9.2%	2	16	0	29
b. Too many awards given - 1.1%	2	0	0	0
c. Too few awards given - 80.5%	82	84	60	57
d. No opinion - 9.2%	14	0	40	14

53. Do you feel that enlisted personnel in grades E6 - E9 are getting proper recognition for service/achievement through the Army Awards Program?

a. About right - 32.3%	32	31	0	66
b. Too many awards given - 11.5%	11	12	0	17
c. Too few awards given - 49.4%	48	50	100	17
d. No opinion - 6.9%	9	6	0	0

56. Do you believe your command places a quota on the number of awards given?

- a. No - 54.3%
- b. Yes, by grade - 7.6%
- c. Yes, by percentage of assigned personnel - 3.3%
- d. Yes, by duty position (i.e., squad leader, computer programmer, Department Head, etc.) - 4.3%
- e. Yes, by some other method - 9.8%
- f. Don't know - 20.7%

To answer questions 55 - 57, use the following responses:

- a. Department of the Army
- b. Major Commander (i.e., TRADOC, FORSCOM)
- c. Commander or Staff Agency Head in grade of Major General or higher
- d. Commander or Staff Agency Head in grade of Brigadier General
- e. Any Commander or Staff Agency Head regardless of grade.

Do not consider Retirement Awards

55. What do you think is the lowest level that the Army Commendation Medal can be approved? a 3.4 b 8.0 c 32.2 d 27.6 e 12.6 other/no response 4.6

56. What do you think is the lowest level that the Meritorious Service Medal can be approved? a 3.4 b 16.1 c 49.4 d 21.8 e 3.4 No response 5.7

57. What do you think is the lowest level that the Legion of Merit can be approved? a 38.0 b 32.0 c 17.0 d 7.0 e 1.0 No response 5.0

58. Is your command too liberal or too restrictive in approving awards?

- a. Too liberal - 9.0%
- b. Too restrictive - 26.0%
- c. About right - 27.0%
- d. Don't know - 38.0%

59. To what level should approval authority for awards be delegated so that all grades of personnel, regardless of their organization, would receive equitable treatment under the Awards Program?

- a. Department of Army level - 3.3%
- b. Major command level - 27.2%
- c. Any Commander or Staff Agency Head in the grade of Brigadier General or higher - 50.0%
- d. Any Commander or Staff Agency Head regardless of grade. - 13.0%
- e. other/no response - 6.5%

60. Do you believe that awards generally follow shortly after accomplishment of the specific act or achievement, or that they are too often delayed and given as end of tour awards prior to a PCS to another station?

- a. They are generally given shortly after the act or achievement- 4.6%
- b. They are too often deferred and made into end of tour awards - 81.6%
- c. I don't know - 13.8%

61. Do you feel that end of tour awards (on PCS to another station) should be given?

- a. No - 52.3%
- b. Yes, but only if 2 years have been served on the tour - 15.9%
- c. Yes, regardless of amount of time served on the tour - 15.9%
- d. No opinion - 15.9%

ENLISTED

DA SAMPLE SURVEY (ADV)

MACOM

NUMBER SURVEYED _____

DATE CONDUCTED _____

64. Do you feel that enlisted personnel in grades E1 - E9 are getting proper recognition for service/achievement through the Army Awards Program?

	E7-E9	E1-E6
a. Too many awards given - 0%	0	0
b. About right - 5%	8	3
c. Too few awards given - 73%	80	68
d. No opinion - 22%	12	29

65. Do you feel that enlisted personnel in grades E6 - E9 are getting proper recognition for service/achievement through the Army Awards Program?

a. Too many awards given - 8.3%	12	6
b. About right - 31.7%	28	34
c. Too few awards given - 35.0%	44	29
d. No opinion - 25.0%	16	31

66. Do you believe that awards generally follow shortly after accomplishment of the specific act or achievement, or that they are too often delayed and given as end of tour awards prior to a PCS to another installation?

- a. They are generally given shortly after the act or achievement - 2.0%
- b. They are too often deferred and made into end of tour awards - 63.0%
- c. I don't know - 35.0%

67. Do you believe your command places a quota on the number of awards given?

- a. No - 37.0%
- b. Yes, by grade - 10.0%
- c. Yes, by percentage of assigned personnel - 15.0%
- d. Yes, by duty position (i.e., squad leader, computer programmer, Department Head, etc.) - 1.0%
- e. Yes, by some other method - 7.0%
- f. I don't know - 30.0%

AD-A060 890

ARMY MILITARY PERSONNEL CENTER ALEXANDRIA VA
PROPOSED REVISION OF ARMY AWARDS POLICIES. (U)
JAN 78 O D THORNTON, T L MCKEE, G M KAUFMAN

F/G 5/9

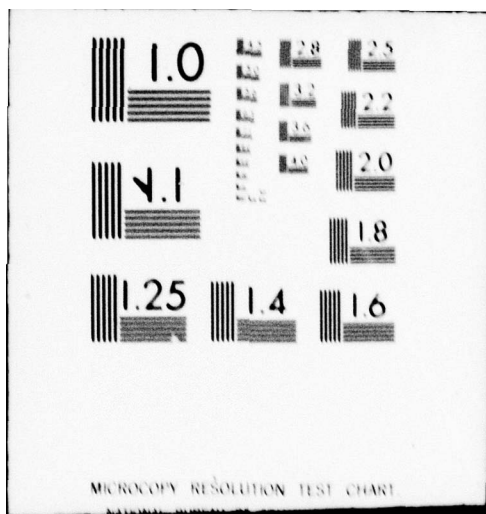
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2 of 2
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A060 890



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DATE
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MICROCOPY RESOLUTION TEST CHART

To answer questions 68 - 70, use the following responses:

- a. Department of the Army
- b. Major Commander (i.e., TRADOC, FORSCOM)
- c. Commander or Staff Agency Head in grade of Major General or higher
- d. Commander or Staff Agency Head in grade of Brigadier General or higher
- e. Any Commander or Staff Agency Head regardless of grade

68. What do you think is the lowest level that the Army Commendation Medal can be approved? a19b10c25d15e24 other/no response 7.0

69. What do you think is the lowest level that the Meritorious Service Medal can be approved? a13b22c32d10e17 other/no response 6.0

70. What do you think is the lowest level that the Legion of Merit can be approved? a35b17c22d 8e12 other/no response 6.0

71. Is your command too liberal or too restrictive in approving awards?

- a. Too liberal - 5.0%
- b. Too restrictive - 15.0%
- c. About right - 28.0%
- d. Don't know - 52.0%

72. To what level should approval authority for awards be delegated so that all grades of personnel, regardless of their organization, would receive equitable treatment under the Awards Program?

- a. Department of the Army level - 3.0%
- b. Major command level - 19.0%
- c. Any Commander or Staff Agency head in the grade of Brigadier General or higher - 32.0%
- d. Any Command or Staff Agency head regardless of grade - 39.0%
- f. other/no response - 39.0%

Active Army _____
 Reserve _____
 National Guard _____

US ARMY NATIONAL GUARD
 CALENDAR YEAR 1976
 AWARD Legion of Merit

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER	
O6	788	38	32	1	5	34	0	0	3	1	
O5	1937	2	1	0	1	1	1				
O4	4141	0									
O3	9917	0									
O2	5779	0									
O1	4544	0									
W4	1383	0									
W3	1290	0									
W2	3409	0									
W1	662	0									
E9	1268	0									
E8	5400	0									
E7	19,675	0									
E6	37249	0									
E5	88704	0									
E4	101,892	0									
E3	36076	0									
E2	26696	0									
E1	26016	0									
	376826	40	33	1	6	35	1	0	3	1	

Active Army _____
 Reserve _____
 National Guard _____

US ARMY KLSERVE
 CALENDAR YEAR 1976
 AWARD Legion of Merit

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER	
06	1166	48	29	12	7	38	7		1	2	
05	3206	2	0	2	0	1	1				
04	6041										
03	13272										
02	7614										
01	1354										
W4	1176	2	0	1	1	2					
W3	1179										
W2	1855										
W1	489										
E9	1257										
E8	4158										
E7	11856										
E6	22539										
E5	40319										
E4	48795										
E3	14283										
E2	8231										
E1	6044										
	194834	52	29	15	8	41	8		1	2	

Active Army _____
 Reserve _____
 National Guard _____

Consolidated Reserve Components
 CALENDAR YEAR 1976
 AWARD Legion of Merit

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation					Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER				
O5	1954	86	61	13	12	72	7	0	4	3				
O5	5143	4	1	2	1	2	2	0	0	0				
O4	10182													
O3	23189													
O2	13393													
O1	5898													
W4	2259	2	0	1	1	2								
W3	2358													
W2	5264													
W1	1160													
E9	2525													
E8	9558													
E7	31531													
E6	59788													
E5	129,023													
E4	150687													
E3	50314													
E2	34927													
E1	32060													
	571660	92	62	16	14	76	9	0	4	3				

Active Army _____
 Reserve _____
 National Guard _____

US Army National Guard
 CALENDAR YEAR 1976
 AWARD Meritorious Service Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER	
06	788	98	94	2	2	33	4	60	1		
05	1937	102	91	9	2	44	5	48	5		
04	4141	27	23	2	2	8	4	13	2		
03	9917	11	10	1				11-			
02	5779										
01	4544										
W4	1383	31	28	2	1	19		12			
W3	1290	7	7			4		3			
W2	3409	5	4		1	1	1	3			
W1	662										
E9	1268	19	16		3	8		11			
E8	5400	12	9	2	1	4	1	6	1		
E7	19675	11	10	1		2		9			
E6	37324	3	3			1		2			
E5	88704										
E4	101892										
E3	36076										
E2	26696										
E1	26016										
	376826	326	295	19	12	124	15	178	9		

DAPC-MS Form 62 (One Time)
 1 Feb 77
 RCS MILPC-48 (One Time)

Active Army _____
 Reserve _____
 National Guard _____

US Army Reserves
 CALENDAR YEAR 1976
 AWARD Meritorious Service Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation				Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
O6	1166	189	152	26	11	66	45	0	74	4		
O5	3206	162	102	38	22	50	27	1	80	4		
O4	6041	72	28	40	4	13	14	1	44			
O3	13272	24	8	15	1	0	5	2	17			
O2	7614	1		1		0	1					
O1	1354											
W4	1176	34	26	7	1	23	2		9			
W3	1179	10	8	2		1	1		8			
W2	1855	3	1	2		0	1		2			
W1	489											
E6	1257	44	32	10		11	8		25			
E5	4158	30	17	11	2	13	1		16			
E4	11856	16	7	5	4	3	3		10			
E3	22539	2	1	1		0	1		1			
E2	40319	2	2	0		1	1		1			
E1	48795	1	1	1		1	1		1			
	14283											
	8231											
	6044											
	194834	590	384	159	47	181	110	4	287	8		

Active Army _____
 Reserve _____
 National Guard _____

Consolidated Reserve Components
 CALENDAR YEAR 1976
 AWARD Meritorious Service Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER	
O6	1954	287	246	28	13	99	49	134	5		
O5	5143	264	193	47	24	94	32	128	9		
O4	10,182	99	51	42	6	21	18	57	2		
O3	23,189	35	18	16	1		5	28			
O2	13393	1		1			1				
O1	5898										
E4	2259	65	54	9	2	42	2	21			
E3	2358	17	15	2		5	1	11			
E2	5264	8	5	2	1	1	2	5			
E1	1160										
E7	2525	63	48	10	5	19	8	36			
E6	9558	42	26	13	3	17	2	22	1		
E5	31531	27	17	6	4	5	3	19			
E4	59788	5	4	1		1	1	3			
E3	129023	2	2			1	1				
E2	150687	1		1				1			
E1	50314										
E2	34927										
E1	32060										
	571660	916	679	178	59	305	125	465	17		

Active Army
Reserve
National Guard

US Army National Guard
CALENDAR YEAR 1976
AWARD Army Commendation Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation				Basis for Recommendation				REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire-ment	PCS	ETS	ACHIEVE-MENT	OTHER	
O6	788	58	57	0	1	6	4	0	45	3	
O5	1937	197	185	4	8	6	9	0	175	7	
O4	4141	191	174	5	12	11	18	1	166	15	
O3	9917	205	185	5	15	2	15	1	175	12	
O2	5779	26	22	0	4	1	0	1	24	0	
O1	4544	18	18	0	0	1	0	0	17	0	
W4	1383	111	110	1	0	28	0	0	78	5	
W3	1290	52	50	0	2	4	2	0	46	0	
W2	3490	73	66	2	5	2	1	0	65	5	
W1	662	9	9	0	0	0	0	0	9	0	
E9	1268	135	129	2	4	20	2	0	108	5	
E8	5400	198	191	2	5	19	1	2	164	12	
E7	19675	224	207	4	13	13	2	0	179	30	
E6	37324	138	125	3	10	5	1	0	117	15	
E5	88704	94	87	3	4	2	0	2	74	16	
E4	101892	12	10	1	1	0	0	0	8	4	
E3	36076	6	5	0	1	0	0	0	5	1	
E2	26696										
E1	26016	1	1			0	0	0	1	0	
	376,826	1748	1631	32	85	120	55	7	1436	130	

Active Army _____
 Reserve _____
 National Guard _____

US Army Reserves
 CALENDAR YEAR 1976
 AWARD Army Commendation Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	Result of Recommendation			Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER	
O6	1166	100	95	0	5	11	25	0	63	1	
O5	3206	277	250	6	21	43	61	2	165	6	
O4	6041	253	228	13	12	18	51	10	167	7	
O3	13272	232	200	15	17	4	56	4	164	4	
O2	7614	47	38	3	6	0	8	0	37	2	
O1	1354	11	8	0	3	0	5	0	6	0	
W4	1176	71	66	1	4	24	5	0	40	2	
W3	1179	25	25	0	0	4	3	0	17	1	
W2	1855	48	43	4	1	2	2	0	42	2	
W1	489	8	6	0	2	0	1	0	6	1	
E9	1257	117	110	5	2	34	10	0	71	2	
E8	4158	196	180	7	9	55	18	0	113	10	
E7	11856	270	242	17	11	27	33	7	188	15	
E6	22539	160	138	11	11	9	10	12	125	4	
E5	40319	110	86	12	12	3	7	3	87	10	
E4	48795	32	27	4	1	0	7	0	25	0	
E3	14283	4	2	1	1	0	0	0	4	0	
E2	8231										
E1	6044										
	194834	1961	1744	99	118	234	302	38	1320	67	

U.S. ARMY

Active Army _____
 Reserve _____
 National Guard _____

Consolidated Reserve Components
 CALENDAR YEAR 1976
 AWARD Army Commendation Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
O6	1954	158	152		6	17	29			108	4	
O5	5143	474	435	10	29	49	70	2		340	13	
O4	10182	444	402	18	24	29	69	11		313	22	
O3	23189	437	385	20	32	6	71	5		339	16	
O2	13393	73	60	3	10	1	8	1		61	2	
O1	5898	29	26		3	1	5			23		
W4	2259	182	176	2	4	52	5			118	7	
W3	2358	77	75		2	8	5			63	1	
W2	5264	121	109	6	6	4	3			107	7	
W1	1160	17	15		2		1			15	1	
E9	2525	252	239	7	6	54	12			179	7	
E8	9558	394	371	9	14	74	19	2		277	22	
E7	31531	494	449	21	24	40	35	7		367	45	
E6	59788	298	263	14	21	14	11	12		242	19	
E5	129023	204	173	15	16	5	7	5		161	26	
L4	150687	44	37	5	2		7			33	4	
E3	50314	10	7	1	2					9	1	
E2	34927											
E1	32060	1	1							1		
	571660	3709	3375	131	203	354	357	45		2756	197	

Active Army _____
 Reserve _____
 National Guard _____

Consolidated Reserve Components
 CALENDAR YEAR 1976
 AWARD Total Awards

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation				Basis for Recommendation					REMARKS
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
06	1954	531	459	41	31	188	85	246	12			
05	5143	743	629	59	55	143	102	473	22	3	22	
04	10182	543	453	60	30	50	87	370	24	12	24	
03	23189	472	403	36	33	6	76	367	16	7	16	
02	13393	74	60	4	10	1	9	61	2	1	2	
01	5898	29	26	0	3	1	5	23		0		
W4	2259	249	230	12	7	96	7	139	7	0	7	
Y3	2358	94	90	2	2	13	6	74	1	0	1	
Y2	5264	129	114	8	7	5	5	112	7		7	
W1	1160	17	15		2		1	15	1		1	
Y9	2525	315	287	17	11	73	20	215	7		7	
Y8	9558	436	397	22	17	91	21	299	23	2	23	
Y7	31531	521	466	27	28	45	38	386	45	7	45	
Y6	59788	303	267	15	21	15	12	245	18	12	18	
Y5	129023	206	175	15	16	6	8	161	26	5	26	
Y4	150687	45	37	6	2		7	34	4		4	
Y3	50314	10	7	1	2			9	1		1	
Y2	34927											
Y1	32060	1	1					1			1	
	571660	4718	4116	325	277	733	489	3230	217	49	217	

CY 1976

PERCENT RECOMMENDATIONS BASED ON STRENGTH

RESERVE COMPONENTS

AWARD LOM

	COMMISSIONED OFFICERS 04-06 01-03	WARRANT OFFICERS W3-W4 W1-W2	ENLISTED E7-E9 E1-E6
ARNG ASSIGNED STRENGTH RECOMMENDATIONS	6866 40	2673 0.0	26343 0.0
PERCENT	0.58% 0.0%	0.0% 0.0%	0.0% 0.0%
USAR ASSIGNED STRENGTH RECOMMENDATIONS	10413 50	2355 2	17271 0.0
PERCENT	0.48% 0.0%	0.08% 0.0%	0.0% 0.0%
RESERVE COMPONENTS ASSIGNED STRENGTH	17279 90	5028 2	43614 0
PERCENT	0.52% 0.0%	0.04% 0.0%	0.0% 0.0%

CY 1976

PERCENT RECOMMENDATIONS BASED ON STRENGTH

RESERVE COMPONENTS

AWARD MSM

	COMMISSIONED OFFICERS 04-06	01-03	WARRANT OFFICERS W3-W4	W1-W2	E7-E9	E1-E6
ARNG						
ASSIGNED STRENGTH RECOMMENDATIONS	6866 227	20240 11	2673 38	4071 5	26343 42	316633 3
PERCENT	3.31%	0.543%	1.42%	0.123%	0.159%	0.00095%
USAR						
ASSIGNED STRENGTH RECOMMENDATIONS	10413 423	22240 25	2355 44	2353 3	17271 90	140211 5
PERCENT	4.06%	0.112%	1.87%	0.127%	0.521%	0.004%
RESERVE COMPONENTS						
ASSIGNED STRENGTH RECOMMENDATIONS	17279 650	42480 36	5028 82	6424 8	43614 132	456844 8
PERCENT	3.76%	0.0847%	1.63%	0.125%	0.302%	0.0018%

CY 1976

PERCENT RECOMMENDATIONS BASED ON STRENGTH

RESERVE COMPONENTS

AWARD ARCOM

	COMMISSIONED OFFICERS 04-06	01-03	WARRANT OFFICERS W3-W4	W1-W2	E7-E9	E1-E6
ARNG						
ASSIGNED STRENGTH	6866	20240	2673	4071	26343	316633
RECOMMENDATIONS	447	249	163	82	557	250
PERCENT	6.51%	1.23%	6.11%	2.01%	2.11%	0.079%
USAR						
ASSIGNED STRENGTH	10413	22240	2355	2353	17271	140211
RECOMMENDATIONS	630	290	96	56	583	306
PERCENT	6.05%	1.30%	4.07%	2.38%	3.38%	0.218%
RESERVE COMPONENTS						
ASSIGNED STRENGTH	17279	42480	5028	6424	43614	456844
RECOMMENDATIONS	1077	539	259	143	1140	556
PERCENT	6.23%	1.27%	5.15%	2.23%	2.61%	0.122%

CY 1976

PERCENT RECOMMENDATION BASED ON STRENGTH FOR ALL AWARDS

RESERVE COMPONENTS

	COMMISSIONED OFFICERS		WARRANT OFFICERS		ENLISTED	
	04-06	01-03	W3-W4	W1-W2	E7-E9	E1-E6
ARMY						
ASSIGNED STRENGTH	6866	20240	2673	4071	26343	316633
RECOMMENDATIONS	714	260	201	87	599	253
PERCENT	10.42	1.772	7.532	2.132	2.672	0.082
USAR						
ASSIGNED STRENGTH	10413	22240	2355	2353	17271	140211
RECOMMENDATIONS	1103	315	142	59	673	311
PERCENT	10.592	1.412	6.022	2.512	3.92	0.222
RESERVE COMPONENTS						
ASSIGNED STRENGTH	17279	42480	5028	6424	43614	456844
RECOMMENDATIONS	1819	575	343	146	1272	564
PERCENT	10.512	1.352	6.822	2.352	2.912	0.1232
EVERY THIRD YEAR	(32)	(4)	(20)	(7)	(9)	(0.369)

RESERVE COMPONENTS
CALENDAR YEAR 1976

AWARD LOM

	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	RESULT OF RECOMMENDATION			BASIS FOR RECOMMENDATION				
			APPROVED	DOWN- GRADED	DIS- APPROVED	RETIRE- MENT	PCS	ETS	ACHIEVE- MENT	OTHER
ARNG	376826	40	83%	2%	15.0%	88%	2%	0	8%	2%
USAR	194834	52	55%	29%	16%	79%	15%	0	2%	4%
RESERVE COMPONENTS	571660	92	67%	17%	16%	83%	10%	0	4%	3%

RESERVE COMPONENTS
CALENDAR YEAR 1976

AWARD MSN

	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	<u>RESULT OF RECOMMENDATION</u>			<u>BASIS FOR RECOMMENDATION</u>				
			APPROVED	DOWN- GRADED	DIS- APPROVED	RETIRE- MENT	PCS	ETS	ACHIEVE- MENT	OTHER
ARNG	376826	326	90%	6%	4%	38%	5%	0	53%	3%
USAR	194834	590	65%	27%	8%	31%	17%	1%	49%	2%
RESERVE COMPONENTS	571660	916	74%	19%	7%	33%	13.6%	0.4%	51%	2%

4-11-1975

RESERVE COMPONENTS

CALENDAR YEAR 1976

AWARD ARMY COMMENDATION MEDAL

	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	<u>RESULT OF RECOMMENDATION</u>			<u>BASIS FOR RECOMMENDATION</u>				
			APPROVED	DOWN- GRADED	DIS- APPROVED	RETIRE- MENT	PCS	ETS	ACHIEVE- MENT	OTHER
ARNG	376826	1748	93%	2%	5%	7%	3%	0.4	82.2%	7.4%
USAR	194834	1961	89%	5.0%	6.0%	12%	15%	2%	67%	4%
RESERVE COMPONENTS	571660	3709	91%	4%	5%	9.5%	10%	1.2%	74.2	5.3%

4-11-1976

TOTAL AWARDS - RESERVE COMPONENTS

	AVERAGE NO ASSIGNED	NUMBER RECOM- MENDED	RESULT OF RECOMMENDATION			BASIS FOR RECOMMENDATION				
			APPROVED	DOWN- GRADED	DIS- APPROVED	RETIRE- MENT	PCS	ETS	ACHIEVE- MENT	OTHER
ARNG	376826	2114	93%	2%	5%	13.2%	3%	0.3%	76.5%	7%
USAR	194834	2604	83%	10%	7%	17%	16%	2%	62%	3%
RESERVE COMPONENTS	571660	4718	87%	7%	6%	16%	10%	1%	68%	5%

9. 0. 105 "

NUMBER AND TYPES OF DECORATIONS APPROVED

Reporting Command:

Pd of Rpt:

RCS CSGPA-748 (R2)

	LM		MSM		JSCM		ARCOM		TOTAL	
Grade	Ret/ Post- humous	Other	Ret/ Post- humous	Other	Ret/ Post- humous	Other	Ret/ Post- humous	Other	Ret/ Post- humous	Other
U-9										
O-8										
O-7										
O-6										
O-5										
O-4										
O-3										
O-2										
1										
W-4										
W-3										
W-2										
W-1										
E-9										
E-8										
E-7										
E-6										
E-5										
E-4										
E-3										
E-2										
E-1										
TOTAL										

CALENDAR YEAR 1976
 AWARD Meritorious Service Medal

Incl N3
 Page 2

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOM- MERDED	Result of Recommendation			Basic for Recommendation				REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ENG	ACHIEVE- MENT		OTHER
06											
05											
04											
02											
02											
01											
W4											
W3											
W2											
W1											
E9											
E8											
E7											
E6											
E5											
E4											
E3											
E2											
E1											

1-10-1976

CALENDAR YEAR 1976
AWARD Army Commendation Medal

GRADE	AVERAGE NO ASSIGNED	NUMBER RECOMMENDED	Result of Recommendation			Basis for Recommendation					REMARKS	
			APPROVED	DOWNGRADED	DISAPPROVED	Retire- ment	PCS	ETS	ACHIEVE- MENT	OTHER		
06												
05												
04												
03												
02												
01												
W4												
W3												
W2												
W1												
E9												
E8												
E7												
E6												
E5												
E4												
E3												
E2												
E1												

4-11-1976

RECOMMENDATIONS

1. CHANGE AR 672-5-1 TO: (TARGET DATE--1 JAN 78)

A. ESTABLISH EMPHASIS ON PERFORMANCE THAT EXCEEDS EXPECTATIONS AS PRIMARY CRITERION FOR ACHIEVEMENT AND ELIMINATE LEVEL OF RESPONSIBILITY AS PRIMARY CRITERION FOR TYPE OF AWARD.

Explanation: Current criteria state that level of responsibility and type of award recommended should be compatible. Level of responsibility criterion and grade have been permitted to become the basis for an award recommendation as well as the type of award recommended. Performance should be reinstated as the primary criterion for an award recommendation. It should be possible for any grade to receive any award, based on performance, impact, and benefit of achievement.

B. ESTABLISH LOGICAL GUIDANCE FOR CONSIDERATION OF PERFORMANCE, IMPACT, AND TYPE OF AWARD RECOMMENDATION.

Explanation: An appendix to AR 672-5-1 will provide guidance regarding degrees of performance standards to assist in determining when an individual should be recommended for an award. Further guidance regarding impact and benefit of achievement will assist in determining, along with degree of performance, what type of award should be recommended.

C. ELIMINATE AWARDS FOR MERITORIOUS SERVICE EXCEPT FOR RETIREMENT, REFRAD (OFFICER), ETS (ENLISTED) AND POSTHUMOUS AWARDS.

Explanation: Current criteria for meritorious service/achievement are to recognize exceptional performance, clearly above peers;

Incl 24

and that departure from a unit is not a basis for an award. Review of statistical data reveals a widespread degree of recognition for so-called "exceptional performance" and that, in calendar year 1976, 64 percent of active Army recommendations for award of the LOM, MSM and ARCOM were submitted in conjunction with reassignment. Except for retirement, REFRAD, ETS and posthumous awards, meritorious achievement would become the only basis for an award recommendation.

D. USE CERTIFICATES OF ACHIEVEMENT, LETTERS OF COMMENDATION AND APPRECIATION WHEN SPECIAL RECOGNITION IS DEEMED APPROPRIATE FOR PCS REASSIGNMENTS.

Self explanatory.

E. PROHIBIT SUPPLEMENTATION OF AR 672-5-1 EXCEPT FOR PUBLICATION OF AWARD PROCESSING PROCEDURES ESTABLISHED BY DA STAFF AND MAJOR ARMY COMMANDS.

Explanation: Supplemental review revealed widespread inconsistencies regarding interpretation, application and implementation of AR 672-5-1.

F. CORRECT THE CURRENT DISPARITY FOR APPROVAL AUTHORITY FOR ARMY RESERVE COMPONENTS.

Explanation: Active Army approval authority is based on position; Reserve component approval is based on grade. This is recognized as an inequity and should be corrected.

2. REMOVE ESTABLISHED PRECONDITIONS FOR AWARD OF MSM AND ARCOM UNDER US ARMY RECRUITING COMMAND'S QUALITATIVE INCENTIVE PROCUREMENT SYSTEM (QIPS).

Explanation: The US Army Recruiting Command's QIPS was designed to motivate the recruiting force and provide tangible recognition in the form of trophies, letters, badges, promotions, etc., for exceeding recruiting objectives. QIPS has also established preconditions for the automatic award of the ARCOM and MSM when obtaining predetermined QIPS points over a 12-month period; this is in violation of established criteria contained in AR 672-5-1.

3. MILPERCEN INITIATE ACTION TO CHANGE STATISTICAL FORMAT AND SUBMISSION REQUIREMENTS.

Explanation: The current statistics that are reported to DA are not useful as a management tool. New format (Incl 2-1) would be more useful and would provide a vehicle to help police the system.

4. MILPERCEN INITIATE ACTION FOR A COMPREHENSIVE PROGRAM TO PROVIDE INFORMATION REGARDING REVISION OF PHILOSOPHY AND CRITERIA.

Explanation: Study revealed a widespread lack of basic understanding of awards policies, philosophy, criteria and administration. Program would include but not be limited to notes for the annual Army Commander's Conference, coordination for possible information packets for certain TRADOC service schools and release of news articles in several publications.

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-6 JUN 1977 11 29

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FM CERLSACC FT HUACHUCA AZ //CC-PA-APA//
TO CDRMILPERCEN ALEX VA //DAPC-HSS-ASG//
BT

UNCLAS

SUBJ: ARMY AWARD PROGRAM

A= YCLR LTR, 10 MAY 77 FOR CWO KAUFMAN

I= RE PPSD RECM AT INCL 2 REF A1

A= PARA 1A= CNCR IN EMPHASIS ON PERF THAT EXCEEDS EXPECTATIONS= IN ADDITION, PRGV SHULD BE MADE FOR CONSISTENTLY OUTSTANDING PERF HAVING IMPACT AND BENEFIT OF ACHIEVEMENT THAT IS CUMULATIVE= INDIV ACTS OF ACHIEVEMENT MAY EXCEED EXPECTATIONS AND NOT MEET CRIT FOR AN AWD= COLLECTIVELY, HOWEVER, OVER A PD OF TIME, TOTAL IMPACT AND BENEFIT MAY BE SUP TO ESTB ELIG FOR AN AWD=

B. PARA 1B CNCR IN GUIDANCE TO DETM WHEN INDIV SHULD BE RECM FOR AWD= LEVEL OF RESP SHULD BE RETAINED TO DETM DEGREE CHALLENGE FOR GR OF INDIV BEING RECM. GUIDANCE SHULD BALANCE PERF AND RESP BUT REMAIN FLEXIBLE ENOUGH TO PERMIT CMD DECN BY APPR AUTH=

C= PARA 1C= NONCONCUR W/ELIM AWD FOR MERITORIOUS SVC. A SINGLE ACT PERFORMED IN A MANNER THAT EXCEEDS EXPECTATIONS AND RESULTS IN AN AWD WOULD TEND TO INCREASE THE NUMBER OF AWARDS TO INDIVIDUALS WHO ARE ALWAYS PARTICIPATING IN EXERCISES, INSTALLING VARIOUS PROJECTS, OR REACTING TO VARIOUS CONTINGENCIES. THIS WOULD TRULY PUT REC OF AN AWD ON BEING IN THE RIGHT PLACE AT THE RIGHT TIME= IT DOES NOT, HOWEVER, RECOG CONSISTENTLY OUTSTANDING PERF OF NORMAL GARRISON TYPE DUTIES BY THOSE WHOSE BEGINNING AND ENDING DATES OF THEIR ACHIEVEMENTS WOULD LOGICALLY BE UPON ARRIVAL AND DEPARTURE FROM THEIR UNITS= THIS LACK OF EQUAL RECOG WOULD ADVERSELY AFFECT EFFICIENCY AND MORALE OF THOSE WHO PERFORM REGULAR DUTIES IN A MANNER THAT EXCEEDS EXPECTATIONS.

D= PARA 1D= CONCUR SUBJECT TO PRECEDING CMT.

E. PARA 1E= NONCONCUR W/PROHIBITING SUPPL OF AR 672-5-1 EXCEPT BY DA STAFF AND MACOM= THIS CMD HAS FIVE SUBOR CMD W/AWD APPR AUTH WORLDWIDE. LOCAL SUPPL BY AWD APPR AUTH SHULD BE PERMITTED TO CONTROL SUSP AND ADMIN MATTERS UNIQUE TO THEIR

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RSPV AREAS-

F= PARA 1F= CONCUR=

2. PARA 2= CONCUR=

3. PARA 3= NONCONCUR W/STAT FORMAT= UPGRADE AND DOWNGRADE
COLM DISTORT TOTAL NUMBER OF AWARDS APPR FOR EACH CATEGORY AS
THEY SHOULD REFLECT WHAT AWD WAS ULTIMATELY APPR= QUERY IS MADE
AS TO FREQUENCY OF REPT AND WHETHER ADD COLM MAY BE NEEDED FOR
IDENT ACHIEVEMENT AND UPON RSG (SEE PARA 5 BELOW)=

4= PARA 4. CONCUR.

5. QUESTIONS FOR FUR STUDY:

A= CAN AN INDIV BE RECM FOR A MERITORIOUS ACHIEVEMENT AND
UPON RSG?

B= IF AN INDIV CANNOT BE RECM FOR A MERITGRIOUS ACHIEVEMENT
AND UPON RSG, DOES THIS IMPLY THAT FOL ALERT FOR RSG THE INDIV IS
NO LONGER CAPABLE OF MERITORIOUS ACHIEVEMENT OR ONLY THAT AN
AWARD CANNOT BE MADE?

BT

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RUMJHRA/1499

FACSIMILE TRANSMISSION MESSAGE SHEET				
COMMAND		NAME/OFF SYMBOL	TELEPHONE NUMBER	AUTHORIZED RELEASER'S SIGN
FROM HQ TRADOC. FT MONROE VA		C. LEUBANKS ATAAG	680-3106	<i>Virginia C. Heath</i>
TO DA MILPERCENT WASH DC		CWO KAUFMAN DAPC-MSS-REG	221-8853	DATE-TIME MONTH YEAR
CLASSIFICATION	NO PAGES	PRECEDENCE	REMARKS	
U	25	P	NF CWO KAUFMAN AT Ø7Ø95Ø OF TRANS. ACCOMPLISHED	
SPACE BELOW FOR COMMUNICATIONS CENTER USE ONLY				
X 306 OUT		# 138 IN-COMING		TS(2): Ø714ØØ JUN 77 TF(2): Ø71575 JUN 77 TT: 75 MINUTES

SIGNATURE OF RECIPIENT/DESIGNATED RECIPIENT: *July L Miller* RANK MAJ Gen

UPON RECEIPT OF THIS DOCUMENT, HAVE INDIVIDUAL SIGN FOR DOCUMENT AND ZEROX ONE COPY FOR USACC-PTC FILES. ORIGINAL TO BE GIVEN TO RECIPIENT.

ATAG-PN-PA (10 May 77) 1st Ind
SUBJECT: Army Awards Program

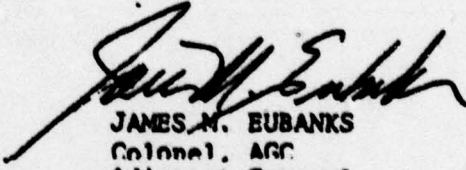
HQ TRADOC, Ft Monroe, VA 23651 6 JUN 1977

TO: HQDA (DAPC-MSS-ASG), 200 Stovall Street, Alexandria, VA 22332

1. This headquarters concurs with all recommendations with the exception of 1A and 1C. Applicable comments are provided at inclosure 3.
2. The views of subordinate field commands are provided at inclosure 4. The nonconcurrences have been extracted from the subordinate field command responses and have been consolidated under each recommendation.

FOR THE COMMANDER:

4 Incl
added 2 incl
as


JAMES N. EUBANKS
Colonel, AGC
Adjutant General

RECOMMENDATION 1A

Change AR 672-5-1 to establish emphasis on performance that exceeds expectations as primary criterion for achievement and eliminate level of responsibility as primary criterion for type of award.

DA Explanation: Current criteria state that level of responsibility and type of award recommended should be compatible. Level of responsibility criterion and grade have been permitted to become the basis for an award recommendation as well as the type of award recommended. Performance should be reinstated as the primary criterion for an award recommendation. It should be possible for any grade to receive any award, based on performance, impact, and benefit of achievement.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 22 Nonconcur 5.

TRADOC Position: Nonconcur. Level of responsibility and type of award recommended should be compatible. Inherent to higher levels of responsibility are more significant achievements/accomplishments/contributions. While performance can be utilized as the primary criterion, it must be weighed against the level of responsibility. However, it should be possible for any grade to receive any award based on circumstances.

RECOMMENDATION 1B

Change AR 672-5-1 to establish logical guidance for consideration of performance, impact, and type of award recommendation.

DA Explanation: An appendix to AR 672-5-1 will provide guidance regarding degrees of performance standards to assist in determining when an individual should be recommended for an award. Further guidance regarding impact and benefit of achievement will assist in determining, along with degree of performance, what type of award should be recommended.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 26 Nonconcur 1.

TRADOC Position: Concur, provided level of responsibility remains a primary consideration along with degree of performance.

RECOMMENDATION 1C

Change AR 672-5-1 to eliminate awards for meritorious service except for retirement, REFRAD (officer), ETS (enlisted) and posthumous awards.

incl. 3

DA Explanation: Current criteria for meritorious service/achievement are to recognize exceptional performance, clearly above peers; and that departure from a unit is not a basis for an award. Review of statistical data reveals a widespread degree of recognition for so-called "exceptional performance" and that, in calendar year 1976, 64 percent of active Army recommendations for award of the LOM, MSM and ARCOM were submitted in conjunction with reassignment. Except for retirement, REFRAD, ETS and posthumous awards, meritorious achievement would become the only basis for an award recommendation.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 17 Nonconcur 10.

TRADOC Position: Nonconcur. It is appropriate to recognize exceptional performance of duty upon reassignment provided the basis for the recognition is exceptional performance and not departure from the unit. A properly administered awards program in this area will be a positive morale factor, a source of pride to recipients, and will allow the commander to maintain his option of rewarding personnel for outstanding service. Review of statistical data for TRADOC will reflect a highly restrictive application of DA awards policy in this area. Because of this restrictive application, reassignment awards are highly valued and are not viewed as end-of-tour door prizes.

RECOMMENDATION 1D

Change AR 672-5-1 to use certificates of achievement, letters of commendation and appreciation when special recognition is deemed appropriate for PCS reassignments.

DA Explanation: Self explanatory.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 25 Nonconcur 2.

TRADOC Position: Concur. Certificates of achievement, letters of commendation, etc., should be used when awards are not considered appropriate upon reassignment. Nonconcur in the concept that these forms of recognition should totally replace meritorious service awards upon reassignment.

RECOMMENDATION 1E

Change AR 672-5-1 to prohibit supplementation of AR 672-5-1 except for publication of award processing procedures established by DA staff and major Army commands.

DA Explanation: Supplemental review revealed widespread inconsistencies regarding interpretation, application and implementation of AR 672-5-1.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 26 Nonconcur 1.

TRADOC Position: Concur

RECOMMENDATION 1F

Change AR 672-5-1 to correct the current disparity for approval authority for Army reserve components.

DA Explanation: Active Army approval authority is based on position; Reserve component approval is based on grade. This is recognized as an inequity and should be corrected.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 27 Nonconcur 0.

TRADOC Position: Concur.

RECOMMENDATION 2

Remove established preconditions for award of MSM and ARCOM under US Army Recruiting Command's Qualitative Incentive Procurement System (QIPS).

DA Explanation: The Army Recruiting Command's QIPS was designed to motivate the recruiting force and provide tangible recognition in the form of trophies, letters, badges, promotions, etc., for exceeding recruiting objectives. QIPS has also established preconditions for the automatic award of the ARCOM and MSM when obtaining predetermined QIPS points over a 12-month period; this is in violation of established criteria contained in AR 672-5-1.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 27 Nonconcur 0.

TRADOC Position: Concur.

RECOMMENDATION 3

MILPERCEN initiate action to change statistical format and submission requirements.

DA Explanation: The current statistics that are reported to DA are not useful as a management tool. New format (Incl 2-1) would be more useful and would provide a vehicle to help police the system.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 26 Nonconcur 1.

TRADOC Position: Concur. In addition to implementing a new format, there must be uniform procedures for reporting and collection of statistical data; as an example, the column headed Average Number Assigned on the new format should be supported by specific procedures for determining these entries. The applicability of award statistics for foreign, non-Army, reserve, and MOBDES personnel must be determined. Additionally, a PCS column should be part of the proposed format under the Basis for Recommendation section.

RECOMMENDATION 4

MILPERCEN initiate action for a comprehensive program to provide information regarding revision of philosophy and criteria.

DA Explanation: Study revealed a widespread lack of basic understanding of awards policies, philosophy, criteria and administration. Program would include but not be limited to notes for the annual Army Commander's Conference, coordination for possible information packets for certain TRADOC service schools and release of news articles in several publications.

Concurrence/nonconcurrence by TRADOC Field Commands/Activities:
Concur 26 Nonconcur 1.

TRADOC Position: Concur.

RECOMMENDATION 1A

Change AR 672-3-1 to establish emphasis on performance that exceeds expectations as primary criterion for achievement and eliminate level of responsibility as primary criterion for type of award.

DA Explanation: Current criteria state that level of responsibility and type of award recommended should be compatible. Level of responsibility criterion and grade have been permitted to become the basis for an award recommendation as well as the type of award recommended. Performance should be reinstated as the primary criterion for an award recommendation. It should be possible for any grade to receive any award, based on performance, impact, and benefit of achievement.

Nonconcurrences by Subordinate Field Commands:

Training Center & Ft Jackson.

Nonconcur. Level of responsibility should remain the criteria for achievement awards. It is not expected that outstanding performance at company or battalion level can compare to outstanding performance at division or corps level. With increased responsibility and achievement should go the higher recognition.

Armor Center & Ft Knox.

Nonconcur. Level of responsibility should continue to be criteria for determining type of award. Doing an outstanding job of commanding a squad or platoon will never equate to doing an outstanding job of commanding a battalion, brigade or division. Equal recognition without regard for magnitude/responsibility is unrealistic.

QM Center & Ft Lee.

Nonconcur. Current criteria for award of the LOM, MSM, and ARCOM is considered adequate if strictly applied by the approving authority. Consideration of individual's grade and level of responsibility in determining the type of award approved does not necessarily prohibit an individual in a particular grade from receiving a particular award. While it should be realized that key individuals, i.e., senior officers/NCO, are serving in positions which have the greatest impact of significance, it is still possible for personnel in lower grades with less responsibility to receive a particular award provided that the individual's contribution can be considered significant based on performance, impact and benefit of achievement. Recommend that regulation be revised to reflect that personnel in lower grades with less responsibility should not be considered for a particular award strictly because of grade/responsibilities.

Incl. 4

Field Artillery Center & Ft Sill.

Nonconcur. It is difficult to conceive a situation where a private's performance would impact on and benefit the service to the same extent that an O6's performance would. The outstanding performance of a private is not relative to the outstanding performance of an O6 when impact, benefit to the service, and scope of activities are considered. Therefore, the merits of an individual's performance should be considered relative only with regard to the level at which he/she operates.

Institute for Military Assistance, Ft Bragg.

Nonconcur. Awards should be based on a combination of level of responsibility and achievement.

RECOMMENDATION 1B

Change AR 672-5-1 to establish logical guidance for consideration of performance, impact, and type of award recommendation.

DA Explanation: An appendix to AR 672-5-1 will provide guidance regarding degrees of performance standards to assist in determining when an individual should be recommended for an award. Further guidance regarding impact and benefit of achievement will assist in determining, along with degree of performance, what type of award should be recommended.

Nonconcurrences by Subordinate Field Commands:

Third ROTC, Ft Riley.

Nonconcur. Proposed recommendation 2A(2) will be difficult to develop standards of performance that are applicable to all positions/jobs on a worldwide basis. While it may be feasible to develop standards based on subject areas of a quantifiable nature, i.e., unit AWOL rate, SIDPERS processing rate, readiness posture, maintenance/deadline rate, it will be extremely difficult to develop criteria that will enable a valid comparison of ROTC instructors versus service school instructors, versus local NCO academy instructors. Measurement of the degree of performance will remain a subjective judgment of the recommender.

RECOMMENDATION 1C

Change AR 672-5-1 to Eliminate awards for meritorious service except for retirement, REFRAD (officer), ETS (enlisted) and posthumous awards.

DA Explanation: Current criteria for meritorious service/achievement are to recognize exceptional performance, clearly above peers; and that departure from a unit is not a basis for an award. Review of statistical data reveals a widespread degree of recognition for so-called "exceptional performance" and that, in calendar year 1976, 64 percent of active Army recommendations for award of the LOM, MSM, and ARCOM were submitted in conjunction with reassignment. Except for retirement, REFRAD, ETS and posthumous awards, meritorious achievement would become the only basis for an award recommendation.

Nonconcurrences by Subordinate Field Commands:

Engineer Center & Ft Belvoir.

Nonconcur. Current restrictions imposed by TRADOC Suppl 1 to AR 672-5-1 (counters) is restrictive enough.

Infantry Center & Ft Benning.

Nonconcur. The Army awards program should continue the current criteria for meritorious service/achievement awards. There must be a basis for recommendation of award to recognize exceptional performance for an extended period of service in conjunction with reassignment.

Carlisle Barracks.

Nonconcur. When evaluating data contained in the explanation, consideration should be given to the fact that commanders have traditionally recognized the achievements of members of their command in conjunction with the departure of the individual. It is felt that in an attempt to eliminate service awards will have a result similar to the attempt to lower OER scores, i.e., a rash of achievement awards will replace service awards. Recognizing achievements during the tenure of an individual can result in the commander being placed in a precarious position. If a commander recommends an individual for an award, and that individual later fails in the performance of his/her duty, it is difficult for the commander to take an adverse action. This factor, in all probability, has influenced many commanders in recognizing individual achievement at the end of the duty tour.

Signal Center & Ft Gordon.

Nonconcur. Individuals receiving awards at this time are, in an indirect manner, being given the award for their entire period of service, not for particularly exceptional performance in any given assignment. While PCS is not in itself a reason for presenting an award, it is the time when the accomplishments of an individual are normally reviewed and is a logical time to recommend an award. Awards should not be given indiscriminately at PCS but the option should be available to the commander to submit a recommendation.

Training Center & Ft Jackson.

Nonconcur. Meritorious service awards should be awarded for extended periods of meritorious service. PCS is the traditionally appropriate time to honor an individual for his/her performance. However, the standards of performance for service awards should be written so as to require an exceptionally high level of performance.

Armor Center & Ft Knox.

Nonconcur. Properly administered meritorious service/achievement awards are a significant morale factor and source of pride to recipients. In a peacetime environment, they are the only source of decorations traditional on an outstanding soldier's uniform. 64 percent have been associated with reassignment because this is a logical time for assessment of total performance. Awards for exceptional performance of demanding duties over a sustained period of time should be continued as a means of providing soldiers with material recognition of their efforts. Why should one SM get an award for doing an outstanding job upon ETS, while another SM does the same job and gets nothing when he PCS.

QM Center & Ft Lee.

Nonconcur with recommendation to eliminate awards for meritorious service except for retirement/REFRAD/ETS. This action would, in effect, leave the term "Meritorious achievement" open to interpretation in its use in approval of awards for personnel who are not separating from service considering that the justification of the recommendation for the award would have a tremendous impact on the final action taken. As a result, it could be possible for one individual to have a succession of awards at a particular duty station; another individual, whose overall outstanding performance resulted from many lesser contributions, none of which alone warranted an award, would not be eligible for recognition. However, it seems an individual's outstanding performance over a period of time could be considered meritorious achievement in the respect that operations were improved which resulted in greater efficiency.

MP School/Training Center & Ft McClellan.

Nonconcur. In order to provide incentive suggest awards for service at PCS not be eliminated entirely but that they be awarded under very strict controlled provisions in order that recommendations will be treated equally by all approving authorities. The complete abolishment of service awards will greatly decrease a commander's tool to reward personnel for outstanding service.

Field Artillery Center & Ft Sill.

Nonconcur. Consideration of meritorious service over an extended period should be desired since it enables the recommender to observe the total individual. An individual's PCS is the most appropriate time to recognize cumulative superior performance and, in effect, would deter an envisioned increase of award recommendations if an award were given after each meritorious achievement. Departure from a unit, however, should not be a baseline requirement and should not be emphasized as such.

Third ROTC, Ft Riley.

Nonconcur. Proposed recommendation does not provide adequate recognition for individuals who may have maintained a high degree of performance over a sustained period of time. This organization, because of the high priority placed on ROTC duties, receives a greater distribution of "quality" officers and noncommissioned officers. The majority of these individuals perform their duties in a distinguished and outstanding manner. Appropriate recognition for these individuals using the criteria as proposed in recommendations 2A(3) is inadequate. Use of the words meritorious achievement rather than meritorious service will not change the attitudes of current commanders/supervisors in wanting to appropriately recognize the accomplishments of their subordinates.

RECOMMENDATION 1D

Change AR 672-5-1 to use certificates of achievement, letters of commendation and appreciation when special recognition is deemed appropriate for PCS reassignments.

DA Explanation: Self explanatory.

Nonconcurrences by Subordinate Field Commands:

Field Artillery Center & Ft Sill.

Nonconcur. These awards should be retained for PCS presentation as essential alternatives to the meritorious awards, however, they should not be emphasized as the only PCS award available. If emphasized as the only ones available, a certificate or letter might possibly be the only recognition given for an entire tour replete with meritorious achievements because of the inherent difficulties in justifying a single superior achievement during the tour.

Third ROTC, Ft Riley.

Nonconcur. Proposed recommendation does not provide adequate recognition for individuals who may have maintained a high degree of performance over a sustained period of time. This organization, because of the high priority placed on ROTC duties, receives a greater distribution of "quality" officers and non-commissioned officers. The majority of these individuals perform their duties in a distinguished and outstanding manner. Appropriate recognition for these individuals using the criteria as proposed in recommendations 2A(3) and (4) is inadequate. Use of the words meritorious achievement rather than meritorious service will not change the attitudes of current commanders/supervisors in wanting to appropriately recognize the accomplishments of their subordinates.

RECOMMENDATION 1E

Change AR 672-5-1 to prohibit supplementation of AR 672-5-1 except for publication of award processing procedures established by DA staff and major Army commands.

DA Explanation: Supplemental review revealed widespread inconsistencies regarding interpretation, application and implementation of AR 672-5-1.

Nonconcurrences by Subordinate Field Commands:

Training Center & Ft Dix.

Nonconcur. Concept is acceptable but authority to publish supplements establish purely mechanical procedures for processing awards should be delegated to the approval level for a particular award.

RECOMMENDATION IF

Change AR 672-5-1 to correct the current disparity for approval authority for Army reserve components.

DA Explanation: Active Army approval authority is based on position; reserve component approval is based on grade. This is recognized as an inequity and should be corrected.

Nonconcurrences by Subordinate Field Commands: None

RECOMMENDATION 2

Remove established preconditions for award of MSM and ARCOM under US Army Recruiting Command's Qualitative Incentive Procurement System (QIPS).

DA Explanation: The US Army Recruiting Command's QIPS was designed to motivate the recruiting force and provide tangible recognition in the form of trophies, letters, badges, promotions, etc., for exceeding recruiting objectives. QIPS has also established preconditions for the automatic award of the ARCOM and MSM when obtaining predetermined QIPS points over a 12-month period; this is in violation of established criteria contained in AR 672-5-1.

Nonconcurrences by Subordinate Field Commands: None

RECOMMENDATION 3

MILPERCEN initiate action to change statistical format and submission requirements.

DA Explanation: The current statistics that are reported to DA are not useful as a management tool. New format (Incl 2-1) would be more useful and would provide a vehicle to help police the system.

Nonconcurrences by Subordinate Field Commands:

Field Artillery Center & Ft Sill.

Nonconcur. Because PCS column is removed.

RECOMMENDATION 4

MILPERCEN initiate action for a comprehensive program to provide information regarding revision of philosophy and criteria.

DA Explanation: Study revealed a widespread lack of basic understanding of awards policies, philosophy, criteria and administration. Program would include but not be limited to notes for the annual Army Commander's Conference, coordination for possible information packets for certain TRADOC service schools and release of news articles in several publications.

Nonconcurrences by Subordinate Field Commands:

Field Artillery Center & Ft Sill.

Nonconcur as written. A comprehensive program to provide information regarding award philosophy and criteria should be initiated on the present awards program.

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UNCLAS

SUBJ: ARMY AWARDS PROGRAM

A. MILPERCEN LTR DAPC-MSS-ASG, 10 MAY 77, SAB (U)

1. THE FOLLOWING COMMENTS ARE KEYED TO THE PROPOSED RECOMMEN-
DATIONS CONCERNING THE ARMY AWARDS PROGRAM:

RECOMMENDATION 1A: CONCUR WITH COMMENT. ALTHOUGH "LEVEL OF
RESPONSIBILITY" SHOULD BE ELIMINATED AS THE SOLE BASIS FOR
ANY AWARD, IT SHOULD CONTINUE TO BE A CONSIDERATION SINCE IT
MAY BE A VALID BASIS AGAINST WHICH PERFORMANCE CAN BE MEASURED.

RECOMMENDATION 1B: CONCUR WITH COMMENT. IT IS SUGGESTED THAT
THE GUIDANCE BE SPELLED OUT TO PROVIDE, IN ADDITION TO THE
DEGREE OF PERFORMANCE STANDARDS, THE MINIMUM PERIODS OF SUS-
TAINED PERFORMANCE FOR VARIOUS AWARDS IN ORDER TO INSURE SOME
CONSISTENCY IN THE PROGRAM.

RECOMMENDATION 1C: NONCONCUR. THERE ARE MANY TIMES WHEN THE
NATURE OF THE JOB IS NOT OF THE MAGNITUDE TO WARRANT AN AWARD
FOR AN INDIVIDUAL ACTION. HOWEVER, EXCEPTIONAL PERFORMANCE

THE COLLECTIVE ACTIONS WOULD JUSTIFY RECOGNITION VIA AN
AWARD FOR SERVICE. MERITORIOUS SERVICE AWARDS ARE PRIME
INCENTIVES FOR SUSTAINED EXCEPTIONAL PERFORMANCE IN DIFFICULT
AND DEMANDING JOBS. BLANKET ELIMINATION OF MERITORIOUS
SERVICE AWARDS WILL TAKE AWAY AN EFFECTIVE TOOL THAT THE
COMMANDER HAS FOR RECOGNIZING DESERVING INDIVIDUALS. THE
INCENTIVE TO EXCEL ALONG WITH PRIDE IN MERITORIOUS SERVICE
ARE NECESSARY AND VALUABLE MOTIVATIONAL FACTORS THROUGHOUT
THE MIL SVC. CPT AND BELOW SHOULD BE THE RECIPIENTS.

RECOMMENDATION 1D: CONCUR WITH COMMENT. CERTIFICATES AND
LETTERS OF APPRECIATION ARE APPROPRIATE WHEN THE PERFORMANCE
IS GOOD, BUT LESS THAN EXCEPTIONAL. THEY SHOULD NOT BE USED
IN PLACE OF MERITORIOUS SERVICE AWARDS THAT RECOGNIZE EXCEPTIONAL
PERFORMANCE.

RECOMMENDATION 1E: CONCUR.

RECOMMENDATION 1F: CONCUR.

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***** PAGE 01
* UNCLASSIFIED * 041440Z JUN 77
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RECOMMENDATION 2: CONCUR.
RECOMMENDATION 3: CONCUR.
RECOMMENDATION 4: CONCUR.

2. A STANDARDIZED AND ENFORCEABLE AWARDS PROGRAM THAT WILL RESTORE THE PRESTIGE OF AN AWARD AND INSURE THAT ONLY THE MOST DESERVING PERSONNEL ARE RECOGNIZED IS MOST WELCOME.

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UNCLAS
ARMY AWARDS PROGRAM
A. LTR, DAMILPERCEN 10 MAY 77 (U)
CONCUR WITH RECOMMENDATIONS EXCEPT FOR PARA 1C PROPOSING
TERMINATION OF MERITORIOUS SERVICE AWARDS IN PEACETIME ENVIRONMENT
EXCEPT FOR REFRAD, ETS AND POSTHUMOUS AWARDS. RECOMMEND
EMPHASIS ON RECOGNIZING LOWER GRADE PERSONNEL WITH CORRESPONDING
RESTRICTION ON AWARDS FOR SENIOR GRADE PERSONNEL UNLESS INDIVIDUAL
RECOMMENDED HAS MADE SIGNIFICANT CONTRIBUTION ENHANCING MISSION
ACCOMPLISHMENT.

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PAGE 01
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ISAG-PA (10 May 77) 1st Ind
SUBJECT: Army Awards Program

DA, HQ, US Army Health Services Command, Fort Sam Houston, TX 78234

8 JUN 77

TO: HQDA (DAPC-MSS-ASG/CWO Kaufman), Alexandria, Virginia 22332

1. Basic communication has been reviewed and careful consideration given to recommendations for changes to current procedures for granting awards.
2. This command concurs with all recommendations except paragraph 5 of Conclusions and paragraph 1C of Recommendations. While the basic criterion for meritorious service is to recognize exceptional performance, clearly above peers, there are personnel other than those who are retiring, REFRAD, etc., who perform daily in a manner far beyond the requirements of a satisfactory performance. These individuals are motivated for many reasons toward excelling in their positions and, for this, recognition beyond a Certificate of Achievement is definitely justified and appropriate.
3. Reference is made to paragraph 1D of the inclosed recommendations. Service awards upon PCS serve as an incentive for assigned personnel and proper acknowledgement for a job well done. If certificates of achievement are to be used in lieu of service awards, Department of the Army must clearly elevate this mode of recognition to a level commensurate with that given service awards today. Further it must be clear that such certificates are meaningful and given significant consideration before promotion boards and other critical personnel actions. They will otherwise become merely "standard letters of departure."
4. Under the proposed recommendations, during the course of a career in a peacetime Army, a soldier who excels would not be visibly differentiated from a soldier who performs adequately until time of retirement. Outstanding performance by an individual must be readily apparent to that individual and his peers. Awarding medals is an effective system for providing visible recognition of those soldiers whose performance sets them in a class above their peers, thereby increasing troop morale. Letters of Appreciation/Commendation and Certificates of Achievement do not effectively accomplish this goal.

FOR THE COMMANDER:

2 Incl
BC



THEODORA H. NAGEL
Colonel, AGC
Adjutant General

IAPER-MW (10 May 77) 1st Ind
SUBJECT: Army Awards Program

Headquarters, United States Army Intelligence and Security Command, Arlington
Hall Station, Arlington, Virginia 22212

JUN 1977

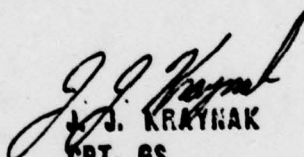
TO: HQDA(DAPC-MSS-ASG), Hoffman Building II, 200 Stovall Street, Alexandria,
Virginia 22332

1. In accordance with paragraph 4, basic correspondence, subordinate commanders and staff element heads, this Headquarters, provided comments regarding the recommendations you propose to make to the Vice Chief of Staff, Army.

2. The consensus was one of concurrence with all recommendations except paragraph 1C. Meritorious service awards should not be limited to retirement, REFRAD, ETS or posthumous awards. In many instances individuals may serve an entire assignment in a manner far superior to their peers or the norm, but did not work on special projects or perform a singularly outstanding feat which meets the criteria for "meritorious achievement" recognition. To deny a soldier in this circumstance of the opportunity to receive recognition equal to those meeting meritorious achievement criteria would be an injustice. However, this Command fully supports the effort to effectively tighten awards procedures through the development of more specific criteria for each decoration.

FOR THE COMMANDER:

2 Incl
nc


J. J. KRAYNAK
CPT, GS
Asst AG

ANPE-MP (10 May 77) 1st Ind
SUBJECT: Army Awards Program


Headquarters, US Army Military District of Washington, Fort Lesley J. McNair,
Washington, DC 20319 01 JUN 1977

TO: HQDA (DAPC-MSS-ASG), 200 Stovall Street, Alexandria, Virginia 22332

- * 1. This headquarters does ~~not~~ concur with the recommendations to all but ^{the} eliminate awards for meritorious service. With the Army's objective of continually upgrading the quality of today's career force, it would appear inconsistent to eliminate another program which is designed to reward highly competent and dedicated professional soldiers. With the elimination of superior and shortage specialty proficiency pay, and other service benefits, this revision would only add this key program to the ever increasing list of lost benefits.
2. Local commanders have few tangible incentives remaining to recognize personnel who have been performing their duties in a "praiseworthy" manner for their entire tour. Since an award is a visible incentive worn on the uniform, both the wearer and his co-workers are positively reinforced that continuous hard work will be recognized and rewarded.
3. Awards are posted on the DA Form 2-1 and the Officer Record Brief (ORB); these forms are used by promotion boards and assignment managers in determining an individual's career progression and potential. Currently, letters of appreciation/commendation receive no promotion points, nor do they get posted to the ORB/DA Form 2-1 for quick reference. If some official weight is to be given to these letters and DA is currently experiencing management problems controlling current awards approving authorities, the task of exercising any control over the system of giving letters of commendation/appreciation would appear insurmountable.
4. Indeed, the return the Army realizes from rewarding personnel with a tangible medal for doing a praiseworthy job far outweighs any inequities or inconsistencies that may exist in the current system of meritorious service awards.

FOR THE COMMANDER:

2 Incl
nc


JOEL H. BELL
Colonel, GS
Adjutant General

* Changes, above, made per
Cpt Moorehead, MDW and 2
CW3 Kaufman, MILPERCEN, 6 June 1977.

DRCPT-MT (10 May 77) 1st Ind
SUBJECT: Army Awards Program

Headquarters, US Army Materiel Development and Readiness Command,
5001 Eisenhower Avenue, Alexandria, VA 22333

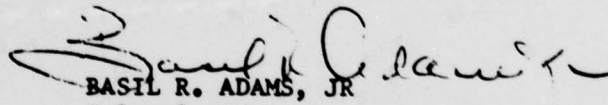
8 JUN 1977

TO: DA, MILPERCEN ATTN: DAPC-MSS-ASG (CWO Kaufman) 200 Stovall Street,
Alexandria, VA 22332

1. Concur with the proposed changes to AR 672-5-1 with the exception of 1c (Eliminate awards for meritorious service except for Retirement, REFRAD, ETS and Posthumous awards).
2. Awards for meritorious service should not be eliminated solely on the basis of statistical data contained in basic correspondence. This presupposes that military members do not perform meritorious service in peacetime or are worthy of recognition. Many officers and enlisted personnel never have an opportunity to perform a single task which would possibly make them eligible for an achievement award. However, their performance, taken as a whole for a typical assignment tour, could be considered equivalent to the performance of other individuals who excelled at a particular task. These comments would impact on paragraph 1d (use of Certificates of Achievement, Letters of Commendation and Appreciation when special recognition is deemed appropriate for PCS reassignment).

FOR THE COMMANDER:

2 Incl
nc


BASIL R. ADAMS, JR
Colonel, GS
Chief, Military Personnel Division



DEPARTMENT OF THE ARMY
HEADQUARTERS
MILITARY TRAFFIC MANAGEMENT COMMAND
WASHINGTON, D.C. 20315

REPLY TO
ATTENTION OF:

MT-PEM

3 June 1977

SUBJECT: Army Awards Program

HQDA (DAPC-MSS-ASG/CWO Kaufman)
Alexandria, VA 22332


1. As requested by DA letter, DAPC-MSS-ASG, 10 May 1977, subject as above, the conclusions and proposed recommendations of the Army Awards Program Study Group have been reviewed.
2. The study group's conclusions and recommendations are concurred in with the exception of eliminating awards for meritorious service except for retirement, REFRAD, ETS and posthumous awards. It is agreed that awards for meritorious service upon reassignment should not be viewed as a "Door Prize," and that there is a tendency to view them as such. The "Fix," however, should not be to eliminate meritorious service awards on reassignment, but rather to strengthen the existing criteria and require compliance with it on the part of awards approving authorities. This view is shared by MTMC subordinate commands.
3. Meritorious service is, by definition, "praiseworthy service over a period of time." The study indicates that 64% of meritorious service awards are given in conjunction with reassignment. This is a reasonable statistic since PCS marks a logical end date to a period of time, and reassignments greatly outnumber retirements, REFRAD, ETS, and posthumous actions. It would appear that the study group's intent is to eliminate 64% of the awards, thereby eliminating the problem. The real problem which must be addressed is not under what circumstances an individual is leaving an organization, but rather what constitutes the "praiseworthy service" part of the definition of meritorious service. By following the rationale of the study group, it is valid to ask what makes meritorious service over a period of time ending in retirement, REFRAD, ETS, or death different than meritorious service ending in reassignment.

MT-PEM

SUBJECT: Army Awards Program

4. It is recommended that consideration be given to establishment of a retirement award for honorable service over an individual's entire military career. Presently, when an individual is retiring, any award he may receive is given as a meritorious service award with specific justification geared to the period of his terminal assignment. More often than not, the intent is to recognize his retirement after a career of honorable service rather than the terminal assignment period. Recognizing this fact, it would appear reasonable to establish a retirement award, with justification of such a general nature that the organization of terminal assignment could readily initiate it. Such an award would not only serve to adequately recognize honorable retirement, but help maintain the integrity of the present meritorious service awards and the purpose they are meant to serve.

FOR THE COMMANDER:


ROY ANDREWS
Chief, Mil Pers Div



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

AFAC-PDA

6 JUN 1977

SUBJECT: Army Awards Program

Commander
US Army Military Personnel Center
ATTN: DAPC-MSS-ASG
200 Stovall Street
Alexandria, VA 22332

1. Reference is made to letter, DAPC-MSS-ASG, 10 May 1977, subject as above.

2. The following comments are provided in response to above reference:

a. Recommendation 1a - Concur with establishment of performance as primary criterion as long as there are more stringent criteria for senior grade (O6, W4, SGM) than for junior grade personnel.

b. Recommendation 1b - Concur in establishment of logical guidance for consideration of performance, impact, and type of award recommendation. This guidance should take into account unit to unit differences and provide guidance directed at the WEAR and ARNG for their consideration.

c. Recommendation 1c - Nonconcur in elimination of awards for meritorious service except for retirement, REFRAD, ETS and posthumous awards.

(1) It is important to retain peacetime meritorious service awards as a means to recognize individuals who regularly perform their duties in an outstanding manner but never complete a major accomplishment of such magnitude to justify a meritorious achievement award. It is more appropriate to provide definite criteria for service awards which would limit awards to senior officer and enlisted personnel and establish liberal guidelines for junior grade personnel.

(2) The added emphasis on achievement awards might result in personnel receiving more than one award during a period of service at an installation.

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In WO Kautner @ P698099

AFAG-FDA

6 JUN 1977

SUBJECT: Army Awards Program

(3) Awards provide an incentive for outstanding performance and serve as a positive influence on unit morale. The proposed policy change would eliminate recognition to personnel whose day-to-day performance is clearly outstanding.

(4) The percentage of PCS awards does not necessarily reflect abuse of service awards in that the number of eligible personnel has not been considered. However, it does indicate wide support for such awards and the necessity for continuing them.

d. Recommendation 1d - Concur with the use of certificates of achievement and letters of commendation and appreciation when an individual's performance of duty justifies such recognition, but they are not a viable substitute for the award of a decoration when recognizing exceptional performance.

e. Recommendation 1e - Concur that supplements to AR 672-5-1 should provide only administrative guidelines for processing award recommendations.

f. Recommendation 1f - Concur with proposal to correct current disparity for approval authority for Army Reserve Components. This would contribute to the Total Army concept.

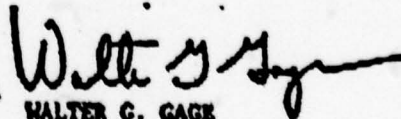
g. Recommendation 2 - Concur with proposal to revise US Army Recruiting Command's Qualitative Incentive Procurement System (QUIPS).

h. Recommendation 3 - Concur with revised format and recommend that the number of eligible personnel be included if service awards are continued.

i. Recommendation 4 - Concur that MILPERCEN initiate action for a comprehensive program to provide information regarding revision of awards philosophy and criteria.

3. The above comments include the views of this headquarters, as well as those of our subordinate commands.

FOR THE COMMANDER:



WALTER G. GAGE
Colonel, AGC
Adjutant General

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FM CDRUSAEIGHT SECUL KOREA //AJ-PPP-SV//
TO CDR USAMILPERCEN ALEX VA //DAPC-MSS-ASG// -4
BT

UNCLAS

SUBJ: ARMY AWARDS PROGRAM

A. YOUR LTR 10 MAY 77, SAB.

1. CONCUR WITH YOUR RECOMMENDATION, INC 2 TO REF, EXCEPT AS FOLLOWS:

A. LEVEL OF RESPONSIBILITY HAS BEEN THE MOST IMPORTANT CRITERION AVAILABLE IN DETERMINING TYPE OF AWARD. IT IS OFTEN THE ONLY CRITERION. GRADE IS SELDOM THE SOLE BASIS USED TO DETERMINE AWARD LEVELS. IT IS SIMPLY THE MANIFESTATION OF RESPONSIBILITY IN VARYING DEGREES. ELIMINATING LEVEL OF RESPONSIBILITY AS A CRITERION WOULD LEAVE APPROVAL AUTHORITIES WITH REAL PROBLEMS, E.G., WOULD FIRE TEAM LEADERS, OTHERWISE QUALIFIED, BE ELIGIBLE FOR AWARD OF THE LM OR () APPROVAL AUTHORITIES WOULD HAVE DIFFICULTY BEING UNIFORM AND EQUITABLE IN THEIR RESPECTIVE EVALUATIONS. PERFORMANCE, IMPACT AND BENEFIT OF ACHIEVEMENT ARE TOO SUBJECTIVE TO SUPPLANT LEVEL OF RESPONSIBILITY AS THE DETERMINING FACTOR IN TYPE OF AWARD DECISIONS.

B. AWARDS FOR MERITORIOUS SVC SHOULD NOT BE ELIMINATED. THE ADOPTION OF REASONABLE PERFORMANCE STANDARDS AND LOGICAL GUIDANCE FOR AWARDS SHOULD PRECLUDE ABUSES CITED. SINCE REASSIGNMENTS OCCUR MORE FREQUENTLY THAN SEPARATIONS OR DEATHS, IT IS LOGICAL TO EXPECT A HIGHER PROPORTION OF RECOMMENDATION-AT THAT TIME FOR PERS WHO HAVE PERFORMED WELL BEYOND REQUIREMENTS BUT FOR WHOM AN AWARD COULD NOT BE JUSTIFIED FOR A SINGLE ACHIEVEMENT. SM CAN AND DO SERVE WITH DISTINCTION DURING PEACE TIME AND SHOULD BE RECOGNIZED FOR THE PERFORMANCE.

2. IN ADDITIONAL TO RECOMMENDED EDUCATION EFFORTS, MILPERCEN COULD DEVELOP A SHORT PHILOSOPHY STATEMENT THAT COULD BE PROVIDED TO ALL COMMANDERS OR AGENCY CHIEFS AS WELL AS TO PERS MANAGERS AND BOARD MEMBERS. IT SHOULD CLEARLY STATE THE INTENT OF THE ARMY AWARDS PROGRAM.

BT
#1144

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PAGE 01
070501Z JUN 77
RUGAAA/1144

NGB-ARZ-A (undated) 1st Ind
SUBJECT: Army Awards Program

HQ, Departments of the Army and the Air Force, National Guard Bureau,
Washington, D.C. 20310

8 JUN 1957

TO: Commander, U.S. Army Military Personnel Center, ATTN: DAPC-MSS-ASG,
200 Stovall Street, Alexandria, VA 22332

Concur.

FOR THE CHIEF, NATIONAL GUARD BUREAU:

Thomas A. Hill

THOMAS A. HILL
Asst for Mil and Civ Affairs
Army National Guard

DAAR-PE (Undated) 1st Ind
SUBJECT: Army Awards Program

8 JUN 1977

HQDA, DAAR-PE, Washington, DC 20310

TO: HQDA, ATTN: DAPC-MSS-ASG, Alexandria, VA 22332

1. Concur, with one suggestion regarding Recommendation E: Limited supplementation authority must be permitted the Reserve Components to provide guidance on RC unique areas. These include employer support, community support, localized awards, etc.

2. It should be noted that the Term REFRAD (Para 1c, Recommendations) also applies to enlisted personnel released from active duty prior to completion of their 6 year statutory military obligation.

FOR THE CHIEF, ARMY RESERVE: .

2 Incls
nc

W. C. Glisson, Col. GS
WILLIAM C. GLISSON
Colonel, GS
Executive Officer
for

DAMO-ZXA (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

Headquarters, (DAMO), Pentagon, Washington, DC 20310

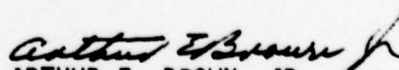
TO: Commander, MILPERCEN (DAPC-MSS-ASG), 200 Stovall Street,
Alexandria, VA 22332

1. Concur with the recommendations contained in the report, except 19a(1) and (2).
2. Nonconcur in part with establishing performance that exceeds expectations, vice responsibility, as the primary criteria for an achievement award. A balance must be established between achievement and level of responsibility in determining the type of award. Neither element can be disregarded in this determination. Consideration of responsibility is elementary to any recognition for exceptional service or achievement. Exceptional achievement in duty of ultimate responsibility, for example, cannot be proportionately comparable to exceptional achievement in a duty of limited responsibility. Consideration of the risk and long range effects of exceptional achievement in the position of great responsibility reinforces the existing concept that there is a variation in degree of achievement which must be rewarded accordingly.

Nonconcur w/ para 19a(2).

3. Awards for extended outstanding performance constitute a viable, effective motivational factor that the Army cannot afford to lose, particularly in these days of decreasing benefits of service in various other areas of military life. While it is recognized that there may be a need to revitalize the awards program, this should more properly be attempted through detailed, emphatic statement of standards and policy, not by decreasing the types and numbers of awards (incentives) authorized. Meritorious service awards should be awarded promptly upon completion of a period of outstanding execution of duty. Such awards enable the commander to demonstrate that meritorious service is recognized and rewarded at the time it is performed.

FOR THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS:


ARTHUR E. BROWN, JR.
Colonel, GS
Executive

DAAG-SPM (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

HQDA (DAAG-SPM), Washington, DC 20314 18 JUL 1977

TO: Commander, US Army Military Personnel Center, ATTN: DAPC-MSS-ASG,
200 Stovall Street, Alexandria, VA 22332

Concur in the conclusion and recommendations contained in your study.

FOR THE ADJUTANT GENERAL:

wd all incl

Edward J. Murphy Jr.

EDWARD J. MURPHY, JR.
LTC, GS
Director, Personnel and Administration

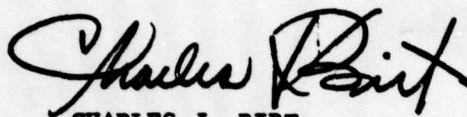
DAIG-SM (12 July 77) 1st Ind
SUBJECT: Army Awards Program

DA, OTIG, WASH DC 20310 27 JUL 1977

TO: Commander, US Army Military Personnel Center, ATTN: DAPC-MSS-ASG,
200 Stovall Street, Alexandria, VA 22332

Noted.

FOR THE INSPECTOR GENERAL:



CHARLES J. BIRT
Colonel, IG
Acting Chief,
System Management Division

wd 2 Incl

29 JUL 1977



DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY PERSONNEL CENTER
200 STOVALL STREET
ALEXANDRIA, VIRGINIA 22332

REPLY TO
ATTENTION OF:

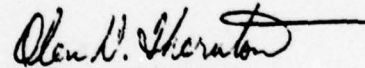
DAPC-OPP-P

29 July 1977

MEMORANDUM FOR RECORD

SUBJECT: Clarification of Response to Army Awards Study by DAIG

1. On this date I called LTC Smith, DAIG-SM, and Major Varnado, who were our contacts at the DAIG office regarding the Army Award Study. I questioned the meaning of the response which simply stated "Noted."
2. According to LTC Smith and Major Varnado, the response means that the DAIG has no objection to the recommendations. The response does not mean nonconcurrence. Response was worded that way because of a parallel study directed by the DAIG to determine compliance/deviations of the A&D regulations among DA staff agencies. Major Varnado is the action officer. He states that his action is taking the same direction as the recommendations in our awards study, and if his findings support our study findings, the DAIG will concur with our study recommendations.


OLEN D. THORNTON
LTC, GS
Chief, ASG



DAJA-AL 1977/5164 (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

12 AUG 1977

DA, OTJAG, Washington, D.C. 20310

TO: Commander, United States Army Military Personnel
Center, ATTN: DAPC-MSS-ASG, 200 Stovall Street,
Alexandria, Virginia 22332

1. This office has reviewed the Proposed Revision of Army Awards Policies Final Report (Report) (Incl 1) and, except as indicated below and on Inclosure 3, perceives no legal objection to it.

2. The following comments apply to Incl 26, Recommendations. No specific comments are addressed to paragraph 19, Recommendations, on page 13, as they appear to be generalizations of the specific recommendations in Inclosure 26.

a. Reference page 1, paragraph 1d. While the deletion of the definition of "key individual" is not legally objectionable, it is noted that there remains a reference to "key individual" in paragraph 2-11a(1), AR 672-5-1.

b. Reference page 2, paragraph 1e. The proposed new definition of "meritorious achievement" has several defects:

(1) It is redundant. A "singular act" and "unparalleled accomplishment" mean much the same. "Singular" means "[d]istinguished; excelling others; exceptional; ...[u]nusual; strange; ...odd; whimsical ... [u]nique; unparalleled [emphasis added]." Perhaps what is really intended is "single."

(2) An act does not depict an accomplishment. to depict means to portray or describe.

(3) "Unparalleled" is too restrictive a word to use in defining "meritorious achievement," as it means "having no parallel, or equal; unmatched; peerless; nonpareil."

a. It is unlikely that any military act in the last hundred years has been without parallel or equal. Even the most heroic or outstanding accomplishments generally are similar to acts performed by others -- and, thus, not "unparalleled." Moreover, to establish a requirement that an achievement must be "unparalleled" to deserve even an Army Commendation Medal (ARCOM) would

DAJA-AL 1977/5164 (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

destroy the hierarchy among the various awards. The ARCOM, Meritorious Service Medal (MSM), Legion of Merit (LOM), and Distinguished Service Medal (DSM) all require meritorious service or achievement. Once the requirement is established that such meritorious service or achievement must be "singular" or "unparalleled," no adverb, such as "exceptionally," can further qualify the test. "Singular" and "unparalleled" are absolutes, not capable of intensification. There is no such thing as "exceptionally unparalleled."

b. The following is suggested as a substitute for the first sentence of the proposed new definition: "An extraordinary and praiseworthy accomplishment, with a discernable beginning and end, carried through to completion." This definition defines "achievement": "an accomplishment [something that was done], with a discernible beginning and end [a discrete act or group of acts], carried through to completion [not left incomplete]"; and "meritorious": "extraordinary [not the normal performance of duty] and praiseworthy [above the standard legitimately expected of the individual]." This definition has the further advantage of being qualifiable. That is, both "extraordinary" and "praiseworthy" can be intensified: e.g., "exceptionally praiseworthy." It has the additional benefit of being closely enough related to the present definition that the intent to make the requirements for awards more rigorous is clear.

c. Reference page 2, paragraph 1f: See paragraph 2b(3), above, for the problems with this use of the word "unparalleled." The proposed definition of "meritorious service" would preclude any awards for meritorious service as it would require "an accumulation of unparalleled accomplishments" for each of which, presumably, an award would have been warranted for meritorious achievement. It is recommended that the current definition be retained with the addition of the words "An extraordinary and" before the word "praiseworthy".

d. Reference second page of Figure 1-1 (follows page 3). The column entitled "Basis for Recommendation" should be changed. "Retirement," "ETS," "REFRAD," and "Posthumous" have never been bases for any of the awards covered by this study. The only bases are meritorious

DAJA-AL 1977/5164 (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

service and meritorious achievement. Retirement, ETS, REFRAD, death, and PCS may all be occasions for considering an individual for an award.

e. Reference page 4, paragraph ^{1h}~~1b~~. The deletion of awards for meritorious service is legally objectionable with regard to the DSM, LOM, and MSW and, unless Department of the Army General Orders Number 10, 31 March 1960, is charged, for the ARCOM. One of the criteria for each of these awards is service or services: DSM -- "exceptionally meritorious service" (10 USC 3743); LOM -- "outstanding services" (10 USC 1121); MSM -- "outstanding meritorious ...service" (E.O. 11448, set out at the beginning of Chap 57, 10 USCA); ARCOM -- "meritorious service" (para 13, AR 672-5-1, 20 Jul 1956, made permanent by para 3, DAGO No. 10, 31 Mar 1960). With the exception of the ARCOM, each of these awards (and its criteria) was established by an authority superior to the Department of the Army and cannot be changed unilaterally by the Army. In this regard the second sentence of the current AR 672-5-1 is erroneous with regard to the DSM, LOM, MSM, and ARCOM, because "time of war" is not among the criteria for any of these awards.

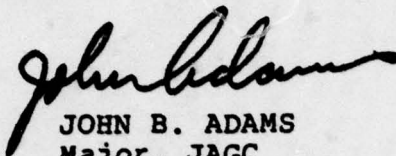
f. Reference page 6, paragraph 1k. Section 2 of Executive Order 11448, 19 January 1969, which established the MSM, requires the Services' implementing regulations to be uniform, so far as practicable, and makes them subject to the approval of the Secretary of Defense. Accordingly, any change to paragraph 2-15, AR 672-5-1, must be submitted to the Secretary of Defense for approval before promulgation.

g. The import of paragraph (3), page B-1, is unclear. If the intent is to preclude awards other than for achievement, the paragraph is legally objectionable as noted in paragraph 2e, above.

DAJA-AL 1977/5164 (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

3. Because of the number and nature of the changes recommended, it is requested that a corrected draft of the Report be staffed with this office before it is forwarded for final approval.

FOR THE JUDGE ADVOCATE GENERAL:



JOHN B. ADAMS
Major, JAGC
Acting Chief, General
Law Team
Administrative Law Division

1 Incl
wd incl
Added 1 incl
3. Itemized comments

Itemized Comments on Inclosure 26, "Recommendations," to the Proposed Revision of Army Awards Policies: Final Report.

ITEM 1: Page 1, para lh, line 3.

ADD after "consideration": ", except that grade and position may be considered when determining whether a duty is one of 'great responsibility' for purposes of the Distinguished Service Medal".

REASON: One of the criteria for the Distinguished Service Medal is that the recipient distinguish himself "in a duty of great responsibility" (10 USC 3743). While grade and position are not the sole determinants as to whether a duty is one of great responsibility, neither can they be disregarded.

ITEM 2: Page 5, para lj, first added subpara.

CHANGE entire subpara to read: "In peacetime, the service or achievement should be of such a level of performance that the accomplishments recognized by the award clearly exceed expectations and have contributed significantly to the effectiveness of the organization and the mission of the Army."

REASON: Clarity. See also para 2e of 1st Ind.

ITEM 3: Page 6, para lj, second added subpara.

DELETE entire subparagraph.

REASON: There is no logical basis for requiring the conduct justifying a LOM to be felt over an extended period of time. A sufficiently significant accomplishment that has a large, though immediate, impact may be just as important as an accomplishment whose impact is felt over a long period of time.

ITEM 4: Page 6, lj, third added subpara.

DAJA-AL 1977/5164 (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

CHANGE entire subpara to read: "Performance of the act or acts recognized by the award must exceed the normal performance of duty and constitute a clearly exceptional accomplishment."

REASON: Clarity. See also paras 2b(2) ("depict") and 2b(3) ("unparalleled") of 1st Ind.

ITEM 5: Page 7, para 1k, added subpara.

CHANGE entire subpara to read; "The service or achievement must have been comparable to that required for the Legion of Merit, but of a less outstanding level."

REASON: Clarity. See also para 2e of 1st Ind for the reinsertion of service as a basis for the award.

ITEM 6: Page 7, para 1e, added subpara.

CHANGE entire subpara to read: "The service or achievement must have been comparable to that required for the Meritorious Service Medal, but of a less outstanding level."

REASON: Clarity. See also para 2e of 1st Ind for the reinsertion of service as a basis for the award. DAGO No. 10, 31 March 1960, establishes the current criteria for the ARCOM. If any change to those criteria is considered appropriate, that general order should be amended to effect the change.

ITEM 7: Page 7, para 1m, added subpara.

CHANGE entire subpara to read: "Use of Certificates of achievement and letters of commendation and appreciation are appropriate for special recognition of achievements or service serving special recognition, but for which an award or decoration is not appropriate."

REASON: Clarity.

ITEM 8: Page B-1, first (unnumbered) para, line 1.

CHANGE: "achievements" to "accomplishments".

DAJA-AL 1977/5164 (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

REASON: Service (as distinguished from achievement) may not lawfully be eliminated as a basis for the DSM, LOM, or MSM, and may not be eliminated as a basis for the ARCOM without a change to DAGO No. 10.

ITEM 9: Page B-1, para (1), lines 1 and 2.

CHANGE: "achievement" to "achievement or service".

REASON: See Item 8, above.

ITEM 10: Page B-1, para (2), line 1.

CHANGE: "achievement" to "achievement or service".

REASON: See Item 8, above.

ITEM 11: Page B-1, para (4).

CHANGE entire para to read: "What will be the scope of the effect of the achievement or service?".

REASON: Clarity. See also Item 8, above.

ITEM 12: Page B-1, para (5).

CHANGE entire para to read: "Has the individual recommended for an award adhered to the standards of conduct?".

REASON: Clarity.

ITEM 13. Page B-1, para (6).

DELETE entire subparagraph.

REASON: See paragraph 2b(3) of 1st Ind concerning the inappropriate use of the word "unparalleled".

SAPA-PP (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program


DA, OCFA, Washington, DC 20310 3 August 1977

TO: HQ US Army Military Personnel Center, ATTN: DAPC-MSS-ASG,
200 Stovall Street, Alexandria, VA 22332

With reference to your letter of 12 July 1977 with inclosures, concur
in recommendations therein.

FOR THE CHIEF OF PUBLIC AFFAIRS:

2 Incl
wd


David L. Church
Acting Chief
Policy & Plans Division

DAPE-DW (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

HQDA (DAPE-DW), Washington, DC 20310 1 Aug 77

TO: HQ, USAMILPERCEN, ATTN: DAPC-MSS-ASG, Alexandria, VA 22332

Comments on recommendations on the Army Awards Program from Office of Director, Women's Army Corps, are at Incl 3.

FOR THE DIRECTOR, WOMEN'S ARMY CORPS:

1 Incl
wd incl 1 & 2
Added 1 incl
3. Cmts, Army Awards Program

VIRGINIA L. HESEMAN
LTC, GS
Executive Officer

1A. Establish Emphasis on Performance that Exceeds Expectations as a Primary Criterion for Achievement and Eliminate Level of Responsibility as Primary Criterion for Type of Award.

Concur. However, level of responsibility as a criterion should not be eliminated.

1B. Establish Logical Guidance for Consideration of Performance, Impact, and Type of Award Recommendation.

Concur.

1C. Eliminate Awards for Meritorious Service Except for Retirement, REFRAD (Officers), ETS (Enlisted) and Posthumous Awards.

Nonconcur. The elimination of awards for meritorious service upon PCS would create a serious morale problem for personnel who were, for whatever reason, not in a position to perform a singularly outstanding feat which would render them eligible for an award for meritorious achievement. Soldiers who have performed their duties in an outstanding manner over prolonged periods of time are just as entitled to an award as are the soldiers who performed a one-time meritorious achievement or soldiers who are leaving the military service. Elimination of awards for meritorious service upon PCS is discriminatory and will cause more dissatisfaction with the awards program than now exists. Individuals who have performed the same duties in the same manner should receive the same award regardless of the reason for the end of a tour of duty. The solution to the problem is to establish more definitive standards for awards, rather than deny awards to one group of soldiers. It does not appear logical to assume that since the majority of awards for meritorious service are given upon PCS that the awards are a "door prize"; there are more PCS than REFRAD, ETS, etc. Denial of awards for meritorious service upon PCS would cause the soldiers of today to pay for the transgressions of the past.

1D. Use Certificates of Achievement, Letters of Commendation and Appreciation ~~When Special Recognition is Deemed Appropriate for PCS Reassignments.~~

PER FOR WHICH AN AWARD OR DECORATION IS NOT APPROPRIATE.

Nonconcur. These forms of recognition should be used when awards are inappropriate, but should not replace meritorious service awards upon PCS. The wording of this recommendation is confusing, which could have caused the disparity between nonconcurrence with 1C and concurrence with 1D by MACOM's.

1E. Prohibit Supplementation of AR 672-5-1 Except for Publication of Award Processing Procedures.

Concur.

16 August 77 - talked with Col Hinton, Rep Director, WAC, explained that we will change 1D to read as noted above. Col Hinton concurs. Alan W. Hinton

1F. Correct Disparity for Approval Authority for Army Reserve Components.

Concur.

2. USAREC Awards Program.

Concur.

3. MILPERCEN. Change Statistical Format and Submission Requirements.

No comment.

4. Comprehensive Program to Provide Revised Philosophy and Criteria.

Concur.

DAPE-HRR (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

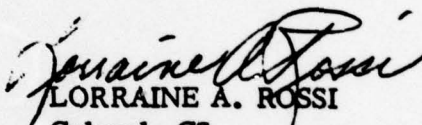
DA, ODCSPER, Washington, DC 20310 29 July 1977

TO Commander, U.S. Army Military Personnel Center, Alexandria, VA 22332
ATTN: DAPC-MSS-ASG

Implementation of recommendations contained in basic study would be compatible with all current Army Equal Opportunity programs and goals. Of particular interest in this regard, Item 1b, Incl 26, is considered a positive and appropriate step.

FOR THE DIRECTOR OF HUMAN RESOURCES DEVELOPMENT

2 Incl
nc


LORRAINE A. ROSSI
Colonel, GS
Director of Army Equal
Opportunity Programs

DACS-SM (12 Jul 77) 1st Ind
SUBJECT: Army Awards Program

DA, OCSA, Washington, D. C. 20310 14 July 1977

TO: Chief, Awards Study Group, DAPC-MSS-ASG, 200 Stovall Street,
Alexandria, Virginia 22332

Concur. Adoption of these recommendations would, in my view, be a
tremendous improvement in the Army Awards Program.

2 Incl
nc

W. G. Bainbridge
W. G. BAINBRIDGE
Sergeant Major of the Army

CONCLUSIONS

1. Current awards criteria contained in AR 672-5-1 do not meet the needs of the Army because:
 - a. Widespread inconsistencies in application of regulations.
 - b. Application of policy is too liberal for senior commissioned, senior warrant and senior noncommissioned officers.
 - c. Application of policy is too restrictive for recognition of achievements by junior enlisted personnel (E1-E6).
 - d. Award for meritorious service has become an expected end of tour "door prize."
 - e. Little emphasis on primary orientation of criteria - meritorious achievement.
 - f. Overemphasis on level of responsibility.
 - g. Integrity and pride in the current program have been seriously degraded.
2. The US Army Recruiting Command rewards recruiters with various awards for meeting certain recruitment goals within a year. Preconditions have been established for award of the Army Commendation Medal and the Meritorious Service Medal. This policy is known throughout the Army and is causing considerable morale problems among non-USAREC soldiers.
3. Local supplementations of AR 672-5-1 contain widespread inconsistencies in interpretation and application.
4. The current charter and membership for the Senior Army Decorations Boards and the Army Decorations Boards are feasible.
5. There are no inequities in the awards criteria between the active Army and Reserve components.
6. There is currently an inconsistency in the approval authority between the active Army and the Reserve components.
7. Current statistics reported to the Department of the Army are not adequate for program management.
8. Awareness and understanding of the Army awards policies is severely lacking.

RECOMMENDATIONS

1. CHANGE AR 672-5-1 TO: (TARGET DATE--1 JUL 78)

a. Page i., Heading.

Delete - "Local supplementation of this regulation is permitted but is not required."

Add - "Local supplementation of this regulation is prohibited except for publication of award processing procedures."

b. Page 1-1, paragraph 1-2. Scope.

Add - Grade, race, sex or position will not be a basis for award consideration except that grade and position may be considered when determining whether a duty is one of "great responsibility" for purposes of the Distinguished Service Medal.

c. Page 1-1, paragraph 1-4. Implementation.

Delete - "Commanders may publish supplements to this regulation as necessary to establish military awards programs within their commands."

Add - "Supplements to this regulation may be published to establish award processing procedures. Local supplementation, other than stated above, is prohibited."

d. Page 1-2, paragraph 1-7k. Key individual.

Delete - "A person who is occupying a position that is indispensable to an organization, activity, or project."

e. Page 1-2, paragraph 1-7^m. Meritorious achievement.

Delete - "A praiseworthy accomplishment, with easily discernible beginning and ending date, carried through to completion. The length of time involved is not a consideration but speed of accomplishment may be a factor in determining the worth of the enterprise."

Add - "Performance of a single act which can be identified as exceeding one's expected performance of duty and of such a nature that it clearly depicts an exceptional accomplishment which has a discernible beginning and ending date. The length of time involved is not a consideration but speed of accomplishment may be a factor in determining the worth of the enterprise."

f. Page 1-2, paragraph 1-7ⁿ. Meritorious service.

Delete - "Praiseworthy execution of duties over a period of time. Service differs from achievement in that service concerns a period of time, while achievement concerns an enterprise having a definite beginning and end, but not necessarily connected with a specific period of time."

Add - "Exceeding one's expected performance of duty over a period of time with an accumulation of outstanding achievements or service which is clearly and distinctly outstanding by nature and magnitude. Service must place a person above that of his/her contemporaries and be of such importance that it cannot be appropriately recognized in any other way."

g. Page 1-3, paragraph 1-11. Reports Number and Types of Decorations Awarded, RCS MILPC-45.

Delete - "Reports, Number and Types of Decorations Awarded, RCS MILPC 45. A semiannual report as of 30 June and 31 December, DA Form -R, will be prepared by major Army field commanders, heads of Department of the Army Staff agencies, and other awards approval authorities to reflect the total numbers of each award approved within the command or agency. (See Fig 1-1). The report will divide each award by grade of recipient and totals within each grade. Total will indicate numbers of retirement and non-retirement awards. Commanders of major Army field commands and heads of Department of the Army Staff agencies will include figures from all subordinate commands, installations, and activities in totals reported. This report, in duplicate, will be dispatched to HQDA (DAPC-MSS-A), 200 Stovall Street, Alexandria, VA 22332 to arrive not later than the 10th calendar day of the month following the close of each reporting period. Negative reports are required. In addition, Army element commanders exercising awards approval authority in joint, unified, and combined command headquarters will report information indicated above. (See figure 1-1)."

Add - "Reports, Number and Types of Decorations Recommended, RCS MILPC-45(1). A semiannual report as of 30 June and 31 December, DA Form -R, will be prepared by major Army field commanders, heads of Department of the Army Staff agencies, and other awards approval authorities to reflect the total numbers of each award recommended, results and basis for recommendation within the command or

NUMBER AND TYPES OF DECORATIONS APPROVED
 For use of this form, see AR 672-5-1;
 the proponent agency is MILPERCEN

REPORT CONTROL SYMBOL

MILPC-45

TO: HQDA (DAPC-MSS-A)
 200 Stovall St.,
 Alexandria, VA 22332

FROM: USAREUR & 7th Army
 APO New York 09403

Reporting period:
 From: 1 July 1976
 To: 31 December 1976

GRADE	LM		MSM		ARCOM		TOTAL	
	Retire- ment/ Post- humous	Other	Retire- ment/ Post- humous	Other	Retire- ment/ Post- humous	Other	Retire- ment/ Post- humous	Other
O-6	3/1	4	3	5			6/1	9
O-5	2	1	15	5		20	17	26
O-4		1	10	7	20	30	30	38
O-3						20		20
O-2						2		2
O-1						1		1
4	1	1	4	6	30	40	35	47
3		5	1/2	9	10	25	10/2	39
W-2		2	5	5	15	35	20	42
W-1				1		10		11
E-9	2	1	3	2	2/1	8	7/1	11
E-8			5	10	15	10	20	20
E-7			2	15	20	30	22	45
E-6				3	5	40	5	43
E-5						10		10
E-4				2		5		7
E-3						4		4
E-2						2		2
E-1								
TOTAL	8/1	15	47/2	70	117/1	292	172/4	377

Date

3 Jan 1977

Name, rank & title

I. M. RIGHT
 Major, AGC
 Asst Adjutant General

Signature

agency. (See Fig 1-1): The report will divide each award by grade of recipient and totals within each grade. Total will indicate numbers of approvals, downgraded, disapproved, retirement, REFRAD, ETS, service/achievement, posthumous and other awards. Commanders of major Army field commands and heads of Department of the Army Staff agencies will include figures from all subordinate commands, installations, and activities in totals reported. This report, in duplicate, will be dispatched to HQDA (DAPC-MSS-A), 200 Stovall Street, Alexandria, VA 22332 to arrive no later than the 30th calendar day of the month following the close of each reporting period. Negative reports are required. In addition, Army element commanders exercising awards approval authority in joint, unified, and combined command headquarters will report information indicated above. (See figure 1-1)."

h. Page 2-1, paragraph 2-1. Purpose (a.) (b.)

Delete - a. "In peacetime it should be noted that the Army awards system does not presuppose that an individual is entitled to a meritorious service/achievement award upon departure from an assignment, unless his achievements have significantly improved his organizations' ability to accomplish its mission. Recommendations for awards must be tied to specific achievements. Accordingly, two questions will be asked when an individual is being considered for an award.

(1) What has he done to improve significantly the Army's or his organizations' ability to accomplish its mission more effectively?

(2) What has he done to improve significantly the morale, welfare, discipline, and overall effectiveness of the individual soldier?

b. The individual should be recommended for an award only if the answers to either of the above questions show conclusively that he made contributions with significant impact. In this regard, particular attention should be given to the individual's level of responsibility when determining the appropriate award. In peacetime the non-retirement end of tour award will be limited to exceptional cases." Detailed criteria for award of each decoration are delineated in Section II.

Add - "Decorations are awarded to recognize accomplishments which have contributed significantly to the effectiveness of an organization and the mission of the Army. Recommendations for awards must be tied to specific accomplishments. In this regard, particular attention should be given to the individuals' degree of performance when determining an appropriate award. See Award Considerations and Recommendations guidelines in Appendix B."

i. Page 2-4, paragraph 2-5. Table 2-3, note 4.

Delete - "Army State Adjutants General and commanders of Army National Guard and US Army Reserve Commands are authorized to award applicable decorations to unit Reserve component personnel under their command, in accordance with the actual grade of the commanders concerned."

Add - "Army State Adjutants General and commanders of Army National

Guard and US Army Reserve Commands are authorized to award applicable decorations to unit Reserve component personnel under their commands in accordance with the authority outlined in Table 2-3 and Note 1."

j. Page 2-6, paragraph 2-11. Legion of Merit.

(2) Delete - "For service not related to actual war the term "key individuals" applies to a narrower range of positions than in time of war and requires evidence of significant achievement. In peacetime, service should be in the nature of a special requirement or of an extremely difficult duty performed in an unprecedented and clearly outstanding manner. However, justification of the award may accrue by virtue of outstanding meritorious service in succession of important positions."

(3) Delete - "The accomplishment of the duty should have been completed prior to submitting a recommendation or, if the person recommended has been transferred prior to completion, the accomplishment must have progressed to what may clearly be determined to be an outstanding or significant degree."

Add - "In peacetime, the service or achievement should be of such a level of performance that the accomplishments recognized by the award clearly exceed expectations and have contributed significantly to the effectiveness of the organization and the mission of the Army."

NOTE: Grade, race, sex or position will not be a basis for award consideration.

k. Page 2-7, paragraph 2-15. Meritorious Service Medal.

Delete - "The achievement or service must have been comparable to that required for the Legion of Merit, but in a position of lesser, though considerable responsibility."

Add - "The service or achievement must have been comparable to that required for the Legion of Merit, but of a less outstanding level.

NOTE: Grade, race, sex or position will not be a basis for award consideration.

l. Page 2-8, paragraph 2-18. Army Commendation Medal.

Delete - "To qualify, the achievement of the individual should have been of such magnitude that it clearly places him above his peers. For example, clearly outstanding accomplishment of one or more special or difficult tasks would justify award of this decoration. Exceptional performance of duty is not in itself an adequate basis for award."

(d) Delete - "An award for meritorious service normally will not be made for a period of service of less than 6 months duration."

(f) Delete - "It is particularly desirable that emphasis be placed on the award of this decoration to outstanding company grade officers, warrant officers, and enlisted personnel whose achievements and services meet the prescribed standard."

Add - "The service or achievement must have been comparable to that required for the Meritorious Service Medal, but of a less outstanding level.

NOTE: Grade, race, sex or position will not be a basis for award consideration.

m. Page 8-1, paragraph 8-2. Purpose.

(b) Add - "Use of Certificates of Achievement and letters of commendation and appreciation are appropriate for special recognition of achievements or service deserving special recognition, but for which an award or decoration is not appropriate."

NOTE: Grade, race, sex or position will not be a basis for award consideration.

APPENDIX B

AWARD CONSIDERATION--DECISION LOGIC

Recommendations for awards must be tied to specific accomplishments. Accordingly, six questions will be asked when an individual is being considered for an award.

- (1) Has the achievement or service exceeded performance standard expectations or is the achievement or service an expected performance standard? (i.e., "job descriptions").
- (2) Would the recognition of the achievement or service be more appropriately identified within narrative comments of a special/annual individual evaluation report?
- (3) Will the accomplishment, improvement and cost savings impact on resources?
- (4) What will be the scope of the effect of the achievement or service?
- (5) Has the individual recommended for an award adhered to the standards of conduct?
- (6) Has the performance of the accomplishment surpassed the expectations of performance for grade and experience?