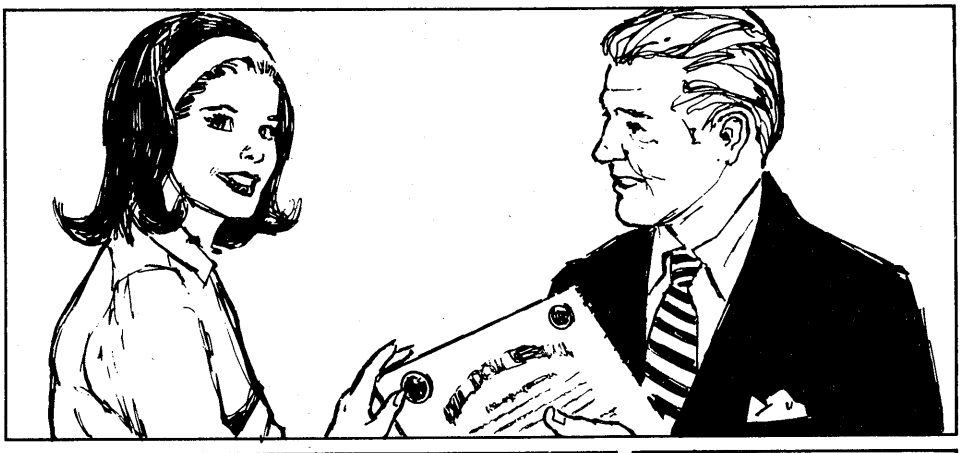
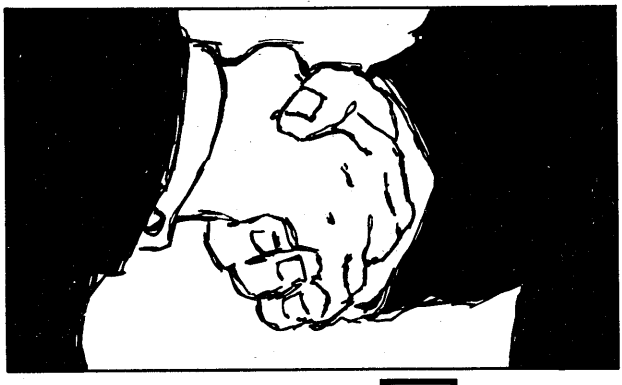
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Department of the Army Pamphlet 672–5
June 1980

AUG 2 4 1992

A Supervisor's Guide to the Incentive Awards Program







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ARMY INCENTIVE AWARDS

Pamphlet
No. 672–5

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, *1 June 1980*

A SUPERVISOR'S GUIDE TO THE INCENTIVE AWARDS PROGRAM

Interim changes to this pamphlet are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes in their expiration date unless sooner superseded or rescinded.

The proponent agency of this pamphlet is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to HQDA(DAPE–CPR) WASH DC 20310.

By Order of the Secretary of the Army:

E. C. MEYER
General, United States Army
Chief of Staff

Official:

J. C. PENNINGTON
Major General, United States Army
The Adjutant General

DISTRIBUTION:

Active Army, USAR—B: To be distributed in accordance with DA Form 12–9A, requirements for DA Pamphlets, Decorations and awards.

ARNG: None.

FOREWORD

This pamphlet is designed to help explain the Army Incentive Awards Program covered under AR 672–20. It is a guide to assist supervisors and managers in making full and effective use of the program.

In creating an environment for a high level of productivity and performance, you, the manager and supervisor, must seek ways of encouraging excellence as a goal and recognizing and rewarding superior performance when it is demonstrated. With its flexibilities and wide range of honorary and cash awards, the Army Incentive Awards Program provides the medium and methods to accomplish this objective.

Performance Awards (Bonuses, Sustained Superior Performance, and Special Act and Service Awards) for members of the Senior Executive Service are covered by chapter 920, AR 690–900. Performance Awards for Merit Pay employees are covered in chapter 540, AR 690–500.

APPLICABILITY

This pamphlet applies to supervisors and managers of all direct hire civilian personnel, Active Army military personnel, and Army Reserve personnel (when on active duty only). This pamphlet does not apply to the Army National Guard.

DISTRIBUTION

Upon receipt of initial distribution, Civilian Personnel Officers will requisition, through normal publications supply channels, an additional quantity sufficient to provide one copy to each civilian and military supervisor of civilian employees.

A SUPERVISOR'S GUIDE TO THE INCENTIVE AWARDS PROGRAM

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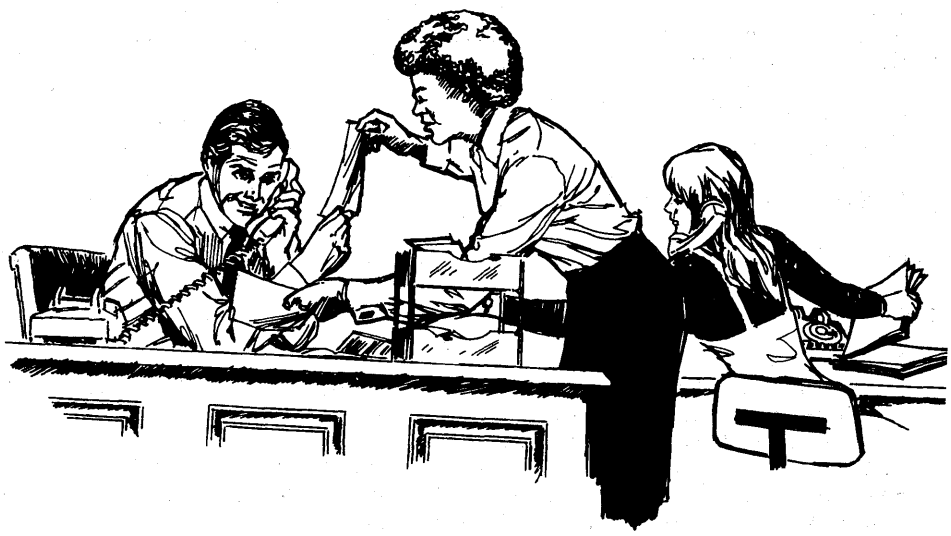
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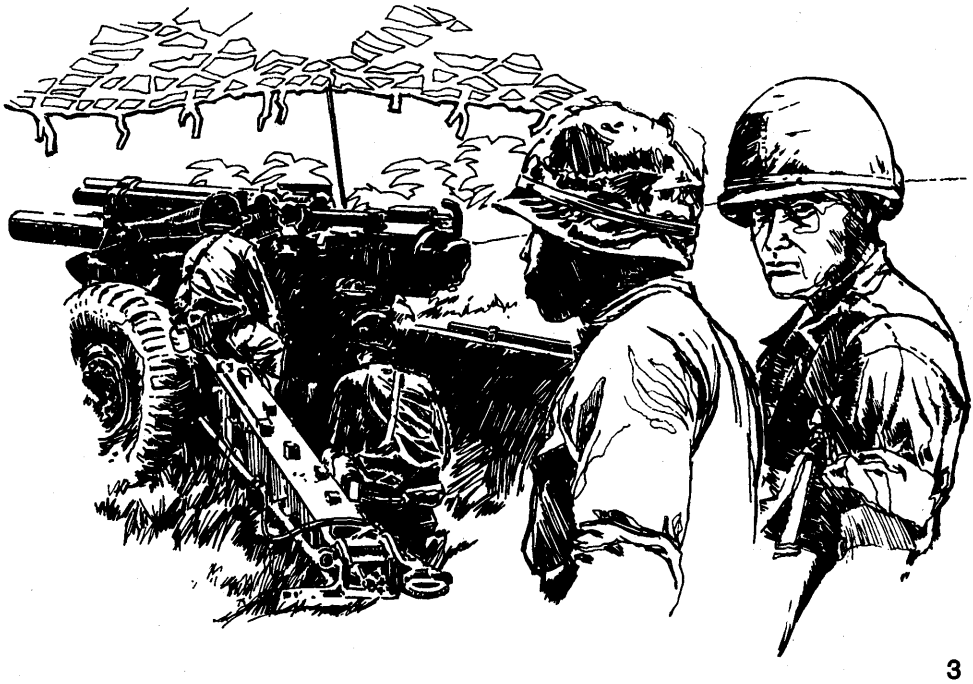
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Goal

The key objective of the Army Incentive Awards Program is to improve the economy and efficiency of Army operations by making full use of the skill and resourcefulness of civilian and military personnel. The program provides a means of demonstrating, through cash or honorary awards, the high value that you, the supervisor, place on superior performance, exceptional achievement, constructive ideas, and suggestions that conserve energy and man-hours, conserve supplies, or reduce operating costs.



What Awards Are Available?

The Incentive Awards Program covered in AR 672–20 includes two broad categories of awards, HONORARY and CASH.

Honorary Awards include:

- Federal awards
- Non-Federal awards
- Department of Army, Department of Defense, and Presidential awards

Honorary awards for military personnel are covered in AR 672–5–1.

Cash awards include:

- Adopted suggestions under the Army Suggestion Program
- Special Acts or Services (including scientific achievements)
- Sustained Superior Performance Awards
- Quality increases
- Inventions

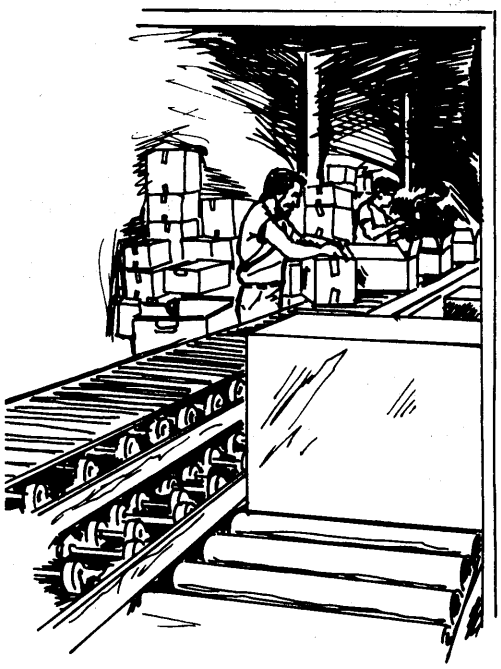
Who Is Eligible?

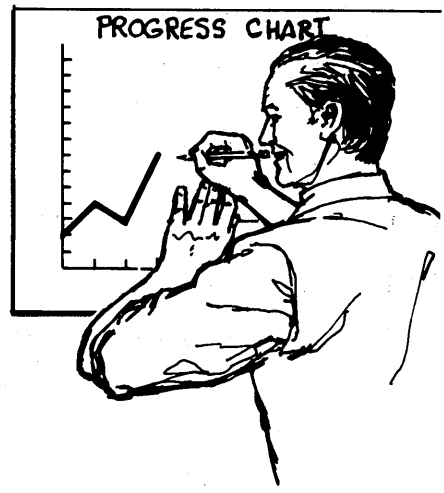
Civilian personnel *only* are eligible for:

- Special Act or Service Awards
- Sustained Superior Performance Awards
- Quality increases
- Most honorary awards under AR 672–20

Both civilian and military personnel are eligible to receive cash awards for:

- Adopted suggestions
- Inventions
- Scientific achievements (Special Act or Service Award)
- Some honorary awards under AR 672–20





Why Use Incentive Awards?

Effective use of incentive awards can assure three favorable results:

1. *You Benefit*

Your success as a supervisor depends upon your ability to create and maintain a team spirit among your staff so that you can get work done quickly and effectively. One of the best ways to motivate your staff is by recognizing and rewarding their achievements.

2. *Your Employees Benefit*

Employees need recognition regardless of their grade or status in the organization. Awards for suggestions and special work efforts help fill this need.

3. *Your Organization Benefits*

Your effective use of incentive awards can result in increased productivity, better quality work, less waste, and more efficient operations for your organization.

Thus, a modest investment in the Incentive Awards Program enables the Army to operate more efficiently—to do more, produce more, provide greater services with the same manpower, to redirect or divert manpower and/or material resources to other priorities, and to conserve vital energy resources.

YOUR ROLE AS SUPERVISOR

Effective administration of an incentive awards program requires, foremost, a sincere and demonstrated continuing interest by all levels of management in encouraging and recognizing constructive ideas and superior accomplishments.

You can demonstrate your support for the program in several ways:

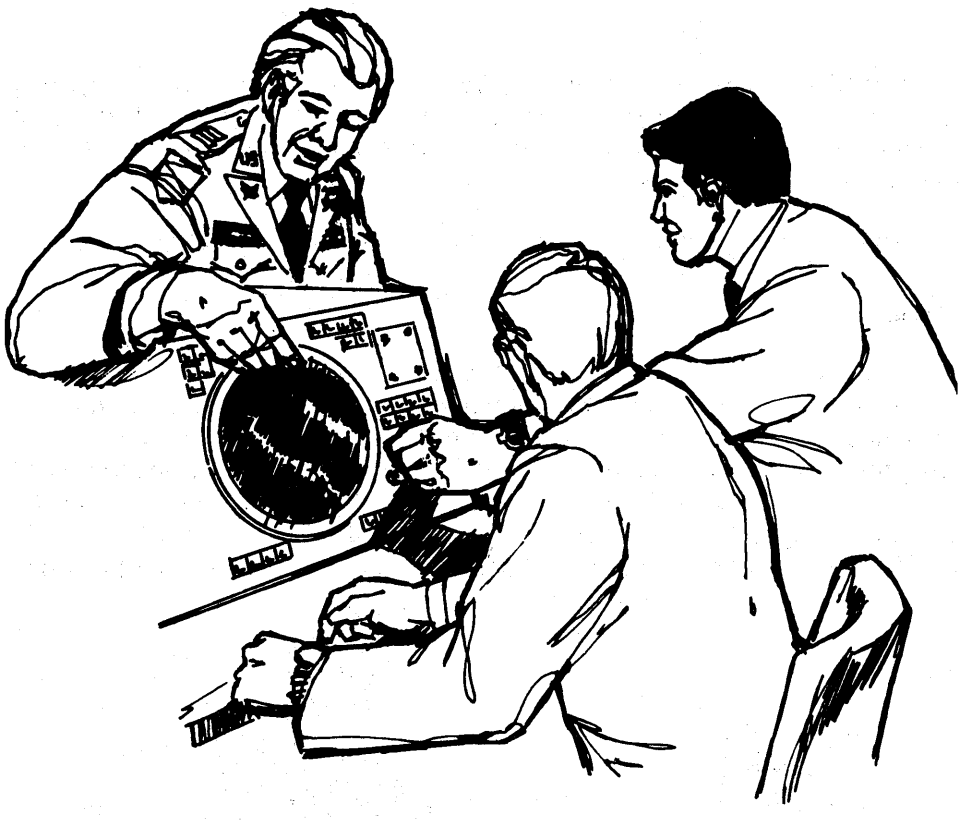
Inform

One of the main purposes of the awards program is to encourage civilian and military personnel to participate in improving the economy and efficiency of Government operations. In order to use the program, however, everyone must know and understand it. You should inform all employees of the aims, methods, and benefits of the program. Explain the types of awards available and the eligibility requirements for each. A chart of available awards can be found in appendix A for your use in explaining the program.



Promote

As a supervisor, you know which programs need or are receiving particular emphasis during a fiscal year. Make use of promotional materials—posters, flyers, booklets, bulletin board notices, etc., to emphasize the specific results you want (e.g., reducing costs, saving energy, materials, etc.).



Encourage and Recognize Superior Performance

You, as a supervisor, are responsible for improving the effectiveness of your operation. And since it is your job to get the work done through other people's efforts, it is beneficial to you to encourage and establish a sense of commitment to superior performance and to seeking improvements within the organization.

To create and maintain a team spirit you must not only encourage superior performance but also recognize it whenever and wherever it occurs. Failure to respond to accomplishments or ideas will very likely destroy the desire to contribute to decisions and offer suggestions for improving operations.



You can build a creative, improvement-minded organization by:

- Keeping an open mind to constructive ideas
- Encouraging and participating in the development of ideas
- Asking for suggestions on ways to better achieve objectives or to solve problems
- Assuring that such ideas are given full, objective, and prompt consideration

Remember, individuals at all levels need to know that others, especially their supervisors, are aware of the time, effort, and talent which they contribute.

Encourage Good Supervisors

In addition to recognizing superior performance by your employees, you should recognize subordinate supervisors who are especially effective in getting worthwhile suggestions and high-level performance from their staffs. Such recognition should be based upon the supervisor's actual role in motivating individuals to excel and to suggest improvements. The supervisor's attitude and effective use of the Incentive Awards Program should be an important consideration in any performance appraisal or award nomination.

THE ARMY SUGGESTION PROGRAM

Ideas of civilian and military personnel that improve the economy, efficiency, or effectiveness of Government, and which are adopted by management, are eligible for cash awards.

What is a Suggestion?

A suggestion is a specific proposal submitted in writing by one or more eligible civilian or military personnel and intended to improve Army operations.

A proposed suggestion might:

- Accomplish a job better, faster, and/or cheaper
- Simplify or improve operations, tools, methods, procedures, or organizations
- Conserve materials or property
- Substantially reduce the likelihood of serious accidents
- Promote health or improved work conditions
- Improve the use or conservation of energy resources

An award may be granted for an adopted suggestion which concerns matters within or outside the suggester's job responsibilities. However, if it is within responsibilities, the suggestion must be so superior as to warrant special recognition.

When an Idea is Not a Suggestion

An idea is not a suggestion when it:

- Calls attention to a problem without offering a constructive solution
- Appears to be a complaint
- Proposes changes in employee services or benefits, housekeeping practices, or personal comfort
- Merely recommends enforcement of existing rules, regulations, or directives.

Note: Suggestions for more effective procedures for enforcement are eligible.

Investment Return

Your investment of time and interest in carrying out your responsibilities for the Incentive Awards Program is one which can pay valuable and continuing dividends in terms of mission accomplishment, economy, employee morale, and your own personal satisfaction in knowing that you are managing your personnel resources well.



Originality of Ideas

An idea in a suggestion need not be original or novel. The important thing is that it must be constructive. The primary element in determining eligibility for an award is whether or not the suggestion will improve Army operations. For example, an adopted suggestion which results in saving money and conserving resources through recycling of a material or product would be eligible to be considered for an award.

Eligibility Requirements

A suggestion is eligible for consideration when it:

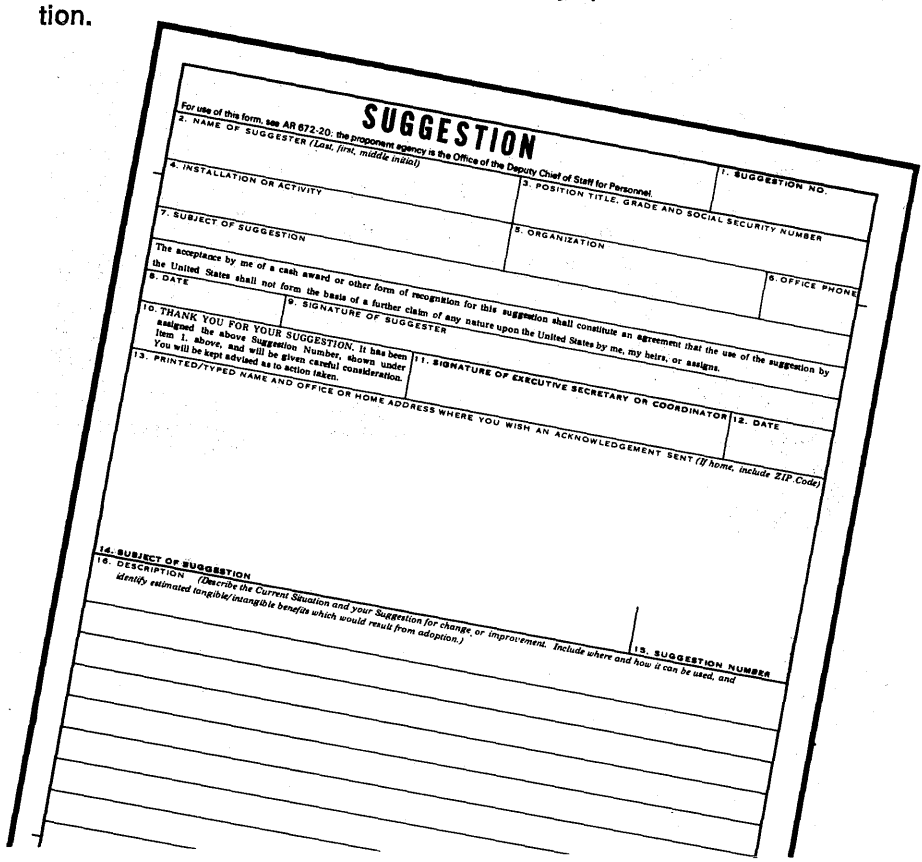
- Is submitted in writing before or within 90 days following the date the suggestion is adopted. An adopted suggestion is one which has been implemented or has been authorized for implementation.
- Involves a proposal which is original to the installation as a whole
- Does not substantially duplicate in content a suggestion which is already under consideration or one on which proprietary rights have not expired.

A suggestion is ineligible for award consideration when it falls within the normal expectations of the suggester's job and performance standards.

Employee ideas which are handled informally as an employee-management matter, rather than as a suggestion, and which are accepted for use, may qualify the employee for a Special Act or Service Award if the benefits are so significant that an award is merited.

The Suggestion Process

1. Suggestions are normally submitted on a suggestion form (DA Form 1045).
   a. To the installation's Incentive Awards Administrator, or
   b. If the suggestion pertains to matters under the jurisdiction of the suggester's supervisor, and if the suggester desires, he/she may give the suggestion to his/her supervisor, who will make an evaluation on DA Form 2440 (Suggestion Evaluation) and forward it to the local Incentive Awards Administrator.
2. A suggestion should contain the following information:
   - What is the present practice, system, or item being used?
   - What change or improvement is suggested?
   - Where and how can the idea be used?
   - What savings or benefits will result?
3. Suggestions received which meet eligibility criteria will be assigned a number and title and will be promptly acknowledged.
4. The Incentive Awards Administrator will forward the suggestion to the office or organization which is technically qualified to make an evaluation.


SUGGESTION

For use of this form, see AR 672-20; the proponent agency is the Office of the Deputy Chief of Staff for Personnel.

2. NAME OF SUGGESTER (Last, first, middle initial)

1. SUGGESTION NO.

4. INSTALLATION OR ACTIVITY

3. POSITION TITLE, GRADE AND SOCIAL SECURITY NUMBER

7. SUBJECT OF SUGGESTION

5. ORGANIZATION

6. OFFICE PHONE

The acceptance by me of a cash award or other form of recognition for this suggestion shall constitute an agreement that the use of the suggestion by the United States shall not form the basis of a further claim of any nature upon the United States by me, my heirs, or assigns.

8. DATE

9. SIGNATURE OF SUGGESTER

10. THANK YOU FOR YOUR SUGGESTION. It has been assigned the above Suggestion Number, shown under Item 1, above, and will be given careful consideration. You will be kept advised as to action taken.

11. SIGNATURE OF EXECUTIVE SECRETARY OR COORDINATOR

12. DATE

13. PRINTED/TYPED NAME AND OFFICE OR HOME ADDRESS WHERE YOU WISH AN ACKNOWLEDGEMENT SENT (If home, include ZIP Code)

14. SUBJECT OF SUGGESTION

15. SUGGESTION NUMBER

16. DESCRIPTION (Describe the Current Situation and your Suggestion for change or improvement. Include where and how it can be used, and identify estimated tangible/intangible benefits which would result from adoption.)

Evaluation Process

1. Suggestions will be evaluated using DA Form 2440. Processing should be completed—
   - Within 30 days for cases of small value which can be implemented within the same organizational unit in which the suggestion originated.
   - Within 60 days for high value cases that must be sent to the next higher organizational unit for consideration or implementation.
   - Within 90 days for cases which must be sent to Army Headquarters for consideration or implementation.



2. Review and consider merits of suggestion. Evaluation of suggestions is a key part of the Incentive Awards Program. It is important that all suggestions receive full and timely consideration if the program is to be successful. If evaluation will require more than the prescribed time period, notify the Incentive Awards Office so that the suggester may be informed of the reasons.

3. Determine whether suggestion is adoptable, not usable, is partially adoptable, requires modification prior to adoption, or requires review by other local authority or higher authority.

4. If a suggestion is considered desirable and practical but cannot be adopted at a particular level, it should be forwarded, along with an evaluation, to the next higher level having authority over the subject matter. At each level to which a suggestion is referred, a complete evaluation will be made and a copy of DA Form 2440 sent to the originating Incentive Awards Office. This keeps everyone informed regarding the status of the suggestion. Any followup action necessary will be made by the referring office.

5. A suggestion which is undesirable or impractical may be rejected at any level, regardless of whether the evaluator has authority to adopt and implement the suggestion.

6. When a suggestion is adopted or recommended for adoption, either totally or partially, or is rejected, the evaluator will send the suggestion file back through the evaluation channel. One signed copy of DA Form 2440 and one copy of the suggestion file will be sent directly to the Incentive Awards Administrator at the installation where the suggestion originated.

   Note. A suggestion is not adopted until it has been implemented or authorized for implementation by the office with authority to make such a decision.

7. Reasons for adoption or rejection should be stated completely.

8. When a suggestion is recommended for adoption, the evaluation report will include a commitment as to how and when it will be placed into operation; an estimate of the annual savings and benefits, together with an explanation of the method used in making this determination; an explanation of the type and relative importance of intangible benefits, if any; a statement as to the extent of application; and, where applicable, an estimate of offsetting costs of implementing the suggestion.

The Award

Activity commanders may grant up to $3,000 to an individual or a group. If a suggestion merits a greater award, a major commander may grant up to $10,000. Nominations for awards over $10,000 must be forwarded to the Executive Secretary, HQDA(DAPE–CPL) WASH, DC 20310, for review by the Army Incentive Awards Board.



Computation of Awards

Awards for adopted suggestions will be based upon tangible monetary savings, intangible benefits, or a combination of both.

Tangible Savings

Cash awards for tangible monetary savings may be granted on the basis of actual or estimated savings for the first full year of operation minus implementation costs. Benefits may be in the form of—

—Actual dollar savings in terms of man-hours or personnel spaces

—Extent of increased output at the same cost

—Materials or other resources saved in specific terms

The amount of the award will be determined in accordance with the tangible awards scale (table 2–1) in AR 672–20. An adopted suggestion with less than $250 in benefits will be recognized by a letter of appreciation or a locally devised certificate.

When an adopted suggestion will require a substantial installation cost but will yield measurable savings over a number of years, computation of the award may be based on the average of net annual savings over a period of the first 3 to 5 years.



Intangible Benefits

A cash award based on intangible benefits may be made when a suggestion cannot be measured on the basis of monetary savings. The amount of the award is determined by its value or benefit to Army or Government operations in accordance with the intangible awards scale (table 2–2) in AR 672–20.

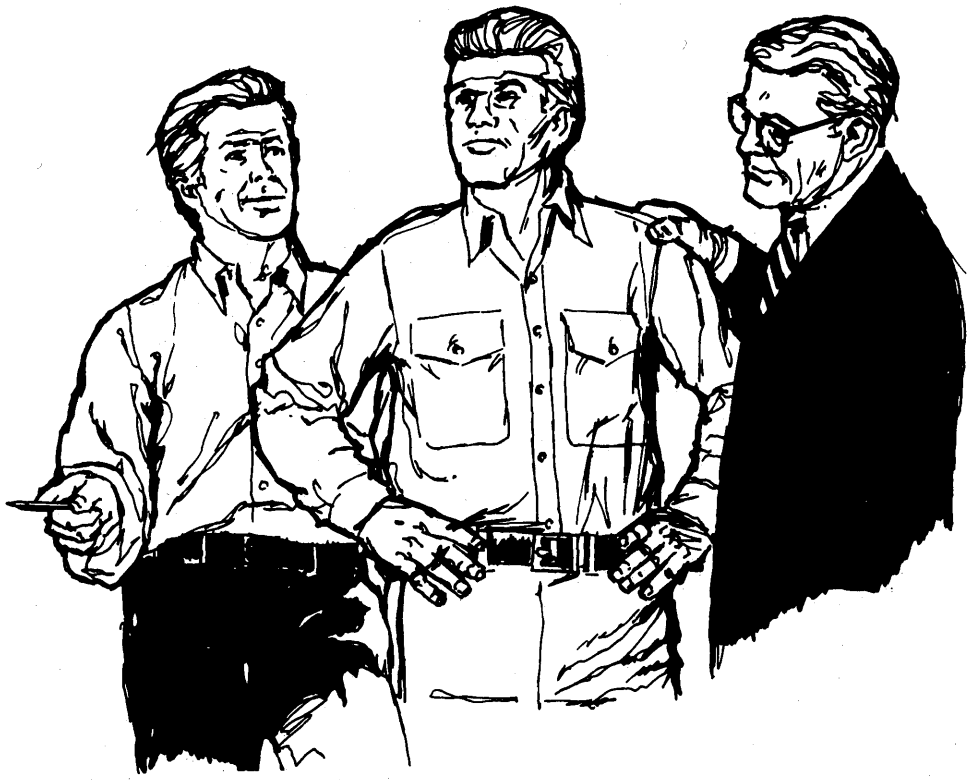
Combined Tangible and Intangible Benefits

When a contribution results in both tangible and intangible benefits, the intangible benefits need only be recognized to the extent that the award, based on tangible savings, is not adequate.

Your Role in the Suggestion Program

How successful you are in converting your subordinates' ideas into operating improvements depends to a great extent on the help you give them. When you help them, their suggestions are more likely to be usable. Some of the things which you can do to help develop more effective suggestions are:

- *Encourage subordinates to look for improvements in their own areas.* When people think about the work of their own organization or other operations with which they have daily contact, they stand a much better chance of having their ideas accepted. Ideas which are based on personal experience and expert knowledge are the kind most likely to be workable.



- *Let your people know that you are willing to advise and assist them in developing workable ideas.* If the idea deals with improvement within your own unit, the suggester has the opportunity to explain the benefits in more detail and to persuade you to support the change. Also, you can help to improve suggestions through your experience and knowledge.

- *Encourage suggestions.* When discussing work performance with subordinates, you have an excellent opportunity to emphasize that you believe that they can add to the effectiveness of your organization by contributing their ideas. POINT OUT operations that are particularly troublesome and start them thinking constructively in areas where ideas are most needed.

Effective leadership means getting people working with you to improve operations in every possible way; that "working with" may include employees and service members suggesting worthwhile improvements in the organization's way of doing things. A subordinate's idea which improves your operations will not be considered by management as a reflection on your alertness or initiative. To the contrary, any improvements in your operation, regardless of who suggests them, will reflect favorably on you as an effective leader and good manager. An effective supervisor utilizes all of the abilities of his/her subordinates, including their ideas for improvements.

If the suggestion indicates that an invention has been made, please read the Invention Awards section.

Reconsideration

A suggester may request reconsideration of a rejected suggestion upon the presentation of new and/or additional information or documentation of an error. Such requests must be submitted to the local incentive awards office within 45 days of the final decision not to adopt the suggestion. Requests for reconsideration which merely express disagreement or dissatisfaction with the evaluation will not be reconsidered. Accepted requests will be forwarded through normal evaluation channels and reevaluated one level above that which rejected the suggestion.

INVENTION AWARDS

Definition

Invention awards provide cash incentives to inventors for inventions that are determined to be of value to the Department of Army and for which patent coverage is sought or obtained. Both civilian and military personnel may receive these awards.

Eligibility Requirements

- Civilian employees and military personnel will be eligible for consideration for an initial award of $100 upon filing of the patent application and will be eligible for a further award of $300 when a patent is issued.

- An additional cash award based on tangible savings or intangible benefits may be made if the invention is adopted. An Army inventor may receive an award up to $25,000 for an invention resulting in substantial improvements to Government operations.

- An additional award will not be authorized if a cash award has already been paid for the same contribution under the Army Suggestion Program.

As a member of the Army team, you are required to report all inventions made which relate to your duties being performed for the Army. Invention disclosures indicated to be of value and possible use to the Army should be directed to the head of the Army agency or component to which the invention relates. The appropriate invention disclosure form is DA Form 4734–R. (See DA Pam 27–11 for reproduction instructions for DA Form 4734–R (Invention Disclosure).) If your agency or component is not supported by a patent section and the invention appears to deserve further processing, the head of the agency or component will transmit the invention disclosure to the Chief, Intellectual Property Division. (See AR 27–60.)

DEPARTMENT OF THE ARMY
UNITED STATES OF AMERICA

INVENTION DISCLOSURE

(THIS FORM AND ACCOMPANYING DRAWING AND DESCRIPTION SHEETS ARE TO BE COMPLETED FOR EACH INVENTION PROMPTLY FORWARDED TO THE PATENT ACTIVITY(IES))

PATENT ACTIVITIES DOCKET NO.

ASSIGNED TO:

SHORT TITLE OF INVENTION
Narcotic Antagonists in the Therapy of Shock

FULL NAME(S) OF INVENTOR(S) (FIRST) (MIDDLE INITIAL) (LAST)	HOME ADDRESS(ES)	(DUTY) TEL. NO. AREA CODE
(1) John W. Holaday	4 Vallingby Circle, Rockville, MD 20850	(202) 576-3559
(2) Alan I. Faden	15112 Georgia Ave., Rockville, MD 20853	(202) 576-3067
(3)		

INFORMATION AND DATES CONCERNING THIS INVENTION

NEEDED IN THE EVENT OF A CONTEST OF PRIORITY OF INVENTION IN THE U.S. PATENT AND TRADEMARK OFFICE, ALL RECORDS CITED SHOULD BE DATED AND SIGNED BY TWO INDEPENDENT WITNESSES WHO HAVE READ AND UNDERSTOOD THE MATERIAL.

(4) ON WHAT DATE DID YOU FIRST THINK OF THIS INVENTION (WHAT RECORDS SHOW THIS?)
10/29/76 Laboratory notes

(5) GIVE DATE OF AND IDENTIFY EARLIEST SKETCH OR DRAWING
Prior to 7 March, 1977 (attachment #1)

(6) WHEN/WHERE AND TO WHOM DID YOU MAKE THE FIRST DISCLOSURE TO OTHERS OF THE INVENTION EITHER ORALLY OR IN WRITING?
10/31/76 Horace H. Loh (orally) 11/6/76 James L. Meyerhoff (orally)

(7) DESCRIBE DETAILS OF ANY WORK OR TESTS DONE TO PRODUCE OR OPERATE THE INVENTION GIVE DATES AND WITNESSES (USE OTHER PAGES IF NECESSARY)
On 17 Feb 78, initial trials were performed in rats. (see attachement #2)

(8) DESCRIBE AND GIVE DATES OF ANY OTHER SKETCHES, DRAWINGS OR REPORTS PERTINENT TO THIS INVENTION
I Attached protocols and amendments for Walter Reed approval of laboratory animal requirements are dated as indicated in attachement, the first of which was on or about 3 Jan 78 (see attachment #3).

USE, SALE OR PUBLICATION

NEEDED TO ESTABLISH THE DATE OF ANY PRINTED PUBLICATION, PUBLIC USE OR SALE. SINCE NO PATENT APPLICATION MAY BE FILED AFTER ONE YEAR FROM SUCH DATE.

(9) IF INVENTION HAS BEEN SOLD OR USED FOR PROFIT- WHEN AND TO WHOM DISCLOSED OR WHEN AND HOW USED?
Not applicable

(10) HAS A DESCRIPTION OF THIS INVENTION BEEN MADE AVAILABLE TO PERSONS OUTSIDE THE ARMY? (WRITTEN OR ORAL) IF SO, HOW AND WHEN AND WAS USE RESTRICTED? This invention was confidentially disclosed orally on or about 31 Oct 76, 16 Mar 77, 10 Apr 78, and 28 Apr 78, to the following individuals (see attachment #4).

POTENTIAL MARKET INFORMATION

NEEDED FOR POSSIBLE MARKETING INVESTIGATIONS AND AS AN AID TO POTENTIAL LICENSING TO OTHERS.

(11) DESCRIBE ANY POTENTIAL OR EXISTING MARKET FOR SALE OR LICENSE OF THIS INVENTION
See attachment #5

A. GOVERNMENT:

B. COMMERCIAL:

C. IDENTIFY ANY KNOWN FIRMS OR VENDORS WHO MAY BE INTERESTED IN THE INVENTION

CONTRACT INFORMATION

A DETERMINATION OF RIGHTS IN THIS INVENTION WILL BE NECESSARY. (SEE AR 27-60)

(12) IF THIS INVENTION WAS FIRST CONCEIVED OR CONSTRUCTED IN CONNECTION WITH:

A. MY DUTIES AS A GOVERNMENT EMPLOYEE

B. MY WORK UNRELATED TO MY DUTIES AS A GOVERNMENT EMPLOYEE (PRIVATE, OFF DUTY ACTIVITIES)

C. MY DUTIES AS A GOVERNMENT EMPLOYEE & WORKING WITH A CONTRACTOR

D. NEITHER A, B OR C, EXPLAIN

FOREIGN FILING CONSIDERATION

NEEDED TO DETERMINE THE POTENTIAL WORLDWIDE USE FOR THE INVENTION.

(13) INDICATE THE POTENTIAL FOR USING THIS INVENTION IN FOREIGN COUNTRIES

☐ POOR

☐ GOOD

☒ EXCELLENT

SECURITY CLASSIFICATION

(13A) PLEASE INDICATE THE SECURITY CLASSIFICATION IF KNOWN

☐ CLASSIFIED LEVEL

☐ UNCLASSIFIED

☒ CLASSIFICATION UNKNOWN

Patent support for Army inventor(s) is available from the appropriate offices listed below:

HQDA
Chief, Intellectual Property Division
Office of The Judge Advocate General
Department of the Army
WASH, DC 20310

Chief of Engineers
Assistant Counsel, Patents
DAEN-CCP
WASH, DC 20314

DARCOM
Assistant Command Counsel
Patent Law Division
US Army Materiel Development and Readiness Command
5001 Eisenhower Avenue
Alexandria, VA 22333

Once the patent application is filed in the US Patent and Trademark Office, each inventor is eligible for the initial award of $100. If the patent application issues into a patent a sole inventor will be eligible for a final award of $300. Co-inventors will each be eligible for an award of $150. A representative abstract of a patented Army invention appears below.

DA Pam 27–11 has a more detailed discussion of how Army patents are obtained.

United States Patent [19]

Larsen et al.

[11] **4,135,131**

[45] **Jan. 16, 1979**

[54] **MICROWAVE TIME DELAY SPECTROSCOPIC METHODS AND APPARATUS FOR REMOTE INTERROGATION OF BIOLOGICAL TARGETS**

[75] Inventors: **Lawrence E. Larsen, Silver Spring; John H. Jacobi, Bowie, both of Md.**

[73] Assignee: **The United States of America as represented by the Secretary of the Army, Washington, D.C.**

[21] Appl. No.: **842,137**

[22] Filed: **Oct. 14, 1977**

[51] Int. Cl.² **G01R 27/04**

[52] U.S. Cl. ..... **324/58.5 A; 128/2 A**

[58] Field of Search ..... **324/58.5 A, 57 SS, 58 A; 195/103.5 R; 128/2 A, 2 R, 2 S**

[56] **References Cited**

U.S. PATENT DOCUMENTS

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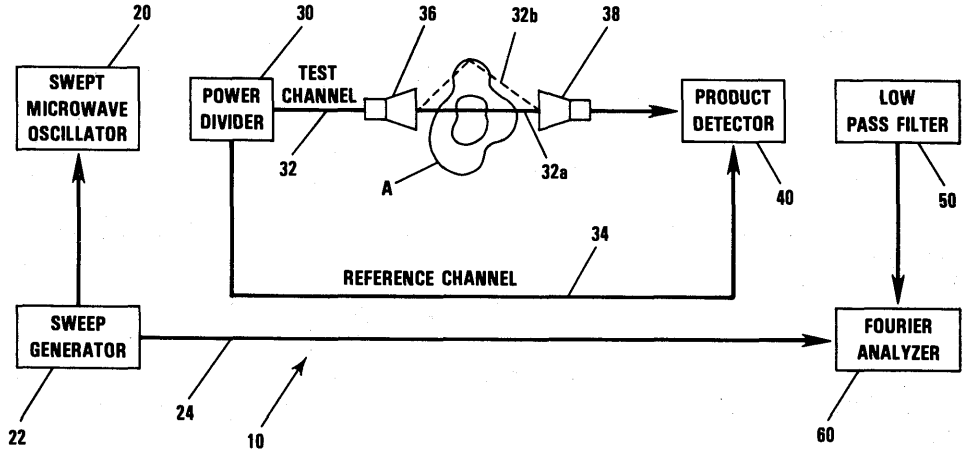
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[57] **ABSTRACT**

Remote interrogation of biological targets is accomplished in accordance with the present invention by method and apparatus wherein a microwave signal is generated which varies in frequency from a first frequency to a second frequency in a predetermined time period. The signal is divided into two signals, one of which is propagated through a test channel comprising a transmitting antenna for transmitting the signal through the target, and a receiving antenna for receiving the signal transmitted through the target, and the other of which is propagated through a reference channel providing a fixed time delay of propagation. The propagated signals are detected and mixed to produce a time delay spectrum wherein the frequency of each spectral line represents the instantaneous difference in the frequencies of the detected signals.

7 Claims, 5 Drawing Figures



RECOGNIZING SUPERIOR PERFORMANCE

As a supervisor, you have many roles in the Incentive Awards Program. You are responsible for implementing incentive awards policy as stated in AR 672–20. Depending on your position, you may find yourself required to assume one or more of the following roles: evaluating official, reviewing official, or approving official.

Evaluating Official

Your responsibilities as an evaluating official include:

- Making a thorough and careful assessment of an employee's performance or an evaluation of a suggestion
- Evaluating suggestions promptly to assure potential savings are not being overlooked
- Making recommendations for awards when merited
- Being completely fair and honest in your appraisals

There are a number of important considerations in carrying out these responsibilities.



Timing

Performance appraisal is, of course, a continuing process. You should *periodically* review your employees' performance and discuss with them their contributions to specific organizational goals and whether their level of performance meets, exceeds, or fails to meet the standards required to achieve them. When performance significantly exceeds established standards, consideration should be given to recommending the employee for a performance award.

Recognize Promptly

Recognition has its greatest impact when it follows closely the action being recognized. Recommendations for awards should be made any time there has been a significant contribution beyond job responsibilities, either as a one-time occurrence or over an extended period, by an individual or a group of employees.

Recognition Must Be Appropriate

Two key questions you must ask yourself if you wish to make effective use of awards to motivate your staff are:

- Does the recognition fit the contribution?
- Is the recognition meaningful to the employee?

The table of awards in appendix A of this pamphlet will aid you in choosing the most appropriate award for an employee. Both types of awards, honorary and cash, have their uses as motivators but keep in mind that an award which fits one contribution will not necessarily fit another and recognition that motivates one employee will not necessarily motivate another.

Equity in Recognition

Awards should be given when merited, regardless of employee's grade, level of responsibility, or type of responsibility. When giving awards, you should assure that no group is systematically or inappropriately overlooked or omitted. Overall awards should be relatively evenly distributed among occupations, between white and blue collar workers, between male and female employees, and between minorities and nonminorities.

Presentation of Awards

One of the purposes of the Incentive Awards Program is to encourage other employees to make similar contributions beyond job responsibilities and so improve the overall performance of the work group. It is, therefore, very important in granting awards to give careful thought and preparation to the manner of presentation.



Some important considerations—

- Awards should be presented as soon as possible after approval.
- Recommending and intermediate supervisors and fellow employees should be invited to the ceremony.
- You, the recommending supervisor, should make a public statement of specific reasons why the employee's contribution merited recognition, including its impact on the organization. Such a statement will enable other employees to understand why the individual is being recognized and what kinds of contributions merit recognition.

Proper presentation of an award adds distinction to the award and serves as a strong incentive for the award recipient and other employees to continue to perform in a superior manner.

Reviewing Official

Your responsibilities as a reviewing official include:

- Assuring that award recommendations are factual and objective
- Assuring that the type of recognition is appropriate
- Assuring that all criteria are met before you approve the recommendation

Approving Official

Your responsibilities as an approving official include:

- Assuring that recommendations are factual and fair
- Assuring that performance sufficiently exceeds normal requirements to justify the amount of award or other recognition recommended
- Assuring equity in recognition
- Assuring proper use of awards

Confidentiality of Nomination

Do not discuss award nominations with nominees until the award has been approved. Documentation for awards should be considered privileged information and generally made available only to those involved in the decision process and certain others on a need-to-know basis.



AVOIDING PITFALLS

Properly used, incentive awards can help motivate individuals and groups to achieve their greatest potential through constructive ideas and through continued superior performance. Improperly used, incentive awards will likely be counterproductive, resulting in the destruction of employee incentive.

Briefly, here are some of the pitfalls to be avoided:

- *Showing favoritism* in the use of awards may deprive deserving individuals of recognition, destroy their motivation, and undermine employee confidence in management and in the Incentive Awards Program.
- *Exceeding reasonable time limits* in deciding whether or not to approve awards or adopt suggestions kills incentive and initiative.
- *Delaying recognition* for an employee or group of employees who have completed an assignment in an outstanding manner lessens the impact of such recognition. It is important, following an appraisal of performance, to consider and identify who deserves recognition, and what type is appropriate, so that action can be taken within established time limits.
- *Not telling employees* in detail *why certain individuals are receiving recognition* may lead to employee distrust in the fairness of the managers' use of awards. Employees should know how the employee being recognized performed beyond job responsibilities, thus earning the award.
- *Using cash awards instead of career or temporary promotion* of an employee who is performing at the next higher level is a misuse of incentive awards which is obviously unfair to the employee and will likely serve as a disincentive rather than an incentive. Proper use of awards and promotion maintains employees' confidence that continuing superior work will be recognized appropriately.
- *Recommending awards for individuals about to retire or transfer* serves neither as an incentive to the person to be recognized nor to others within the organization. It is far better to give honorary and cash awards to persons at the time their performance warrants recognition. This serves to reinforce employees' belief that management sincerely appreciates and recognizes their contributions to the organization.

PERFORMANCE AWARDS

Types of Monetary Performance Awards

Employees who perform their duties in a superior manner or make special contributions are eligible to be considered for cash performance awards.

You should know and understand the hierarchy of performance awards so that you will be able to match the appropriate award to the type of contribution. The distribution of these awards should reflect the differences in the requirements for each award.

Recent studies show that from 1974–1977, the average Quality Increase benefited the Department of Army employee for at least 4 years at a cost to the Government of approximately $1,769, or $442 a year, compared with the average Sustained Superior Performance Award or Special Act or Service Award which cost approximately $197. You should keep these facts in mind and carefully consider the type of contribution when determining which award to recommend. Only those employees who clearly merit a faster than normal salary advancement should be recommended for a Quality Increase.

The following charts show the differences in the basic criteria for the three types of monetary performance awards. Appendix A contains a description of the awards, the eligibility requirements, and basic instructions for action responsibility and documentation and procedures. For further information, see AR 672–20.

Special Act or Service Award (SASA)

This award may be granted to an individual or group of employees in recognition of a meritorious personal effort, act, service, or scientific achievement which is

a. related to official employment

b. and performed on a one-time basis, or for a specific and limited period of time.

Military personnel are eligible to receive this award for scientific achievement only.

(*Note:* Some SASA are nonperformance related)

Sustained Superior Performance Award (SSPA)

During the period of service being recognized:

a. Performance of all critical elements must be at least fully successful.

b. Overall performance must *substantially* exceed fully successful performance.

Quality Increase (QI) (General Schedule Employees)

In addition to meeting all of the requirements for the Sustained Superior Performance Award, the employee:

a. Must have sustained the high level performance for a sufficient period of time that it is considered characteristic of the individual's performance, and

b. The performance must give promise of continuing at the same, or higher level, in the same, or on a substantially identical job in the future.

How to Write a Performance Award Recommendation

Statements of justification for performance awards should:

- Be brief—generally no more than one page of justification
- Be factual—use precise statements and use work measures wherever possible. Reviewing and approving officials should be able to see clearly that the award is merited.
- Be objective—justification should cover employee's job performance rather than personal traits.
- Emphasis results achieved which are beyond established performance standards.
- Identify benefits—wherever possible, state savings or identify benefits derived by the Army from the contribution.

Figure 1 illustrates a sample justification format for a Sustained Superior Performance Award. Figure 2 illustrates a sample citation to be used on DA Form 2443 (Commendation Certificate).



Justification Format for a Sustained Superior Performance Award must include:

1. Job elements (list the critical element or elements which the employee has performed in a manner substantially exceeding performance standards and include information listed in *a, b,* and *c* below for each):

   a. Standard of performance

   b. How performance exceeded standard. Give examples.

   c. How performance increased productivity, economy, efficiency, or effectiveness of Army or Government operations. Identify dollar benefits where possible.

2. Certification of performance

(Name of nominee) position description and the performance standards for the position were thoroughly reviewed prior to the submission of this recommendation. The employee's performance in one or more of the critical job elements has substantially exceeded performance standards as documented above. The total performance is of a level sufficient to merit a regular within-grade increase. Therefore, I recommend (Name) for a Sustained Superior Performance Award of $_____.

_____
(Name)

_____
(Date)

Figure 1

Sample Citation

(To be Used on DA Form 2443 (Commendation Certificate))

Robert T. Leifer is officially commended for his outstanding performance of duty during the period 1 March 1978 through 28 February 1979 while serving as a Management Analyst in the Office of Management Practices, Officer of the Comptroller, Fort Smith, Tennessee. He consistently demonstrated exceptional management skill and effectiveness in the Army Management Review Program. His special projects and continuing assignments were thoroughly analyzed, carefully planned and executed in a timely manner. His efforts in developing review procedures resulted in successful accomplishment of the mission of the Office of the Comptroller. Mr. Leifer is presented a Sustained Superior Performance Award in recognition of his outstanding accomplishments.

Figure 2

HONORARY AWARDS

Honorary awards are given to civilian employees in recognition of outstanding achievements or contributions. An honorary award may be given in addition to or independently of a cash award. For example, an honorary award is particularly appropriate in recognition of continued distinguished service, a singular achievement, or an act of personal heroism. Honorary awards, however, are not intended to serve as a substitute for deserved monetary awards.

Types

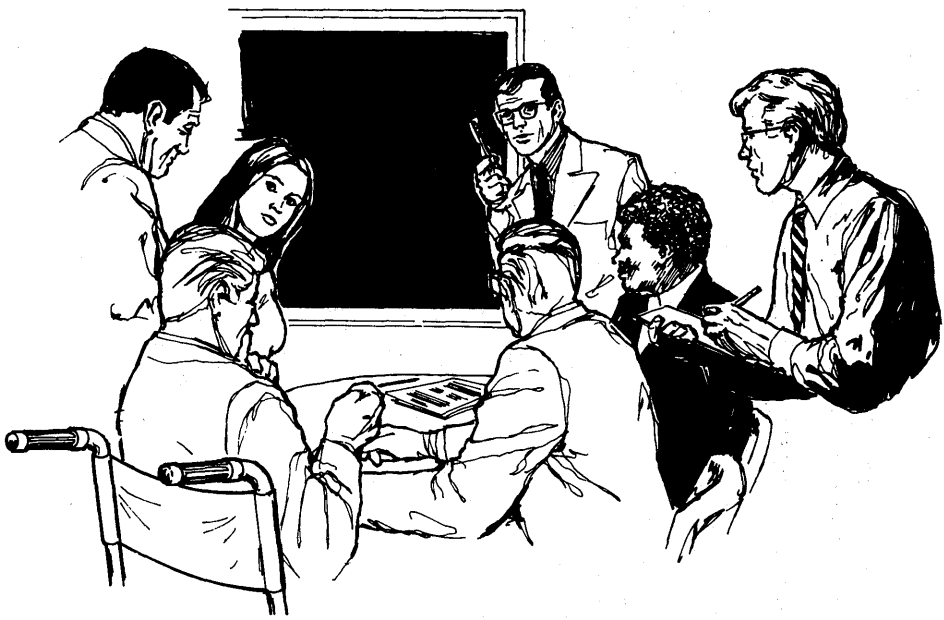
There are four broad categories of honorary awards:

- FEDERAL (e.g., President's Award for Distinguished Federal Civilian Service, Presidential Management Improvement Award)
- DEPARTMENT OF DEFENSE (Distinguished Civilian Service Award)
- DEPARTMENT OF ARMY (e.g., Decoration for Exceptional Civilian Service, Meritorious Civilian Service Award, Commander's Award, Certificate of Achievement)
- Non-FEDERAL (e.g., Rockefeller Public Service Award, Arthur S. Flemming Award)

The chart in appendix A includes a description, eligibility requirements, action responsibility, and documentation and procedures for most honorary awards. For further information concerning these and other honorary awards, Public Service Awards, and Non-Federal Awards, see AR 672–20. Regulations concerning honorary awards for military personnel are covered in AR 672–5–1.

THE INCENTIVE AWARDS COMMITTEE

Each installation and command has an Incentive Awards Committee which includes key operating and/or staff officials. Members usually include a representative from the Office of the Comptroller, the Civilian Personnel Office, any tenant activities at the installation, the Military Personnel Office, if there is substantial activity by military personnel in the areas of suggestions, inventions, or scientific achievements, and may also include other employees in responsible positions.



The committee's responsibilities include:

- Assisting the Civilian Personnel Office in planning and evaluating program activities, determining aspects of the program to be given special emphasis, implementing new program features, and improving local techniques.
- Considering and presenting recommendations to the commander concerning—
  - *a.* Nominations for higher level cash and honorary awards,
  - *b.* Competitive nominations,
  - *c.* Difficult, complex, or controversial cases.
- Ensuring coordination of program activities and publicity with related programs, such as cost reduction, management improvement, and productivity and manpower utilization.

APPENDIX
AWARDS—PERFORMANCE AND HONORARY

Section I. PERFORMANCE AWARDS

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Special Act or Service Award	Commendation certificate and cash award from $25–$25,000 in recognition of a meritorious personal effort, act, service, or scientific achievement. Group awards may be divided equally among the contributors or the total may be divided in proportion to the individual contribution to the group effort.	• Civilian employees • Military personnel for scientific achievement only • An individual or group	• Performance must be related to official employment and • Must exceed established performance standards as a one-time occurrence or for a specific and limited period of time. Types of achievement and performance required include: • A particular project or assignment which involves overcoming unusual difficulties • Performance of assigned duties with special effort or innovation that results in highly desirable benefits • Creative efforts that make important contributions to science or research • Exemplary or courageous handling of an emergency situation related to official employment.	*Initiator*—Immediate supervisor or other official having knowledge of the act or achievement. *Approver*—Commanders may approve awards up to and including $3,000. Awards over $3,000 and up to $10,000 must be approved by the appropriate major commander. Awards over $10,000 and up to $25,000 must be reviewed by the Army Incentive Awards Board and forwarded to Department of Defense and/or Office of Personnel Management for approval.	Supervisor submits DA Form 1256 (Incentive Award Nomination and Approval), with written justification and proposed citation to local Incentive Awards Office within 45 days after performance of the act, service, or scientific achievement to be recognized.

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Sustained Superior Performance Award	Commendation certificate and cash award to recognize individual performance which exceeds established performance standards.	• Civilian employees • An individual	• All of the critical job elements must be performed in at least a fully successful manner. • The employee's overall performance must substantially exceed fully successful performance. • Performance must be in the same job at the same grade, unless employee was changed to a lower grade during the period for reasons other than personal cause. • Performance must be sustained for a period of 1 year.	*Initiator*—Immediate supervisor *Approver*—As delegated by the commander	Supervisor submits DA Form 1256 (Incentive Awards Nomination and Approval), with written justification and proposed citation to local Incentive Awards Office within 30 days after completion of period to be recognized.

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Quality Increase	Commendation certificate and a within grade pay increase to recognize high quality performance above that normally found in the type of position concerned.	• Civilian employees on General Schedule only • An individual	Provided: • All of the critical job elements are performed in at least a fully successful manner. • Overall performance must substantially exceed fully successful performance • High level performance must have been sustained for a sufficient period of time that it is considered characteristic of the individual's performance • Performance gives promise of continuing at the same high level in the same position or a substantially identical position in the future • Performance is sustained for a period of 1 year in the same job at the same grade, unless employee was changed to a lower grade during the period for reasons other than personal cause • The employee has not received a Quality Increase in the past 52 weeks • The employee is not at the top rate for the grade on the pay schedule • The employee is not about to be promoted or did not recently receive a promotion which would recognize the same performance the Quality Increase would recognize • The employee is not detailed to another position.	*Initiator*—Immediate supervisor *Approver*—As delegated by the commander	Supervisor submits DA Form 1256 (Incentive Award Nomination and Approval), with written justification and proposed citation to local Incentive Awards Office within 30 days after completion of period to be recognized.

Section II. HONORARY AWARDS

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Letter of Commendation or Appreciation	Letter to recognize employee who merits some form of recognition but does not meet requirements for a higher award. Letter must cite specific performance being recognized.	• Any employee	Performance of official duties which is clearly above the quality normally expected.	*Initiator* — Anyone who has been a recipient of employee's work accomplishments No approval required	One copy of letter should be forwarded to CPO for filing in employee's Official Personnel Folder.
Certificate of Achievement (DA Form 2442)	Certificate to recognize employee contributions	• Civilian employees • An individual or group	Performance which • Demonstrates skill and initiative in devising and improving work methods which result in savings • Favorably affects employee morale and work performance • Meets mission requirements or special workloads involving unexpected difficulties and demands.	*Initiator*—Immediate supervisor *Approver*—Commanders. This authority will not be further delegated.	Supervisor submits DA Form 1256 (Incentive Award Nomination and Approval), with written justification and proposed citation to local Incentive Awards Office.
Certificate of Appreciation for Patriotic Civilian Service	Certificate and lapel button to recognize patriotic off-duty activities of a public service type.	• Civilian employees • An individual or group	Performance must • Not be job related and • Reflect patriotic off-duty activities of a public service type.	*Initiator*—Immediate supervisor *Approver*—As delegated by commander.	Supervisor submits DA Form 1256 (Incentive Award Nomination and Approval), with written justification and proposed citation to local Incentive Awards Office.

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Commander's Award for Civilian Service	Medal, lapel pin, and citation certificate to recognize outstanding contributions to mission accomplishment	• Civilian employees • An individual	• Sustained performance will normally cover a minimum period of 1 year of service. Types of performance required include: • Accomplishing duties in an outstanding manner • Demonstrating initiative and skill in creating new or improved equipment, work methods, and procedures or conceiving inventions resulting in considerable savings • Demonstrating leadership in performing assigned duties, resulting in improved productivity of the work unit • Demonstrating courage or competence in an emergency situation.	*Initiator*—Immediate supervisor *Approver*— Commander, agency head, or subordinate official of general officer rank or civilian equivalent	Supervisor will submit DA Form 1256 (Incentive Award Nomination and Approval), with written justification and proposed citation to local Incentive Awards Office.

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Meritorious Civilian Service Award	Medal, rosette, and citation certificate to recognize special achievements. A minimum cash award of $100 may accompany this award when granted for bravery.	• Civilian employees • An individual	• Performance must be related to official employment. • Performance must be sustained for a period of at least one year, except nominations for bravery. Types of performance required include: • Accomplishing duties in an exemplary manner • Demonstrating unusual initiative and skill in devising new and improved equipment, work methods, and procedures or conceiving inventions resulting in substantial savings • Achieving outstanding results in improving morale and work performance of workers • Exhibiting unusual courage or competence in an emergency situation.	*Initiator*—Immediate supervisor *Approver*—Major commander (may be delegated per AR 672–20)	Supervisor submits DA Form 1256 (Incentive Award Nomination and Approval) with written justification and proposed citation to local Incentive Awards Office.

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Decoration for Exceptional Civilian Service	Medal, rosette, and citation certificate, signed by the Secretary of Army, in recognition of exceptional achievement. A minimum cash award of $200 may accompany this award when granted for bravery.	• Civilian employees • An individual	• Nominees, other than those for bravery, normally will have previously received other Department of Army recognition. • Performance must be sustained for a period of at least one year, except nominations for bravery. Types of performance required include: • Accomplishing assigned duties of major program significance in a clearly exceptional manner • Contributing exceptional achievements which result in large-scale savings or are of major significance in advancing missions • Exhibiting great courage and voluntary risk of life in performing an act which directly benefits the Army or its employees • Providing outstanding leadership to major Army programs.	*Initiator*—Immediate supervisor *Approver*—Secretary of the Army	Supervisor will submit DA Form 1256 (Incentive Award Nomination and Approval), with written justification, and citation proposal to the local Incentive Awards Committee for review and forwarding through command channels to the Executive Secretary, Army Incentive Awards Board. (See AR 672–20)

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Department of Defense Distinguished Civilian Service Award	Gold medal and citation certificate, signed by the Secretary of Defense, awarded annually to no more than six Department of Defense employees in recognition of exceptional devotion to duty and extremely significant contributions of broad scope to improvement of Department of Defense operations.	• Civilian employees of Department of Defense agencies • An individual	• Nominees must already have received or concurrently be nominated for the Decoration for Exceptional Civilian Service. • Performance must be sustained for a period of at least one year. Nominees must have: • Demonstrated exceptional devotion to duty, and • Made extremely significant contributions of broad scope to the improvement of Department of Defense operations.	*Initiator*—Immediate supervisor *Approver*—Secretary of Defense	Supervisor submits DA Form 1256 (Incentive Award Nomination and Approval) with written justification, two 8 x 10 inch glossy photographs, and proposed citation to the local Incentive Awards Committee for review and forwarding through command channels to the Executive Secretary, Army Incentive Awards Board. (See AR 672–20)

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
President's Award for Distinguished Federal Civilian Service	Gold medal and citation certificate awarded annually by the President of the United States to five Federal employees in recognition of special efforts above and beyond the requirements of their positions which have current impact in improving Government operations or serving the public interest.	• Federal civilian employees • An individual	• Nominees should have already received the Decoration for Exceptional Civilian Service and the DOD Distinguished Civilian Service Award. Nominees should demonstrate one or more of the following qualities: • Imagination in developing creative solutions to Government problems • Courage and perseverance against great odds and difficulties • High ability in accomplishing extraordinary scientific or technological achievement; in providing outstanding leadership in planning, organizing, or directing a major program of unusual importance and complexity; or, in performing an extraordinary act of credit to the Government and the country.	*Initiator*—Immediate supervisor *Approver*—President of the United States	Supervisor submits DA Form 1256 (Incentive Award Nomination and Approval) with written justification, an 8 x 10 inch glossy photograph, and proposed citation to the local Incentive Awards Committee for review and forwarding through command channels to the Executive Secretary, Army Incentive Awards Board. (See AR 672–20)

Title of Award	Description	Who May Receive	Eligibility Requirements	Action Responsibility	Documentation and Procedures
Presidential Management Improvement Award	A Plaque is awarded annually by the President of the United States to civilian and/or military personnel in recognition of their exceptional contributions toward improving Government economy, efficiency, and effectiveness.	• Civilian employees • Military personnel • An individual or group	• Nominees whose achievements represent exceptional management improvement contributions in areas of high Presidential interest or concern will be selected for the Presidential Management Improvement Award. • These nominees must have previously received a letter of commendation from the President in conjunction with the Presidential Recognition Program.	*Initiator*—Immediate supervisor *Approver*—President of the United States	Supervisor submits DA *Form* 1256 (Incentive Award Nomination and Approval) with written justification, an 8 x 10 inch glossy photograph, and proposed citation to the local Incentive Awards Committee for review and forwarding through command channels to the Executive Secretary, Army Incentive Awards Board. (See AR 672–20)