

Interagency
Mission Awards
Policy
for
Locally Employed
Staff

HR Bureau, Office of Overseas Employment

Table of Contents

Contents

1. Purpose	5
2. Why Awards Matter	5
3. Authorities	6
4. As USG Mission Expands, Does One Size Fit All?	6
5. Coverage & Eligibility	8
6. Interagency Mission Awards Policy and Program Administration	9
6.1 Roles and Responsibilities of the Joint Country Awards Committee (JCAC)	9
6.2 Rules Pertaining to the JCAC:	10
6.3 Roles and Responsibilities of the HR Office	11
6.3.1 Awards Program Coordinator	11
6.3.2 Recordkeeping	12
6.4 Roles and Responsibilities of Supervisors	13
7. Nominations: Criteria and Guidance	16
7.1 Performance Evaluation and Awards	17
7.2 Recognizing Groups and Team Efforts	18
7.3 Using the Joint Form (JF)-66 Nomination for Award	19
7.4 Nominating Colleagues	20
7.5 Selection and Approval	21
8. Funding Awards	22

8.1 Funding Mission Cash Awards	23
8.2 Recommended Steps in Planning for Annual Interagency Mission Cash Awards	27
8.3 Mission Award Approval Process at Post Process Map	28
9. Presentation of Awards	29
9.1 Award Certificates	29
9.2 Awards Ceremony Check List for the Coordinator(s)	29
9.3 Exceptions to a Mission Awards ceremony:	30
10. Types of Awards	31
11. Annual Mission Awards	32
11.1 Mission Honor Award	33
11.2 Mission LE Staff Employee Award	34
11.3 Eagle Award	35
11.4 "Good Idea!" Award	36
11.5 Safe Driver Award	38
12. "Anytime" Awards	39
12.1 Customer Service Award	40
12.2 Mission Time-Off Award	41
12.3 Certificate of Appreciation	42
12.4 Mission Length of Service Award	43
12.5 Mission Retirement Recognition Award	44
12.6 Informal Awards and Expressions of Appreciation	45
13. Agency Awards for LE Staff	47

13.1 Length of Service Award	47
13.2 Retirement Awards	48
13.3 Agency – Specific Awards	48
Department of State (DoS) Agency LE Staff Awards	48
USAID Agency-Specific Awards for FSNs as reprinted from AD 491 (03/2006)	49
Department of Commerce	51
International Trade Administration/DOC	51
14. Closing Remarks	52
Appendices	53
Appendix A. IMAP Awards Table	54
Appendix B. Legacy Reference Documents	55
Appendix C. Template for a Mission LE Staff Employee of the Year Award	56
Appendix D. Writing Nominations and Citations	57
Appendix E. Nomination Checklist for JF-66	60
Appendix F. JF-66, Nomination for Award Form	61
Appendix G. Sample Template for Interagency Mission Award Certificate	63
Appendix H. Performance-Based Pay Increases	65

1. Purpose

This Interagency Mission Awards Policy(IMAP) Guidebook is designed to bring into equilibrium the spirit in which the awards program for Locally Employed (LE) Staff was created, and in accordance with the concept. The purpose of this interagency awards policy is to expand and enhance opportunities for incentive awards and recognition for all US Government (USG) LE Staff employees under the authority of the Chief of Mission (COM).

Awards procedures for Department of State (DoS) & other Foreign Service Agency US citizen direct-hires, regardless if Foreign Service (FS) or General Service (GS), are administered according to 3 FAM 480. They are not covered in this Guidebook.

2. Why Awards Matter

Mission goals are more easily achieved when all employees are able to perform to their best ability

A unified Mission Awards Program recognizes interagency excellence and helps to uphold morale and motivate all Mission employees to continue to perform their duties at optimum levels. A regular, equitable system of performance recognition encourages overall good workplace morale and accomplishment of Mission goals. It also saves the USG time and money by eliminating duplicate award program efforts or expenditures, and by preventing competitive cash award amounts between USG agencies.

To remain competitive for talent, each Mission must establish a more localized and inclusive awards program with the full cooperation of all agencies under COM authority. This Interagency Awards Policy Guidebook is designed to support each Mission in this effort.

3. Authorities

The USG Incentive Awards Program was established by the Government Employee's Incentive Awards Act in September 1954. This statute directs the Office of Personnel Management (OPM) to provide broad interagency policy concerning the conduct and implementation of the Federal Government's Incentive Awards Program.

The current personnel system abroad was mandated by Congress under Section 303 of the Foreign Service (FS) Act of 1980, as amended (Foreign Affairs agencies' employment authority for U.S. citizens and foreign nationals) and Section 202(a) 4(A) of the FS Act of 1980, as amended. Under these directives and the policies of this guidebook, the Mission is authorized to establish an awards program that provides an equitable system of incentive awards and recognition for all eligible LE Staff.

The overall guiding principle for the Interagency Mission Awards Policy is that the COM has authority and responsibility as described in the FS Act, for all HR policies and regulations within the Mission. All LE Staff under COM authority should be equally eligible for both Mission-level awards as approved by the Joint Country Awards Committee (JCAC) and COM, as well as their respective employing agency's awards, according to agency nomination criteria.

This policy supersedes 03 State 286576 Incentive Awards for Locally Recruited Staff.

4. As USG Mission Expands, Does One Size Fit All?

Since 1980, the number of USG organizations employing foreign nationals abroad has grown from 5 to over 50. The USG currently employs over 50,000 foreign nationals at approximately 180 posts world-wide. Non-State Department USG organizations employ approximately 25% of the USG's worldwide local national workforce. The State Department Awards program has always accommodated this expansion, resulting in the complicated management of multiple awards programs.

To correct this, in 2002 and 2003, the DoS Under-Secretary for Management approved eligibility changes in the Department's Awards Program. Eligibility was extended to include those USG LE Staff who were recruited and employed abroad under Personal Services Agreements (PSAs) and Personal Service Contracts (PSCs) by the US Department of State or hired in accordance with a signed PSA Memorandum of Agreement (MOA) between the State Department and the employing agency at post. **This policy supersedes 03 State 286576 Incentive Awards for Locally Recruited Staff.**

Throughout this Guidebook, and for the purposes of this policy, the original Department of State awards are referred to as the “legacy” recognition and incentive award system. Below is a chart showing the “legacy” award and the new Interagency Mission Award supplementing it at the Mission level in accordance with this policy.

“Legacy” Dept. of State Award	Parallel Interagency Mission Award
Meritorious Honor	Mission Honor
FSN of the Year	LE Staff of the Year
Franklin	Eagle
Suggestion	Good Idea!
Safe Driving	Driver
Extra Mile	Customer Service
Time-Off	Mission Time-Off

5. Coverage & Eligibility

This Interagency Mission Awards Policy Guidebook addresses equity in awarding and recognizing the accomplishments and contributions of all USG LE Staff under COM authority.

The following list identifies LE Staff types and hiring mechanisms which are eligible for Mission incentive awards and recognition:

1. All USG Direct Hire (DH) Foreign Service Nationals (FSNs);
2. PSAs of the State Department;
3. PSA employees of other USG entities with a PSA Memorandum of Agreement (MOA) with the Department of State;
4. PSAs of other USG entities under COM authority, but not under a PSA MOA, as long as the employing organization adheres to post's award program under the Interagency Mission Awards Policy;
5. Not Ordinarily Resident (NOR) and Ordinarily Resident (OR) PSAs - both US Citizen and foreign nationals;
6. LE Staff on a WAE duty schedule;
7. LE Staff on detail assignment within the Mission; and
8. Former LE Staff whose contribution, for which they are being recognized, was made during their active USG employment.

The following categories of employees are NOT eligible:

1. US Citizen employees recruited and hired (Direct-hire) in the United States (US);
2. Workers under private industry contract* who are not working under a PSA or PSC;
3. NOR Family Member Appointment (FMA) employees at post who are eligible for the same awards as DH, USG, US Citizen employees – GS or FS.
4. Military Personnel - The Dept. of State Award for Heroism is extended to Marine Security Guards assigned to post. Members of the armed forces are eligible for cash awards for innovation, invention, or scientific achievement, but not for general performance, in accordance with Executive Order 11438, December 3, 1968.

* Contractors are eligible for non-cash Certificate of Appreciation.

See 3 FAM 7120 or the HR/OE website for definitions of these categories of employment.

6. Interagency Mission Awards Policy and Program Administration

The COM is ultimately responsible for administering the Interagency Mission Awards Policy abroad. The COM normally delegates authority for awards program administration to the Joint Country Awards Committee (JCAC). The COM has final approval on all Mission Awards.

The IMAP is a uniform USG policy available and applicable to all participating USG agencies under COM authority. To preserve the integrity and cohesion of the IMAP, agency policy participation cannot be partial or conditional. USG agencies choosing not to participate in the overall policy will be exempt from all aspects of the mission awards program.

The Mission Awards Program is managed through the JCAC, in coordination with the Human Resources (HR) Office and post management. The program includes specific procedures for nominating, submitting, reviewing, and approving various types and levels of Mission incentive awards and forms of recognition.

6.1 Roles and Responsibilities of the Joint Country Awards Committee (JCAC)

The JCAC is responsible for:

1. ensuring adherence to the policy by implementing and periodically reviewing and updating post's awards program procedures;
2. maintaining administrative controls and records of all award actions in coordination with the Human Resources (HR) Office;
3. ensuring equity in agency budgets and individual nomination amounts;
4. approving/disapproving award nominations subject to final concurrence by the COM;
5. approving/disapproving the creation of new Mission-level awards; and
6. referring Mission LE Staff for Agency award nominations requiring Washington or other domestic headquarters approval.

NOTE: Although nominations to Washington (or other domestic US headquarters) for single-agency awards are NOT subject to JCAC's approval, the JCAC will receive all such agency award nominations and forward them to the employee's agency headquarters. This is to ensure that all award nominations are transparent and that a record of the agency nomination is included in the employee's official awards record at Post.

Membership of the JCAC should include representatives from various sections or functional areas of the Mission and other agencies at post on a rotating basis. LE Staff should be considered for membership provided that such inclusion does not create conflicts based on ethnic, racial, or other cultural reasons. Membership of the committee should reflect the diversity of the Mission workforce, in terms of agency, race, gender, ethnic origin, and grade. Representatives of key agencies within the Mission must be included, provided that their agencies participate in the Mission Awards Program.

6.2 Rules Pertaining to the JCAC:

1. Membership on the JCAC is by the invitation of the DCM or Management Officer at post.
2. A Chairman is elected by the committee. The Chairman will coordinate with the HR Office for nomination information and will manage the Committee to ensure all nominations are considered fairly and decisions are made and forwarded in a timely manner.
3. The individual members of the Awards Committee will be named in the Designation of Responsibilities Management Notice.
4. Replacement members are solicited based on continued proportional representation within the Mission.
5. Membership will be periodically re-evaluated, according to Mission population and agency participation in the Mission program, and at least once every two-year period.
6. Each representative has one vote and a simple majority rules. Although strongly encouraged to meet face-to-face at least once a year, committee members may submit votes electronically.

7. The HR Officer (HRO) and/or Management Officer (in the absence of the HRO) serves as a non-voting member of the Committee.

6.3 Roles and Responsibilities of the HR Office

The HR Office provides guidance on award policies and coordinates program activities. Generally, all Mission award nominations are submitted via the HR Office to the JCAC.

Annually, the HR Office prepares a post award plan for soliciting nominations and scheduling award ceremonies. The HR Office coordinates all Mission awards, specifying nomination criteria and submission deadlines, etc.

Upon receiving Mission Award nominations, the HR Office will conduct a technical review for eligibility (e.g. annual performance rating at least satisfactory, etc.) and will forward eligible nominations to the JCAC for consideration. The committee makes its recommendation to the COM for final approval.

Agency-specific awards are advertised and conferred by each Agency via the Senior Agency Official in country, in coordination with the Embassy HR Office. Coordination may include a copy of the award documentation placed in the employee's personnel file on record in the mission.

6.3.1 Awards Program Coordinator

At some posts, the HR Officer or Management Officer may designate an HR office employee to serve as the Mission Awards Program Coordinator. In this case, the employee will function as the point of contact for the Mission Awards Program, coordinating with agency representatives and section chiefs at the Mission.

The coordinator will report directly to the HR Officer or Management Officer. As the designated Mission Awards Program Coordinator, the incumbent must maintain objectivity and impartiality with respect to processing awards nominations and adhering to the Mission award policies. S/he will perform the assigned functions for the Mission Awards Program as detailed above for the HRO.

6.3.2 Recordkeeping

For LE Staff, awards documentation for each employee is maintained as follows:

Agency-specific awards - include a copy of the award documentation in the employee's personnel file on record in the mission.

In the Employee Performance File (EPF) at post:

1. Award nomination memoranda and justifications (whether or not the award was conferred).
2. Forms related to performance of duties and responsibilities, such as the JF-66

Copies of Certificates and Letters of Appreciation, etc. This excludes Retirement and Length of Service awards.

In the employee's Official Personnel File (OPF):

Copies of personnel action forms, such as the JF-62-A and cash award forms, such as the DS1952, associated with an award are filed in the employee's OPF.

When employees separate from the Mission, EPFs and OPFs should be retained for a minimum of one year up to 15 years.

Per 3 FAH-1 H-2352.5.1, inactive OPFs are retired to the National Personnel Records Center (NPRC) one year after separation via the agency's headquarters Human Resources office.

6.4 Roles and Responsibilities of Supervisors

Supervisors are usually the first level of approval for employee award nominations and thus carry the greatest responsibility to ensure that awards are distributed appropriately.

Supervisors must give full and equal consideration for awards to all employees regardless of race, color, age, gender, religion, ethnicity, or ability. Full and equal consideration means that before supervisors recommend any employee for an award, they need to be clear about the award criteria and whether any other employees also meet those criteria.

Supervisors and managers must think strategically about how to tie awards directly to the goals of the Mission and organizational performance results, reward employees for good work in a timely manner, and select from a wide menu of options for employee recognition.

Following are some suggestions to help supervisors think more strategically about awards:

- ✓ Recognize employees for specific achievements. Review nominations to ensure that recognition is linked to the performance outcomes and that the award amount accurately reflects the value of the contribution.
- ✓ Recognize contributions in a timely manner.
- ✓ Consider input from appropriate sources when making recognition decisions. Ensure recognition is distributed equitably and based on appropriate justification.
- ✓ Emphasize the synergistic results of teamwork through recognition of group accomplishments.
- ✓ Consider informal or non-monetary recognition as an alternative to cash awards for specific achievements, or when monetary awards are not authorized or available.
- ✓ Promote the recognition program by encouraging employee participation, arranging for appropriate presentations, and periodically publicizing recognition activities.

Supervisors must support the integrity of the awards program by ensuring that:

1. The nominator (whether supervisor or another Mission employee) is clearly in a position to document the award-winning conditions;
2. The nomination originating from another office was cleared through the respective supervisory chains of command in accordance with the JF-66 award nomination form;

3. A new hire employee has successfully completed the standard probationary period before nomination for an award. (Exceptions may be considered for an on-the-spot award);
4. A transfer or reassignment of a nominated employee into a different position does not interfere with eligibility for an award, even if the transfer results in the promotion of the employee to a higher grade;
5. Promotion to a higher grade in the same position , due to reclassification or successful completion of a training period, does not interfere with eligibility for an incentive award; and
6. Nominations for performance-based salary increases (MSIs) cover at least a 52-week duty period in the employee's current position.

How can the supervisor recognize consistently excellent employees?

Sometimes an award is appropriate for a person doing his/her job in a consistently excellent manner, with an emphasis on CONSISTENT and EXCELLENT. It's important to recognize those employees who bring their best to their positions every day.

For example, many jobs such as clerk, chauffeur, and visa processing, etc. don't lend themselves to special assignments, projects, or tasks that are traditionally recognized with an award. However, consistently good performers set the standard for their colleagues and are the backbone of a section. Incentives for these consistently good performers should include awards that can be conferred anytime and anyplace. Formal recognition may include Customer Service as well as various informal awards and Certificates of Appreciation.

A Word About Praise

While this guidebook deals primarily with tangible Mission incentive awards, it's important for the supervisor to remember that incentives and motivation come in many forms. One of the easiest, most underutilized, but most effective forms of recognition is sincere **PRAISE**.

Some supervisors may believe that giving praise regularly will somehow diminish its value. However, studies show that, in most cases, it is rare that one can provide too much sincere **positive feedback** to deserving employees.

Too, since so much time elapses between annual performance cycles, formal performance awards are typically granted for work that was accomplished many months in the past. This makes for a weak linkage between accomplishments and their reward, giving the general perception that the award is for "doing a good job."

Praise, given immediately and sincerely, is more likely to be closely linked with the specific desired employee action, performance, or outcome.

Praise can be conferred verbally or in writing, publicly or privately.

Know what your employees prefer and seek out opportunities to **offer praise** often.

7. Nominations: Criteria and Guidance

The benefit derived by the USG from the specific contribution of an employee or group of employees is the principal criterion for an award nomination. The contribution may be a suggestion that has been adopted, an improved procedure, sustained superior performance, or a special act or service. The benefits may be tangible or intangible.

Supervisors should consider the position's duties and grade level when determining the appropriate award type for the associated level of performance.

For example, specialists and analysts, by the nature of their work, are expected to suggest new and improved ways of performing work within the areas of their responsibility. Thus, an award nomination in this case should be based on the outcomes or benefits derived by the suggested improvements.

Generally, a nomination should be based upon:

1. Performance, productivity and quality of work;
2. Creativity and imagination applied to projects or other personal efforts that contribute to the efficiency, economy or other improvements of government operations or achieve a significant reduction in costs and/or paperwork;
3. Special acts or services related to official duties; or
4. Attitude, ability and willingness to learn and assume greater responsibility.

Award nominations should **not** be:

1. Granted on a rotational basis;
2. Granted across the board;
3. Given because an employee is at the top of a grade;
4. Based on favoritism;
5. Prompted solely by the impending retirement of the individual, or impending departure of an employee at the end of an assignment;
6. Given as a substitute for promotion; nor
7. Submitted for contractors working within the Mission, who are not employed under PSAs. Providing compensation such as cash awards to contractors is a procurement

conflict of interest and violation of ethics rules. However, contractors may receive recognition and appreciation in the form of items of minimal or intrinsic value. It is recommended that the Mission provide a letter or certificate of appreciation, signed by the COM or Ambassador, to the contractor's employing company, upon which the contractor's employer may choose to award the contractor with a bonus or cash award. These may be included in the awards ceremony at the discretion of the Mission.

7.1 Performance Evaluation and Awards

Recognizing excellence helps to uphold morale and motivate all Mission employees to continue to perform their duties at optimum levels. Regular and equitable performance recognition contributes to workplace morale and accomplishing Mission goals. Performance evaluation is closely linked to performance recognition by awards. It's imperative that outstanding performance be recognized.

Award nominations should be consistent with an employee's performance evaluation. That's one of the reasons why it's important that the supervisor completes an annual performance review. Posts must ensure:

1. Employees nominated for awards should have received at least a satisfactory rating in their most recent annual performance review. Recognizing and rewarding performance that is less than satisfactory devalues the awards program and the overall Mission performance management system.
2. Employees cannot receive awards for duties performed during a Performance Improvement Period (PIP) timeframe.
3. Awards and recognition for duties performed outside of a PIP will be delayed until after the employee has successfully completed his/her assigned PIP.

A Word About Delinquent Ratings

In order to reinforce the critical link between performance and recognition, the Mission may establish a post-specific policy suspending mission awards eligibility for rating officials, who are delinquent in submitting LE Staff employee appraisals when due, until the delinquent appraisals have been submitted.

If this policy is adopted at post, HR should advise the Awards Committee of such negligence when a mission cash award nomination is being considered for a post supervisor.

7.2 Recognizing Groups and Team Efforts

Group nominations are based on the excellent performance of a work group under special circumstances. Group awards are limited to members of a team or unit who have made substantial contributions to the Mission jointly or in tandem. Group awards are to reward the deserving employees in the unit who primarily and specifically contributed to the performance outcome being honored.

You can energize employees and promote collaboration within the work unit by recognizing teams for achieving specific targets or goals. For example, if a work unit can win a quality award for lowering its overall error rate to 3 percent over a given period of time, then employees will be likely to help each other find ways to get their collective error rate down even lower. They may even identify some creative, systemic ways of doing so. This works in the same way for any measurable performance target. The award serves as a focus for celebrating the achievement of a common goal.

Other than #1 or 2 below, US DH Foreign Service or Civil Service are not eligible for Interagency Mission Awards. US DH are only eligible for Agency-specific awards.

Post can confer awards to groups comprised of both Mission LE Staff and US DH employees through:

1. Award Certificates;
2. Tokens of appreciation with a dollar value of under \$50 are equally distributed to each and all categories of employees within the group being recognized (*see 3 FAM 4847 and 3 FAM 4849*); and
3. Cash awards -
 - a. Approval and distribution for DoS and USAID employees must follow the guidelines in accordance with 3 FAM 4846.
 - b. Cash awards of less than \$3000 per LE Staff group member may be approved at the Mission level via the JCAC, in accordance with this policy guidebook.

Scenario: A group of US DH and LE Staff of different agencies are nominated for a Mission group award for a POTUS visit. The US DH are employed by Dept. of State (DoS), BBG, USAID, and TSA. What to award under the new policy?

The group being nominated include: Linda, Louis, and Lorraine, who are Mission LE Staff working for BBG, TSA, and USAID; Frank, who is a US DH FSO employee of State Dept; and Connie, who is a contractor working in the Mission IRM.

1. *Linda, Louis, Lorraine and Frank may all receive an Eagle IMAP Award. Each one gets a Mission Award Certificate signed by the Ambassador for an Eagle Award.*

2. *The Eagle Award is accompanied by a cash award in the recommended amount of \$350, and is given to Linda, Louis, and Lorraine in local currency.*
3. *Frank's Eagle Award is a certificate only because his supervisor can nominate him back in Washington headquarters for an equivalent Agency award. In this case, Frank's supervisor nominates him for a Department of State Franklin Award for \$350.*
4. *Connie receives a Mission Certificate of Appreciation from the Ambassador and the DCM writes a letter to the contractor's employer recommending her for company bonus award.*

See 3 FAM 4846 for guidance on Cash Awards for Foreign Affairs
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7.3 Using the Joint Form (JF)-66 Nomination for Award

(See Appendix F for the complete JF-66 form.)

1. The Joint Form (JF)-66 should be used for Mission awards nominations.
2. The acronym of the employee's agency should be written in the top left-hand corner box.
3. If the award name is not listed, check "Other" under "Type of Award Recommended" and fill in the name as indicated in this Guidebook.
4. Award fiscal data is entered after the award is approved, in Section VII.
5. Nominations must include a suggested citation for the Award Certificate. (See Appendix D for guidance on writing citations.)
6. Poorly written or insufficient nomination justifications will be considered incomplete and may be rejected or returned by the Committee for more detail, further justification, or improved narrative. The JCAC also has the option to reduce the level of award based on the justification narrative of the nomination.

7.4 Nominating Colleagues

Any Mission employee may nominate a deserving LE Staff employee, group of employees, or supervisor for an award consistent with the Mission criteria for awards nomination. An employee may be nominated by a colleague in another section or at another post. **The nominator's agency funds the award.**

When nominating colleagues:

1. The nominating employee must have first-hand knowledge of the performance recognized, and.
2. The **nominating employee must gain the approval of the nominee's supervisor.** A supervisor may know of a good reason why the employee should not be honored at this time, (e.g. pending disciplinary action or on a PIP, etc.) or if greater award recognition should be requested based on additional praise from the supervisor. This provides an opportunity to either add to the award nomination, or stop further action on the award if deemed inappropriate.
3. The nominee's supervisor signs the JF-66 or if at another post (for example, the employee is detailed or on TDY), provide support through email, memo, cable, or fax, etc. The last box on page one of the JF-66 provides for the supervisor's approval if s/he is not the nominator.

Although it's NOT recommended, employees may nominate themselves for an award for which they qualify. The nomination must be coordinated, approved and submitted via the employee's supervisor for the JCAC's consideration.

7.5 Selection and Approval

The HR Office must review each Mission Award nomination to determine that the nominee is indeed eligible, and to ensure the nomination matches the award criteria.

In reviewing nominations, the JCAC should consider the employee's recent award history, performance evaluations, and previous nominations, (within the past 3-5 years), the position description, and other official documents as necessary to make a determination.

The JCAC determines if the performance cited on the nomination constitutes performance above and beyond normal duties.

8. Funding Awards

Equity: *The value of a resource over and above any liabilities relating to it; treatment of others or a general condition characterized by justice, fairness, and impartiality.*

Definition, Encarta Dictionary

All agency heads within the Mission should anticipate allocating funds annually in support of employee participation in the Mission Awards Program. Agencies should fairly and impartially award their employees based on their exceptional value and contributions to the success of the organization, over and above their salaries and regular step increases.

The JCAC reviews nominations to ensure that all awards are merited, regardless of origin, quantity of nominations, or availability of funds. The JCAC also is responsible (as delegated by the COM) for ensuring a level playing field amongst agency budgets and individual nomination amounts.

Cash amounts awarded should be both appropriate and equitably distributed across the Mission workforce.

Ceilings on cash awards: To protect Mission morale and ensure equity within the Mission workforce, the JCAC should set ceilings on the amount of each Mission award on a year-by-year basis, based on input from post's budget office and allowing for agency population and available award funding. Setting such ceilings protects the equity of the Mission awards program so that one or two well-funded agencies do not "tilt the balance" of Mission-wide awards.

The availability of funds, however, should not affect the JCAC's decision on approving an award nomination. Each award should stand on its own merits. If award cash compensation is not immediately available, the employee should still be recognized via certificate, etc. When and if the funding becomes available later in the fiscal year, post will pay out the cash award. In this case, the JCAC does not have to re-approve the award.

Any agency seeking an exception to an established annual cash award ceiling must submit a memo with justification to the JCAC/COM via the HR Office. The JCAC, acting for the COM, reviews the justification and decides whether or not to approve the exception, or to set other conditions.

Ceilings on awards distribution per agency. - To further ensure equity and protect the integrity of the post awards program, the JCAC should establish a Mission-wide ceiling on how many employees per agency can be nominated for annual cash awards. This limit is set in terms of

overall percentages, and can be readdressed each year, based on population and annual budgets.

The recommended annual percentage ceiling of employees per agency who can be nominated for a Mission cash award is 25 %.

The JCAC has the authority to approve exceptions to the established ceilings for special situations, e.g., program group awards, or recognition post-wide for a Very Important Person (VIP) visit.

Participation. - A participating agency under COM authority which elects to confer Mission cash awards above the JCAC- established ceilings and beyond the established percentage **may not** participate in the mission-wide awards ceremony. Participation by the agency's recipients in this case would undermine the authority of the JCAC/COM, and may be demoralizing to the general mission workforce.

Agency-specific cash awards in addition to, or not covered by the Mission Awards Policy, must be funded by the Agency domestic headquarters. When conferring Agency cash awards on their LE Staff, it is recommended that the Agency set ceilings comparable to Mission Awards ceilings.

8.1 Funding Mission Cash Awards

- ✓ Each Mission JCAC sets annual limits on the range and maximum amount per Mission award, and percentage of employees nominated for awards, based on Mission composition, budgets, numbers of LE Staff employees, and cultural context. Once approved, no agency may exceed the established ceilings for the fiscal year.
- ✓ **Cash award ranges per award in this guidebook are suggestions only; the Mission JCAC decides on annual maximum compensated award amounts, taking into account the availability of funds and agency budgets.**
- ✓ Mission cash awards may not exceed \$3000 USD per employee, but this ceiling may be set lower per fiscal year pending availability of funds. Cash awards above \$3000 USD must be Agency-specific awards approved and funded by Agency headquarters.
- ✓ Any form of compensation may be given along with an honor award. While a cash award can be given with an honor award under the same justification, more than one form of compensation cannot be granted for the same performance. For example, an employee may not be approved for both a cash award of \$400 plus a Time Off from Duty Award for 8 hours for the same project. This is "double-dipping" compensation.

Likewise, a cash award and a Meritorious Service Increase (MSI) cannot be granted for the same performance.

- ✓ Cash payment to LE Staff is in local currency, not to exceed the equivalent award amount stated in U.S. dollars. An exception to this may be in the case of an LE Staff detailed or on TDY in another country, for example. In this case, the cash award may be in an equivalent compensation denomination.

How it Works - An Example:

The following scenario provides an example of how the agencies participating in the Interagency Mission Award Policy can apply the flexibilities of the program in recognizing their LE Staff:

You are a Dept. of Defense supervisor in Mission Ubetchastan which has the following USG agencies at post:

- *Dept. of Commerce (DoC) with 50 employees;*
- *CDC with 50 employees;*
- *DoD with 100 employees;*
- *USAID with 250 employees; and*
- *Dept. of State with 1000 employees.*

The HRO has announced that it's time to submit nominations for annual mission awards. Each Agency head at post now must decide what kinds of awards and for how much to submit to HR and the JCAC. HR has reminded each Agency how much it projected it would have available for cash awards based on last year's budgets.

Keeping all this in mind, and this new Interagency Mission Awards Policy, how does the agency head allocate funds and nominate awards?

Remember, LE Staff are eligible for the following IMAP awards at post:

- *Mission LE Staff Employee of the Year*
- *Mission Honor Award*
- *Eagle Award*
- *Good Idea Award*
- *Customer Service Awards*

You have \$2000 allocated for cash awards for your DoD LE Staff this fiscal year. Although you can recognize up to 30 employees per the Mission's limits, you have 16 employees you want to recognize with cash awards. You decide on the following distribution of your \$2000 and submit nominations to the HRO/JCAC:

4 Eagle Awards - \$100 each (minimum of award range)

5 Customer Service Awards - \$200 each

5 Time-Off Awards

1 Good Idea Award - \$100

1 LE Staff Employee of the Year - \$500

14 Mission Certificates of Recognition with small-dollar value token items.

To ensure an equitable playing field at post, the JCAC closely oversees the Dept. of Commerce's nominations, since they have \$5,000 to allocate among 50 employees. Fifteen cash award nominations are approved. DoC allocates according to the approved individual award ceilings set by the JCAC:

5 Eagle Awards - \$500 each (maximum of award range).

9 Customer Service Awards - \$200 each

2 Good Ideas - \$250 each

As demonstrated in this scenario, post achieved equity in distribution of award funds between these two agencies. DoD had \$2000 to distribute among its 100 employees; it was able to use the program flexibilities in varying the types of awards and ranges of cash award ceilings in order to recognize almost a third of its employees. DoC, in contrast, had more than twice as much funding to distribute among half as many employees as DoD. However, again, it applied the program flexibilities to recognize a smaller number of employees but using cash sums in the higher ranges for each award.

Agency-specific guidance per 3 FAM 4800 on Foreign Affairs Agency cash award limitations:

1. **For USAID:** Cash award nominations for employees abroad in excess of \$1,000 must be forwarded to the responsible Administrative Management Staff (AMS) for approval by the Assistant Administrator. The USAID Administrator must forward cash award nominations for special acts in excess of \$2,000 to the USAID Special Awards Committee for review and recommendation with final approval.
2. **For DOC:** Extra Mile/Customer Service awards may not exceed a cash value of \$1000 per year and must be approved and submitted to agency headquarters through the Agency head in country.
3. **For BBG/IBB:** IBB station managers and IBB affiliate program managers have authority to approve award nominations of \$1,000 and below. These awards are locally funded and processed. Award nominations above \$1,000 must be forwarded to IBB, Washington, DC for approval and funding.

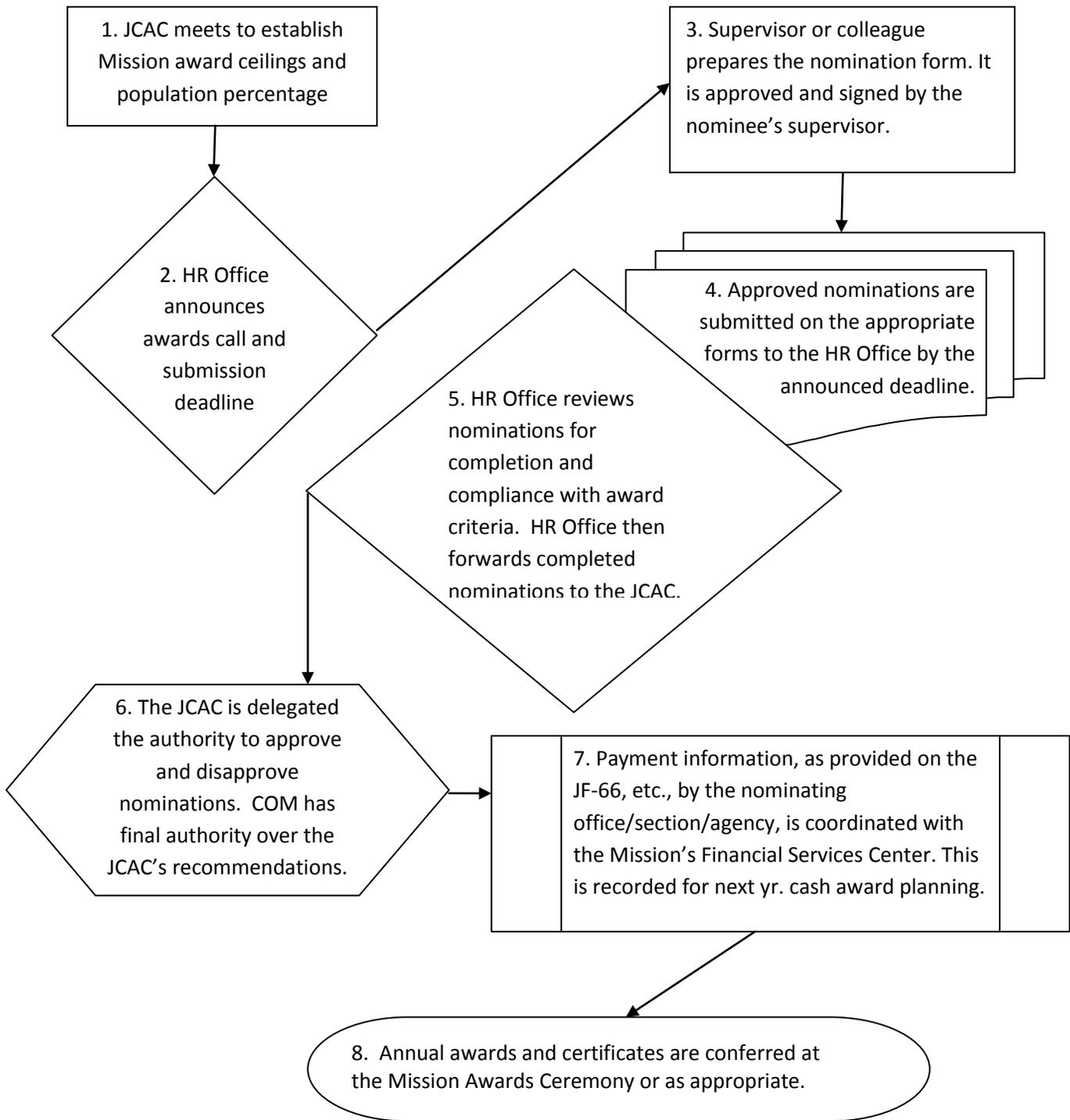
8.2 Recommended Steps in Planning for Annual Interagency Mission Cash Awards

1. Each agency at post allocates amounts in their annual operating budget based on projected amounts from the previous year's data.
2. JCAC meets to establish cash award ceilings and percentages for each agency for the coming year or awards cycle, ensuring a level playing field in agency budgets and individual nomination amounts. It's expected that post cash award ceilings may occasionally vary, based on employee population, special events or reorganizations, new posts or agencies added or closed, etc.
3. Cleared nominations for annual awards are accepted by the HR Office, and reviewed and approved by vote by the JCAC and COM. Nominating agencies are responsible for funding the award amount.
4. HR arranges payment of cash awards using fiscal data entered on the JF-66 and provides that to post Budget and Finance Office, the section and/or agency, and the appropriate Financial Services Center.
5. Actual cash award amounts data is saved and used in estimating and planning for the next year's Mission award ceilings.
6. *Per 3 FAH-1 H-4818.2:*

Process for Payment of Mission Cash Awards:

1. Post' Financial Management section transmits a telegram or fax to the appropriate regional Financial Services Center (FSC), requesting payment of the award.
2. A copy of the approved award nomination is included with the telegram/fax to the FSC at the same time.
3. The cable must include verification that the COM approved the award, the recipient's name (social security number if a US citizen), gross amount of the award, and appropriate fiscal data.
4. Generally, cash award payment is disbursed electronically with salary payment.

8.3 Mission Award Approval Process at Post Process Map



9. Presentation of Awards

The presentation of awards and certificates provides the Mission an opportunity to celebrate its high regard and appreciation for employee contributions and efforts.

Plan and conduct the Mission awards ceremony once or twice a year, as soon as practicable after the annual awards approval, and with the dignity befitting the occasion. To the extent feasible, the Ambassador or high-ranking designee should present each award. All participating USG agencies should be represented.

9.1 Award Certificates

The Mission may design an official USG Mission Certificate befitting the unique culture and goals of the US Mission in the country. See Appendix G. for a sample Mission Award Certificate template.

9.2 Awards Ceremony Check List for the Coordinator(s)

- ✓ Schedule a date and time with the Ambassador's OMS.
- ✓ Reserve a room (auditorium, cafeteria, outdoors location, etc.).
- ✓ Arrange for a podium, microphone, table, flag, etc.
- ✓ Arrange for a photographer.
- ✓ Send out an e-mail/notice at least two weeks in advance, inviting all employees to attend.
- ✓ Notify all award recipients by e-mail. Request RSVP.
- ✓ Notify all nominating officers/office directors and ask that they encourage office colleagues to attend and support recipients.
- ✓ Prepare a program for the ceremony with a list of all award recipients (optional).
- ✓ Prepare scenario package for COM; include possible talking points for his/her remarks. Deliver one week in advance.

Interagency Mission Award Policy Guidebook 2012

- ✓ Agency-specific awards are not appropriate for Mission Award Ceremonies.
- ✓ Confirm special arrangements (photographer, podium, etc.) several days in advance.

9.3 Exceptions to a Mission Awards ceremony:

- ✓ Not all awards or forms of recognition need to wait until a formal presentation. The Mission must ultimately decide which awards are appropriate for an awards ceremony. For example, awards such as On-the-Spot or Length of Service awards may be given at the appropriate time directly to the recipient by the supervisor and should not wait to be presented at the semi-annual Awards Ceremony. Post may choose to acknowledge these awards again at the ceremony.
- ✓ Agency-specific awards may not be appropriate for Mission Award Ceremonies. In this case, Agency heads, rather than the Ambassador, should confer Agency-specific awards separately from the annual Mission awards ceremony.

10. Types of Awards

Within the Mission, employees are eligible for both Mission awards (awards available to all LE Staff under COM authority), and Agency –specific awards (awards conferred by the employee’s agency headquarters).

This Guidebook concerns itself primarily with Mission-level awards for LE Staff. The Mission awards described in this Policy Guidebook are adapted from Department of State (otherwise known as “Legacy”) awards.

“Legacy” Dept. of State Award	Parallel Interagency Mission Award
Meritorious Honor	Mission Honor
FSN of the Year	LE Staff of the Year
Franklin	Eagle
Suggestion	Good Idea!
Safe Driving	Driver
Extra Mile	Customer Service
Time-Off	Mission Time-Off

Mission awards are those awards which are conferred upon Mission LE Staff by their supervisors and/or the JCAC under COM authority. They do not require US/Washington agency headquarters approval. They may be awarded annually, or conferred anytime deemed appropriate, based upon a particular event or special act.

The following are general guidelines for administering **Mission Awards**:

- Eligibility for Mission Awards is open to categories of LE Staff as listed in the previous chapter, **Coverage and Eligibility**. Exceptions are noted in the award description.
- Unless otherwise stated in the award description, the award nomination will be submitted on the JF-66 form. Under *Type of Award Recommended*, check *Other* and fill in the name as described in the following pages.
- Cash amounts in the guidebook are suggestions only; the Mission JCAC decides on annual maximum compensated award amounts, taking into account the availability of funds and agency budgets.
- Mission award certificates may be specific and unique, indicating “Embassy XX” or “Mission XX” Award. They should not appear to come from the Department of State or any other singular USG agency.

11. Annual Mission Awards

- The following Mission Awards are based on DoS legacy awards. The Mission awards program described in the following pages creates an equitable “parallel awards universe” across the world for all USG LE Staff. Creating a parallel system required different award names and changes to cash award amounts from the Department of State legacy awards system.
- The annual Mission Awards are approved and conferred at the COM level and do not require approval at higher agency levels. They are announced during the Mission awards ceremony, as opposed to awards given anytime as appropriate throughout the performance year.
- Mission management decides whether to hold Mission award ceremonies on an annual or semi-annual basis, depending on factors such as the size of the mission in both population and number of posts within the Mission, etc.

11.1 Mission Honor Award

Legacy: Meritorious Honor Award

Criteria: Presented to individuals or groups in recognition of a special act/service or sustained outstanding performance and to recognize Mission employees who exemplify the “best” of the Mission in terms of performance, attitude, effort, and relationships.

1. Outstanding service in support of a one-time event;
2. Innovation and creativity in short-term tasks/projects;
3. Outstanding performance in one or more areas of the employee’s official duties;
4. Contributions that result in increased productivity, efficiency or economy of operations Mission-wide.

Nomination: JF-66

Form of recognition: A Mission certificate signed & presented by the COM and a cash award approved by the JCAC. The winner’s name may also be added to a plaque displayed prominently in the Embassy.

Level of Impact	Suggested Value (in USD)
Office/Section/Program	3% - 5% of salary
Post/Consulate/Mission	5% - 7% of salary

11.2 Mission LE Staff Employee Award

Legacy: Department of State FSN of the Year Award

Criteria: One or more of the following:

1. Significant contributions enabling the public to better understand and appreciate US mission goals.
2. Outstanding liaison with host country officials and diplomatic community colleagues toward achieving Mission goals.
3. Exceptional initiative or courage in the defense of Mission property, colleagues, or American citizens under difficult or hardship situations.
4. Actions which were especially effective in bridging national, political, or cultural differences, thereby enhancing the position of Mission personnel in local professional, cultural, or personal relationships.

Nomination: JF-66

Form of recognition: Mission certificate, along with a cash, time-off, or informal award, depending on availability of funds.

Level of Impact	Suggested Value (in USD)
Post/Consulate/Mission	1000 - 2000

- A runner-up may also be selected and receives a Certificate of Commendation and choice of informal award. See Appendix D for sample criteria for this award.

Tip: When to Schedule this Award

Depending on the size of the Mission, the JCAC determines if this award will be offered on a monthly, quarterly, or annual basis.

Employees who receive this recognition will not be eligible for consideration for at least 12 months thereafter. Only State Department foreign national LE Staff may be nominated for both the Mission award and the State Department FSN of the Year award within the same 12 month period.

11.3 Eagle Award

Legacy: Franklin Award

Criteria: Significant individual achievements in areas of Mission innovation, teamwork, crisis management, or customer service.

Nomination: JF-66

Form of recognition: Mission certificate and cash from \$100 to \$400, depending on the level of impact of the contribution made by the employee or group of employees:

Level of Impact	Suggested Value (in USD)
Office/Section/Program	100 – 200
Post/Consulate	200 – 300
Mission	300 - 400

Tip:

The Mission may set a maximum number of Eagle awards per employee per year, up to four.

11.4 “Good Idea!” Award

Legacy: Suggestion Award

Criteria: Good ideas that directly contribute to the Mission’s economy or efficiency; or increase effectiveness in carrying out the Mission’s goals by:

1. saving workforce hours, materials, supplies, equipment, or money; and/or
2. significantly improving the quality, safety, effectiveness or timeliness of a Mission function or process; or,
3. significantly improving how the Mission serves the public.

A suggestion is not valid for recognition if:

1. a solution for a problem is not provided;
2. the proposal concerns a personal grievance;
3. there is no apparent benefit to the U.S. government;
4. the implementation cost outweighs the benefits;
5. the proposal is clearly within the employee's job requirements; or
6. it falls within the category of routine maintenance, supplies, or housekeeping; and/or,
7. it is related to employee service or benefits, working conditions, housekeeping, buildings and grounds, or routine safety practices. These should be handled through normal working channels and not as part of the awards program. If this type of suggestion turns out to significantly benefit the U.S. government, the supervisor should nominate the employee for another appropriate type of award.

Nomination: JF-66

Form of recognition: Cash equivalent to the level of impact of the benefits derived from the suggestion.

Level of Impact	Suggested Value (in USD)
Office/Section/Program	100 – 500
Post/Consulate	500 – 1000
Mission /Country	1000 - 3000

11.5 Safe Driver Award

Legacy: Safe Driving Award

Criteria: Granted to full-time drivers/chauffeurs who continuously demonstrate outstanding driving safety and ability; and:

1. Driving a USG Mission motor vehicle is the primary duty of the candidate's full-time job; and
2. Driving one or more years without a preventable accident; and
3. Performance of secondary assigned job duties is "Good" or better.

Nomination: JF-66. The Mission GSO must ensure accuracy of the driving records.

Form of recognition: Award compensation is a scaled percentage of annual salary granted for each fiscal year an employee's driving and performance records remain Good. Suggested ceilings are:

1yr – .5%; 2 yrs. – 1%; 3 yrs – 1.5%; 4 yrs – 2%; 5 + yrs – 2.5%

Tip:

For the purposes and criteria of the Safe Driver Award, a driver will not be charged with an accident if the accident and/or vehicle damage occurred while the driver was taking evasive or direct measures to protect the lives of personnel under attack or in jeopardy.

12. “Anytime” Awards

As the title suggests, these awards are conferred on an employee anytime during the fiscal year as appropriate, to quickly recognize and reward outstanding performance of duties and/or contributions over and above the individual’s performance standards. Conferring these awards should not have to wait until the Mission’s award ceremony.

Tip:

Speed in presentation and payment is a hallmark of these awards. Therefore, the faster they can be processed and given, the better!

Post may also give the HRO and Cashier maximum funding authority to speed up processing; and limit needed approvals as much as possible.

In the interest of timely processing, the COM and JCAC may delegate authority for approval and coordination for these awards to the supervisor up to \$50. An amount above that, up to \$200 must be approved by the country agency head or management officer.

12.1 Customer Service Award

Legacy: Extra Mile Award

Criteria: For one-time, short-term efforts of special merit for:

1. outstanding productivity;
2. high quality of service;
3. extreme timeliness of service; or
4. demonstrating extraordinary courtesy to clientele.

Nomination: **DS-1952 form**

Immediate supervisors may approve award amounts up to \$50.

The Management Officer or Country Agency head must approve any award cash amount exceeding \$50 up to \$200, assuming availability of agency funds has been confirmed with the Budget/Finance Officer.

Form of recognition: The award consists of cash payments ranging from \$25 to \$200*, depending upon the impact and significance of the contribution and availability of funds.

Tip:

Post are authorized to grant this no more than a maximum of four such awards per fiscal year.

12.2 Mission Time-Off Award

Legacy: Time-Off Award

Criteria: Special efforts that significantly impact Mission operations, programs, or procedures.

Nomination: JF-66

The COM and JCAC may delegate approval authority to the Management Officer for Time-Off not to exceed 40 hours per award.

Form of recognition: The employee is awarded time off from duty (excused absence), without loss of pay or leave, up to a maximum of 80 hours per leave year. The employee may receive up to 40 hours for a single contribution, (per 3 FAM 4843) with the recommended award scale:

Impact of Benefit	Suggested Hours Time Off from Duty
Office/Section	1-12
Section/Program	12-28
Program/Mission	28-40

Tip:

- *The employee must notify the supervisor when s/he plans to take the awarded time to ensure it does not conflict with other significant activities. Supervisors should give Time-Off Award recipients priority consideration if there is a conflict with other pending staff leave requests*
- *The time-off should be taken within the leave year that it was awarded, although the Management Officer may authorize an extension into the next leave year.*

12.3 Certificate of Appreciation

Legacy: Certificate of Appreciation

Criteria: General contribution of a non-recurring nature that furthers the objectives of the Mission. .

Certificates are also appropriate for an employee or group of employees who perform beyond expectations on a specific assignment, but do not meet the standards for higher level Honor Awards.

All USG Mission employees, regardless of pay plan or rank, members of the armed services serving within the Mission, contract staff, interns and private citizens are eligible for the Mission Certificate of Appreciation.

Nomination: Memorandum to the HR Office describing performance and how the outcomes benefited the office/section/Mission.

The COM/JCAC may delegate authority for approval of Certificates to the Section/Office/Agency head with review by the Management Officer and coordination with the HR Officer /Awards Program Coordinator.

Form of recognition: Mission certificates are signed by the COM or Ambassador.

Missions will design their own award certificates indicating “Embassy XX” or “Mission XX” Award. They should not appear to come from the Department of State or any other singular USG agency.

Tip:

Contractors working within the Mission are eligible for Certificates of Appreciation and other forms of non-monetary and/or minimal value recognition. It is recommended that the Mission provide a letter or Certificate of Appreciation, signed by the COM or Ambassador, to the contractor’s employing company, upon which the contractor’s employer may choose to award their employee with a bonus or cash award. Providing compensation such as cash awards to contractors is a procurement conflict of interest and ethics rules violation. These may be presented during the awards ceremony at the discretion of the COM.

12.4 Mission Length of Service Award

Legacy: Length of Service Award

Criteria: This award is available in cases where the employing agency at post does not individually recognize their employees' Length of Service. (See Chapter 14.) Usually, agency awards are conferred in recognition of an employee's service.

These mission awards may be granted to employees every five years from Entry on Duty (EOD) as an LE Staff at the mission. Periods of USG service currently creditable for leave, are used in computing service for this award.

Where the employee had prior USG service before hiring as an LE Staff (i.e. USCit USG retiree) for: 1. which they were previously recognized (such as annual retirement annuity) and 2: the LCP allows for a length of service bonus payment, the employee should not receive double compensation.

Nomination: Memorandum

Form of recognition: Mission Award Certificate and, if funds allow, a career service pin which can be ordered through the GSA catalog.

12.5 Mission Retirement Recognition Award

Legacy: Ambassador's Retirement Recognition Award

Criteria: This award is conferred upon retirement from career USG service, **when the employee worked for more than one USG agency within the Mission during his/her career, and the current employing agency does not already confer a Retirement Recognition award.**

Nomination: The employee is responsible for initiating the retirement process through the Mission HR Office, which, in turn will coordinate with the employee's current agency. . The HR Office must provide the employee's name, Service Computation Date (SCD), total USG years of service, and date of retirement on the appropriate forms.

Form of recognition: A Mission certificate is awarded by the Ambassador or COM and includes a citation of 50 words or less, regarding the local employee's service to the USG and Embassy, and identifying all USG service (if worked for more than one agency during USG career).

Tip:

See the Chapter 14. **Agency Awards** for guidance on specific retirement awards when an employee has worked continuously for only one USG agency.

12.6 Informal Awards and Expressions of Appreciation

Missions are encouraged to be creative (within ethical and cultural boundaries) when deciding upon forms of non-monetary or minimal-cost expressions of appreciation which can be conferred annually and/or throughout the year as appropriate.

The Mission may elect to give these items in order to recognize a noteworthy contribution or a special act. These may include items such as: Embassy logo shirt; thermal mug, pen, flashlight, messenger bag, or beverage cooler bags, calculators, folding chairs, umbrellas, or local handcrafted items, etc. Per government acquisition guidelines, the **cash value of a non-monetary gift cannot exceed \$50 USD***. These may be granted to an employee, contractor, or each member of a group or team of employees being recognized.

- See *Text of State 242585 of November 27, 2002 and 3 FAM 4849 NON-MONETARY AWARDS OF MINIMAL VALUE*

Some other ideas for informal expressions of appreciation include:

- ✓ **Personalized memos.** Write a thank you note on official Mission stationary recognizing an employee's performance on the job, or write a thank you note to an employee for putting in extra time in the workplace. Draft a message for the Ambassador or Deputy Chief of Mission (DCM) to send to the employee.
- ✓ **Key parking spot.** Establish a specially designated primary parking spot in a convenient space as a reward for customer service, on-the-spot, etc.
- ✓ **Dining with the Ambassador.** An employee (and his/her family) or group of employees who have demonstrated excellent customer service, performance, or length of service, etc. may dine with the Ambassador. They would have their photo taken with the Ambassador as a memento.
- ✓ **Traveling trophy.** Establish a **Mission** or section "trophy" – an item that holds special meaning within the Mission or country, which travels each month or quarter to the employee or work unit exhibiting the greatest overall performance, improvement, customer service, etc. in the Mission.
- ✓ **Morale-building bulletin board.** Construct & maintain a Mission wall or electronic bulletin board attached to the Mission website as a public place to recognize employees through letters, memos, pictures, thank you cards, and other methods.
- ✓ **A Mission Yearbook or Wall of Fame.** Publish a year-in-review booklet, electronic newsletter, or Wall of Fame publicly posted within the Mission with pictures highlighting

Mission employees' proudest achievements of the year. Display it in a prominent place where Mission guests may view it.

- ✓ Resources: www.gsaadvantage.gov; www.baudville.com; www.4imprint.com
- ✓ Suggested Reading:
 - *The 1001 Rewards & Recognition Field book; The Complete Guide.* , Bob Nelson, PhD and Dean Spitzer, PhD, Workman Publishing, 2003.
 - <http://www.nelson-motivation.com/>
 - *Handle With Care: Motivating and Retaining Employees - Creative, Low-Cost Ways to Raise Morale, Increase Commitment, and Reduce Turnover.* Barbara A. Glanz, CSP, McGraw-Hill, 2002

13. Agency Awards for LE Staff

Different from Mission awards, **Agency awards** are selected and conferred upon LE Staff by a panel or selection process at the State Department regional or bureau level, or Agency level. Generally, Agency awards with cash compensation, e.g. FSN of the Year Award, are funded directly by the Agency headquarters.

NOTE: NOTE: Although nominations to Washington (or other domestic US headquarters) for single-agency awards are NOT subject to JCAC's approval, the JCAC will receive all such agency award nominations and forward them to the employee's agency headquarters. This is to ensure that all award nominations are transparent and that a record of the agency nomination is included in the employee's official awards record at Post.

Although this policy guidebook focuses on LE Staff Mission awards, to be comprehensive and useful to the Mission, it is important to be aware of Agency headquarters awards which are specific to the employing agency, applicable only to that Agency's employees at post, and approved at the agency level.

The Agency award information provided in this Guidebook was volunteered by the HR Interagency community at the time of publishing, and therefore may not be complete. Mission HR Offices may wish to amend this section as needed to include specific agency information about agency headquarters awards for which post employees have been nominated.

13.1 Length of Service Award

Instead of the Mission award described in the previous section, this is conferred as an agency award when the employee's continuing loyal and creditable service has been continuously with only one USG agency. All periods of USG service which are creditable for leave, severance and retirement purposes are used in computing service for this award.

The Agency coordinates with the Mission HR Office for conferring Length of Service awards. Agencies within the Mission are encouraged to provide HR with agency length of service pins, agency certificates, etc. for Mission recognition.

Agency Length of Service awards may be granted as specified by each agency's policies. Length of Service pins may be obtained via the GSA catalogue (listed under Service Pin which can be found under Presentation and Audio/Visual Awards).

13.2 Retirement Awards

Agencies within the Mission may confer Agency-specific retirement awards and should work with the Embassy HR Office to ensure that the appropriate agency headquarter retirement award procedures are followed in order to honor their retiring employee's career achievements and contributions to the agency and the USG. This is particularly applicable should the employing agency have special or specific retirement conditions over and above those normally applied.

For retiring **State Department LE Staff**, upon notice from post's HR, the Bureau EX will order a certificate and send it to post for the Ambassador's signature. In addition, retiring State Department LE Staff **with 25 or more combined years** of government service are eligible for the **Secretary's Career Achievement Award** and should submit DS Form 5076 to apply for this agency-specific recognition. See HR website <http://intranet.hr.state.sbu/RetirementSeparation/OverseasEmployees/Pages/default.aspx> and Department Notice 2007_09_094 for more information.

13.3 Agency – Specific Awards

Agency awards are selected and conferred upon LE Staff by a USG agency headquarters. Generally, agency awards with cash compensation, e.g. FSN of the Year Award, are funded directly by the agency headquarters. They are advertised and conferred by each Agency via the Senior Agency Official in country, in coordination with the Embassy HR Office. Agency specific awards, as provided by the interagency HR community are listed below. This is not a complete listing of all USG agency awards for LE Staff.

Department of State (DoS) Agency LE Staff Awards

Honor awards as specified in [3 FAM 4820](#):

- The Secretary's Distinguished Service Award
- Award for Heroism
- Thomas Jefferson Star for Foreign Service
- Distinguished Honor Award
- Superior Honor Award
- Meritorious Honor Award (conferred by Dept. of State Regional Bureau)
- Honor Awards for Retiring Employees

Recognition awards as specified in [3 FAM 4840](#).

- Franklin Awards
- Extra Mile

- Time Off from Duty
- Length of Service
- Safe Driving
- Cash Awards
- Certificate of Recognition
- The Department of State FSN of the Year Award details can be found in [3 FAM 4830](#).

The FSN Financial Management Award is an example of a DoS program specific award. They are announced via annual cables or Department Notices. These types of awards are not included in 3 FAM 4800. Nomination eligibility is included in the annual award announcement cable.

USAID Agency-Specific Awards for FSNs as reprinted from AD 491 (03/2006)

- MICHAEL K. WHITE MEMORIAL AWARD
- MOLLY KUX AWARD
- SCIENCE AND TECHNOLOGY AWARD
- EQUAL EMPLOYMENT OPPORTUNITY AWARD
- MINORITY SERVING INSTITUTIONS (MSI) "EXTRA MILE" AWARD
- OFFICE OF INSPECTOR GENERAL ACHIEVEMENT AWARD
- ETHICS AWARD
- USAID AWARD FOR HEROISM
- USAID FOREIGN SERVICE NATIONAL (FSN) OF THE YEAR
- ADMINISTRATOR'S DISTINGUISHED CAREER SERVICE AWARD
- OUTSTANDING CAREER ACHIEVEMENT AWARD
- ADMINISTRATOR'S IMPLEMENTATION AWARD
- ADMINISTRATOR'S MANAGEMENT IMPROVEMENT AWARD
- DISTINGUISHED, SUPERIOR AND MERITORIOUS HONOR AWARDS
- SUPERIOR ACCOMPLISHMENT AWARD FOR SPECIAL ACTS AND SUGGESTIONS
- CERTIFICATE OF APPRECIATION
- GROUP AWARD
- USAID SAFE DRIVING AWARD

R 091702Z FEB 12
FM SECSTATE WASHDC
TO AID WORLDWIDE COLLECTIVE
CIS COLLECTIVE
UNCLAS STATE 012172

ADM AID FOR USAID EXECUTIVE OFFICERS AND STATE HUMAN

E.O. 13526: N/A
TAGS: AFSN, AMGT

***SUBJECT: IMPLEMENTATION OF THE INTERAGENCY MISSION AWARDS POLICY
(IMAP)***

RESOURCES OFFICERS THIS IS A JOINT STATE - USAID TELEGRAM

1. SUMMARY. IN MARCH 2011 THE STATE DEPARTMENT ANNOUNCED THE NEW INTERAGENCY MISSION AWARDS POLICY (IMAP) TO ADDRESS ISSUES ASSOCIATED WITH OPERATING IN AN INCREASINGLY INTERAGENCY ENVIRONMENT AT POSTS OVERSEAS. THE CENTRAL IDEA BEHIND IMAP WAS TO CREATE A SINGLE INTERAGENCY AWARDS PROGRAM FOR LOCAL STAFF THAT WOULD BE ACCESSIBLE TO ALL AGENCIES AT POST UNDER CHIEF OF MISSION (COM) AUTHORITY, INCLUDING THOSE NOT COVERED BY THE 3 FAM. THIS CABLE CONFIRMS USAID'S PARTICIPATION IN THE NEW POLICY AND ALSO SEEKS TO RESPOND TO VARIOUS QUESTIONS RAISED AS POSTS PREPARED TO IMPLEMENT THE NEW PROGRAM.

2. BACKGROUND. IMAP WAS CREATED TO RECOGNIZE THE INTERAGENCY ENVIRONMENT THAT EXISTS IN MISSIONS WITH THE OVERALL UNDERSTANDING THAT ALL COM EMPLOYEES WORK FOR A SINGLE MISSION. IMAP STANDARDIZES THE AWARDS NOMINATION AND FUNDING PROCESS ACROSS OVER 35 AGENCIES AT MISSIONS UNDER THE JOINT COUNTRY AWARDS COMMITTEE (JCAC) IN COUNTRY. UNDER IMAP, ALL LOCAL EMPLOYEES ARE ELIGIBLE FOR THE SAME AWARDS AND CERTIFICATES ARE TAILORED TO THE POST.

3. THE FOLLOWING POINTS OF CLARIFICATION/EXPLANATION ARE PROVIDED TO ASSIST POST IN THE IMPLEMENTATION OF THE IMAP AWARDS PROGRAM.

4. INCLUSION OF USAID FSNPSCS: SECTION 5 OF THE IMAP GUIDEBOOK WAS AMENDED TO ADD UNDER COVERAGE AND ELIGIBILITY: "6. USAID PERSONAL SERVICES CONTRACTORS (PSCS) PAID UNDER THE LOCAL COMPENSATION PLAN" WHICH WAS INADVERTENTLY LEFT OUT IN THE INITIAL VERSION. THE GUIDE BOOK IS AVAILABLE IN HR/OE INTERAGENCY DOCUMENTS AT WWW.ICASS.GOV, AN INTERNET-BASED WEBSITE THAT IS ACCESSIBLE TO EMPLOYEES OF ALL AGENCIES. IN ADDITION TO BEING AVAILABLE VIA THE WEBSITE, A COPY OF THE LATEST VERSION OF IMAP HAS ALREADY BEEN FORWARDED TO USAID MISSIONS BY USAID/OHR/PPIM.

5. RELATIONSHIP TO THE LEGACY AWARDS: TO CLARIFY, IMAP IS AN ADDITIVE PROGRAM TO THE 3 FAM 4800 AWARDS (LEGACY AWARDS), NOT A REPLACEMENT. AGENCIES SHOULD NORMALLY USE THE IMAP FOR FSN/LE STAFF TO
Interagency Mission Award Policy Guidebook 2012

HELP PROMOTE INTERAGENCY COLLABORATION. HOWEVER, THIS DOES NOT PRECLUDE USE OF THE 3 FAM 4800 OR AGENCY SPECIFIC AWARDS WHERE YOU HAVE A MIX OF US STAFF AND FSN/LE STAFF OR FOR THE HIGHER LEVEL AWARDS AVAILABLE UNDER THE 3 FAM 4800 AGENCY PROGRAMS. THE 3 FAM 7600 IS BEING AMENDED TO REFLECT THE ADDITION OF THE IMAW AWARDS.

6. CASH AWARD RANGES: AS STATED IN SECTION 8.1 OF THE IMAW, CASH AWARD RANGES PER AWARD, INCLUDING THE SAFE DRIVING AWARD, GIVEN IN THE GUIDEBOOK "ARE SUGGESTION ONLY". RECOGNIZING THAT THE ECONOMICS AND COMPENSATION LEVELS DIFFER BY COUNTRY, POST'S JCAC CAN VOTE TO TAILOR THE AWARD AMOUNTS, INCLUDING WHETHER TO BASE THE AMOUNTS ON A RANGE OR PERCENTAGE, TO FIT THE POST SITUATION. HOWEVER, MISSION CASH AWARDS CANNOT EXCEED \$3,000. NOTE THAT THE "LEVEL OF IMPACT" RELATED TO THE AWARD IS BEING REVIEWED AND ANY CHANGES WILL BE REFLECTED IN AN UPDATE TO THE POLICY.

7. USAID POLICY ON HONOR AWARD WITH CASH: USAID IS REVIEWING ITS CURRENT AGENCY AWARDS POLICY IN REFERENCE TO PRECLUDING THE PROVIDING OF CASH WITH USAID HONOR AWARDS TO USAID FSN/LE STAFF. UNTIL USAID CHANGES ITS POLICY, USAID MISSIONS MAY CONSIDER A SEPARATE CASH AWARD PURSUANT TO ADS 491.3.2C. ADDITIONALLY, THE 3 FAM 4846 LIMIT FOR USAID MISSION-APPROVED CASH AWARDS IS UNCHANGED AT THIS TIME.

8. ALTHOUGH SINGLE-AGENCY AWARD NOMINATIONS TO WASHINGTON OR OTHER DOMESTIC HEADQUARTERS, AS REQUIRED FOR APPROVAL BY THE SPONSORING AGENCY, ARE NOT SUBJECT TO JCAC'S REVIEW AND APPROVAL, JCAC WILL RECEIVE ALL SUCH AWARD NOMINATIONS AND FORWARD THEM TO THE RESPECTIVE AGENCY'S HEADQUARTERS. THIS WILL ENSURE THAT ALL AWARD NOMINATIONS ARE TRANSPARENT AND INCLUDED IN THE OFFICIAL AWARDS RECORD FOR POST.
CLINTON

Department of Commerce

- Department of Commerce Honors
- Director General Awards
- Strategic Management Award

International Trade Administration/DOC

- ITA Bronze Medal
- ITA Memorial Awards
- ITA Quarterly Star

14. Closing Remarks

In summary, as an expanding USG mission abroad results in increased hiring and staffing, HR policies and procedures must keep up with and be responsive to the needs of the Mission.

Per this Guidebook, awards at post should be inclusive and responsive to the tremendous work being accomplished by mission staff. Recognition, whether in the form of time-off, cash, a certificate, or verbal or written praise, is critical to managing our most important in-country resource – our locally employed staff.

Appendices

[Appendix A. IMAP Awards Table](#)

[Appendix B. Legacy Reference Documents](#)

[Appendix C. Template for a Mission LE Staff Employee of the Year Award](#)

[Appendix D. Writing Nominations and Citations](#)

[Appendix E. Nomination Checklist for JF-66](#)

[Appendix F. JF-66, Nomination for Award Form](#)

[Appendix G. Sample Template for Interagency Mission Award Certificate](#)

[Appendix H. Performance-Based Pay Increases](#)

Appendix A. IMAP Awards Table

Award Name	Criteria	Form of Award	Tips
<u>Annual</u>			
<i>Mission Honor</i>	Exemplify “best” of mission	Cash and Plaque	
<i>Mission LE Staff Employee of the Year (or Quarter, etc.)</i>	Significant and outstanding contributions to the Mission	Certificate, cash or time-off, or item.	Winners ineligible for 24 months; runner-up may be selected.
<i>Eagle</i>	USG Public Service	Cash & Certificate	Max of 4 awards/yr.
<i>Good Idea! (Suggestion)</i>	Resulting in significant operational improvements	Cash	
<i>Driver Award</i>	Driving safety and security	.5 – 2.5% bonus of annual salary	Max 2.5% for 5+ years
<u>Anytime</u>			
<i>Customer Service</i>	Short-term Effort of Special Merit providing Exceptional Service.	Cash	Max Section Chief approval \$50; maximum of 4 per year.
<i>Mission Time – Off</i>	Special Effort	1-40 duty hours per award.	Max of 80 hrs per yr. must be used in current year. Priority consideration.
<i>Certificate of Recognition or Appreciation</i>	Outstanding performance or effort completing project or task.	Certificate and item of appreciation	Max of 3 per yr.; may be used for contractors.
<i>Mission Length of Service (Optional)</i>	Mission recognition of continuous USG service and loyalty.	Certificate and Pin or other item of appreciation.	In increments of 5 years; Max of 40 years.
<i>Mission Retirement Recognition (Optional)</i>	Mission recognition of dedicated USG career service.	Certificate and item of appreciation	Upon career retirement

Appendix B. Legacy Reference Documents

3 FAM 4800 is maintained by the Office of Performance and Evaluation within the Department's Office of Human Resources (HR/PE). 3 FAM 4800, as it currently exists, for the purposes of this policy guidebook, is applicable to FSNs and LE Staff employed by the State Department and a few other foreign affairs agencies.

Following are the FAM and other Department of State directives regarding awards for LE Staff abroad of foreign affairs agencies and MOA signatory agencies.

3 FAM 4800 DEPARTMENT AWARDS PROGRAM:

<http://www.state.gov/m/a/dir/regs/fam/c22159.htm>

3 FAH-1 H-4800 DEPARTMENT AWARDS PROGRAM PROCEDURES

3 FAH-1 H-4810 ADMINISTRATION OF AWARDS PROGRAM

<http://arpsdir.a.state.gov/fam/03fah01/03fah014810.html>

99 STATE 79789 - 22 US Code 2669(c) provides the Secretary authority to apply laws administered by the Secretary to employees under PSAs, including the awards program set out in 3 FAM 4800.

Definitions for terms used in this Guidebook may be found at the State Department website, <http://www.state.gov/m/a/dir/regs/fam/03fam/7100/index.htm>; and links for these and other LE Staff policies may be found on the internet at: www.icass.gov

Appendix C. Template for a Mission LE Staff Employee of the Year Award

The Mission LE Staff Employee of the Year Award is modeled after the annual State Department "FSN of the Year Award" award. This award is given in recognition of the high standards of performance and value to the U.S. Government made by foreign national and locally hired employees. Department of State Mission award nominees may be nominated for the annual State Department agency award.

Criteria for Selection:

The following factors may be amended by the JCAC to fit the standards set for the Mission Award. Outstanding achievement in one of the areas listed below, or combination thereof, may justify selection:

- (1) Special effectiveness in bridging national differences which enhanced the introduction of American staff members into professional, cultural, or personal relationships with host country nationals and contributed to effective representation.
- (2) Personal or professional courage in difficult, demanding or hardship situations.
- (3) Outstanding examples of liaison with host country officials and others, which facilitated the work of American officers or goals of the Mission.
- (4) Performance of assigned duties, which was clearly instrumental in the achievement of major Mission goals and objectives.

The Mission establishes the award nomination and submission process and cycle, depending on whether it's conferred on a monthly, quarterly, or annual basis. A candidate may be nominated by any employee or group of employees. The nomination may not exceed 500 words. The JCAC will select one candidate from those nominated, with final approval from the Chief of Mission. The award will consist of a cash award and a Mission Award certificate signed by the Ambassador and presented at the post awards ceremony.

Each year, the names of the recipients of this award may be engraved on a Mission plaque, which should be placed at a prominent spot within the Mission.

Appendix D. Writing Nominations and Citations

A Well-written Nomination

1. Always use plain language and be concise. Use as few words as necessary to make the point without being stilted. (See <http://www.plainlanguage.gov/>)
2. Double-check your grammar and ask someone else to proofread before submitting. Avoid split infinitives, passive voice, and all things that don't make sense. Be conscious of subject-verb agreement.
3. Mention the office, section, and agency or post where the employee is stationed or where the performance occurred, e.g. Office of Western European Affairs, Embassy Berlin, etc. Don't leave the reader guessing as to where.
4. Don't leave acronyms to the reader's imagination. Some folks don't know what OSCE, OECD, EU, etc., really stand for. Spell them out the first time they appear.
5. Use an opening statement identifying nominee by name and award nomination by name. Give dates of the performance period being recognized.
6. Keys to Success:
 - ✓ Decide WHICH award to seek.
 - ✓ Decide if cash is warranted and, if so, how much?
 - ✓ Use this guidebook for information on the types of mission awards or consult 3 FAM 4800 for Department of State agency awards.
 - ✓ Tell the whole story, which should stand on its own merits and hold the reader's attention and interest.
 - ✓ Answer the "So What" question. Describe the way that the nominee achieved his/her success and the results and benefits to the Mission. Be descriptive and sequential; tell what the nominee accomplished and why it is important.
 - Who?
 - What? Event or scenario; actions employee took.
 - When?
 - Where?
 - How & Why? Benefits of actions to results for the office, section, or Mission and USG.

Well-written Citation

1. Always use plain language and be concise. Use as few words as necessary to make the point without being stilted. (See <http://www.plainlanguage.gov/>)

Avoid: *For the purpose of making files easier to locate, Joe identified and utilized a shredder to reduce old files that weren't needed for reference anymore by anyone.*

- ✓ Use: *He made files much easier to find by identifying and shredding unneeded documents.*

Avoid: *You exhibited dedication to duty.*

- ✓ Use: *Her dedication to duty.*

Avoid: *Your efforts have made a substantial impact on.....*

- ✓ Use: *He greatly improved the.....*

2. The purpose of the award shouldn't be a mystery to those who read the citation. Say what the person actually did to merit the award.

Avoid: *Her meritorious act reflects credit upon her, DS, and the U.S. Government.*

- ✓ Use: *For outstanding initiative and hard work while completing the extremely important building renovations on time and within budget.*

3. Double-check your grammar and ask someone else to proofread the nomination before submitting. Avoid split infinitives, passive voice, and all things that don't make sense. Be conscious of subject-verb agreement.

Avoid: *Your quality and timely products directly impacted in the office receiving for the first time, a citation from the White House.*

- ✓ Use: *Her exceptionally high quality work and productivity resulted in the office receiving, for the first time, a citation from the White House.*

4. The word "Award" automatically appears in the title of the certificate, such as "Honor Award". Everyone who sees it will know it is an award; you don't need to use the limited space by repeating the word in the citation.

Interagency Mission Award Policy Guidebook 2012

✓ Use: *In recognition of outstanding accomplishments...*

5. The name of the recipient appears prominently on the award when it is presented to the recipient. Therefore, don't repeat the recipient's name in the citation. Use "his", "her", "she", "he", etc.

Avoid: *Mary's achievements were extraordinary....*

✓ Use: *For her extraordinary achievements...*

6. Describe the impact that the employee had. Don't use two adjectives which mean essentially the same thing, in the same sentence.

Avoid: *for sustained superior and outstanding performance.*

✓ Use: *For sustained, outstanding performance.*

Appendix E. Nomination Checklist for JF-66

Items to check before submitting the JF-66:

- ✓ Full Name, no nicknames
- ✓ Organization Symbol or Post - Post identification must be shown (e.g. Vienna, Bishkek, etc.). Office or organization acronym is optional.
- ✓ Type of Award Recommended – if the name of the award is not on the form, check “Other” and fill in the name of the Mission Award.
- ✓ Part II This section is optional and only filled out by the supervisor for a Time Off From Duty Award.
- ✓ Part III – This section is completed by the JCAC to document that the nomination has been approved or disapproved . The approved cash amount is entered after the award is approved.
- ✓ Part IV - This section is used for Agency awards – signed by a regional or bureau awards committee, or Agency head at post.
- ✓ Is an award certificate citation included? Failure to include one will cause delays.
- ✓ Nominations lacking sufficient justification for the level of award recommended may be rejected or returned by the JCAC for further justification or improved narrative, or the amount of award cash or time may be reduced by the JCAC.
- ✓ Group Awards - "Group Award" should be entered in the "Name of Nominee" box and a list of employees comprising the group should be attached.

Appendix F. JF-66, Nomination for Award Form

FOR OFFICE USE			
<input type="checkbox"/> State	<input type="checkbox"/> USAID	Date Received by Awards Office (mm-dd-yyyy)	Date Related to Personnel Records (mm-dd-yyyy)
U.S. Department of State			
 NOMINATION FOR AWARD			
PART I - NOMINATION			
Name of Nominee (Last, First, MI.)		Social Security Number	ORG. Symbol or Post
Present Position Title and Grade		Position held during period covered by nomination if different than present	
REASON FOR AWARD			
<input type="checkbox"/> Performance	<input type="checkbox"/> Customer Service	<input type="checkbox"/> Teamwork	
<input type="checkbox"/> Special Act	<input type="checkbox"/> Innovation	<input type="checkbox"/> Crisis Management	<input type="checkbox"/> Other _____
TYPE OF AWARD RECOMMENDED			
<input type="checkbox"/> The Secretary's Award	<input type="checkbox"/> Superior Honor Award	<input type="checkbox"/> Time Off From Duty Award	
<input type="checkbox"/> Award for Heroism	<input type="checkbox"/> Meritorious Honor Award	<input type="checkbox"/> Cash	
<input type="checkbox"/> Secretary's Career Achievement Award	<input type="checkbox"/> Franklin Award	<input type="checkbox"/> Other _____	
<input type="checkbox"/> Distinguished Honor Award	<input type="checkbox"/> Foreign Affairs Award for Public Service		
Recommended Amount (Cash/Time Off Hours)	Approved Amount		Approved Award
Justification for Award (Include a concise citation to be used on the award certificate. Additional sheets may be used)			
Nominated By (Name, Title, Signature)			Date (mm-dd-yyyy)
Approved By (Supervisor's Name, Title, Signature). Applicable only if nominated by other than supervisor			Date (mm-dd-yyyy)

JF-66
03-2006

Page 1 of 3

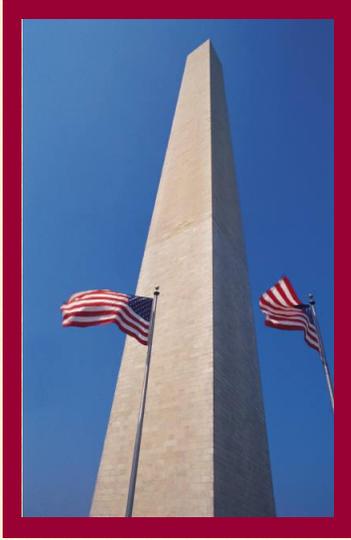
PART II - ACTION TAKEN/TIME OFF FROM DUTY AWARD - <i>Optional - For period not to exceed one work day.</i>					
Bureau/Post Approval (Name, Title)				Date (mm-dd-yyyy)	
Bureau/Post Approval (Signature)					
PART III - ACTION TAKEN BY JOINT COUNTRY AWARDS COMMITTEE					
<input type="checkbox"/> Approve	Date (mm-dd-yyyy)		Remarks		
<input type="checkbox"/> Disapprove					
Cash Awards Only - Approved Amount					
Typed Name of Committee Chairperson					
Signature of Committee Chairperson					
PART IV - ACTION TAKEN BY CHIEF OF MISSION					
<input type="checkbox"/> Approve	Date (mm-dd-yyyy)		Remarks		
<input type="checkbox"/> Disapprove					
Cash Awards Only - Approved Amount					
Typed Name of Chief of Mission					
Signature of Chief of Mission					
PART V - ACTION TAKEN BY AREA AWARDS COMMITTEE					
<input type="checkbox"/> Approve	Date (mm-dd-yyyy)		Remarks		
<input type="checkbox"/> Disapprove					
Cash Awards Only - Approved Amount					
Typed Name of Committee Chairperson					
Signature of Committee Chairperson					
Certification: All Committee members reviewing this nomination have attended Diversity Awareness Training for awards committee members.					
PART VI - ACTION TAKEN BY DEPARTMENT AWARDS COMMITTEE					
<input type="checkbox"/> Approve	Date (mm-dd-yyyy)		Remarks		
<input type="checkbox"/> Disapprove					
Cash Awards Only - Approved Amount					
Typed Name and Title					
Signature					
PART VII - FISCAL DATA					
Bureau/Post Budget Officer (Name, Signature)				Date (mm-dd-yyyy)	
Accounting Classification (Completed by Bureau/Post Budget Officer)				For Gift Cheque Use Only	
Agency	Appropriation	Allotment	Obligation No.	Org. Code	Function
Object	Award Amount	Obligation		Net	
PART VIII - PAYROLL OFFICE INFORMATION - FOR GIFT CHEQUE USE ONLY					
Bureau/Post Awards Officer (Name, Signature)				Date (mm-dd-yyyy)	
Payroll Information (Completed by FMP)					
Gross Amount	Federal Tax Withheld	State Tax Withheld	OASDI Tax Withheld	FHI Tax Withheld	Net Amount

Appendix G. Sample Template for Interagency Mission Award Certificate

A Mission Award certificate should be used for all Interagency Mission Awards conferred as outlined in this policy guidebook. The certificate design must be approved by the JCAC/COM. It should be of a highly distinguished style and reflecting the proud tradition of American diplomacy and the US Embassy.

Below is a sample Microsoft Office Online Power Point template suggested for use as the Mission Award certificate. You may adapt this certificate design to include a graphic of your Mission country flag and/or photo of your Embassy, to individualize your Mission award certificate.

Microsoft Office Online also provides an assortment of Award Certificate templates available for copying and adapting to your Mission's needs. Go to <http://office.microsoft.com/en-us/templates/CT101043001033.aspx> for templates available within Microsoft Office.



U.S. Mission (country)

(award name)

Presented to

(Employee Name)

(Date)

CITATION: FOR ...

AMBASSADOR NAME, MISSION xx

Appendix H. Performance-Based Pay Increases

Reference: 08 State 132688, Personal Services Agreement (PSA) Locally Employed (LE) Staff Eligibility For Meritorious Service Increases (MSI)

Performance-based pay increases such as MSIs are a pay action subject to taxes and retirement calculations. Therefore, an MSI is NOT considered an award under the provisions of 3 FAM 4800. The MSI is a special within-grade salary increase granted for sustained superior performance of duties. MSIs should be awarded for a continuing high level of contributions over a 52 week period and not for a one-time only achievement.

An MSI does not affect the granting of scheduled Within Grade Increases (WGs) (unless the final step in a grade has been reached) and is in addition to any regular step increase granted for time in class and meeting required standards of performance.

How to Determine if an MSI is Appropriate: Managers should estimate the costs so they can better judge whether the MSI is more appropriate than a one-time cash award to the circumstances. By using information such as the salary level of the employee and how long the employee is expected to remain in the Government, managers can project salary costs over given time periods.

Nomination Criteria: The Mission should establish and publish the MSI criteria to ensure the fair and equitable granting of MSIs and ensure expectations are clear for the LE Staff. Nominating supervisors must thoroughly document performance by clearly describing sustained productivity, accuracy and creativity beyond the norm; initiative and skill in planning and executing assignments; motivation in assuming greater responsibility than actually required for fully successful performance; or sustained effectiveness as a supervisor (where applicable).

Funding the Salary Increase: Before submitting the MSI, the supervisor must ensure that the employing agency is willing to fund the step increase. There is nothing worse than nominating a worthy employee for an MSI only to find out later that the post/bureau/agency is not able to fund or support the step increase. Should an MSI not be possible for lack of funding, the supervisor may submit the employee for another suitable Mission award to recognize the outstanding employee's performance and contributions.

Limitations: No employee may be granted more than one MSI during any 52-week performance period and such an increase may not cause the employee's pay to exceed the maximum rate of the grade.

Before a committee reviews MSI nominations (form DS-1903), the HR Office must determine that nominated employees are not in the final step of a grade and that they have not received MSIs within the past 52 weeks.

Approval: The MSI must be submitted and approved as a pay action through the employing agency's chain of command in accordance with the provisions of the LCP and availability of funds.

Once approved by the JCAC:

For Dept of State employees - the original copy of the MSI nomination is forwarded to the Regional Bureau Awards Coordinator - EX/HR for Department of State.

For PSA MOA agencies, the MSI nomination is faxed along with a personnel action to the agency representative, who will assign the appropriate effective date. The Global Finances Services Payroll Offices in Charleston or Bangkok will apply the increase. Posts should not cable the Global Finance Service Center and request that the MSI be made effective.

Suggested Open Season Process for MSI Nominations at Post

The Mission may wish to hold an annual "open season" for MSI nominations – a time period established within the annual post HR calendar, and advertised specifically for submitting MSI nominations. A well-publicized "open season" ensures that the best candidates are nominated and considered. An MSI Open Season allows equal competition among all eligible Mission LE Staff.

Reviewed and Cleared by:

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AF AHermanson

WHA AEvans

EAP NHill/PMcCarthy

CDC

DOC/FCS

DoD; DIA; DSCA

DoE

FAA

USAID