



DEPARTMENT OF THE NAVY
NAVAL DENTAL CENTER SOUTHWEST
2310 CRAVEN ST.
SAN DIEGO, CALIFORNIA 92136-5596

NAVDENCENSWINST 12451.1A
02 PER
22 Dec 99

NAVDENCEN SOUTHWEST INSTRUCTION 12451.1A

From: Commanding Officer

Subj: INCENTIVE AWARDS PROGRAM

Ref: (a) BUMEDINST 12451.4A
(b) Commander, Naval Base San Diego ltr 12451 Ser N01CP/01406 of 26 Nov 97

Encl: (1) Special Achievement Awards
(2) Time Off Awards

1. Purpose. To establish policy and procedures for an effective Incentive Awards Program for Naval Dental Center Southwest per references (a) and (b). The Incentive Awards Program goal is to recognize individual employees or groups of employees who significantly contribute to the command mission and the Department of the Navy (DON). The purpose of the program is to increase productivity by recognizing creativity in the workplace and by rewarding employees as soon as possible for their contributions.

2. Cancellation. NAVDENCENS DIEGOINST 12450.1G

3. Policy. The policy of this command is to reward productivity, honor deserving employees, and allow for prompt action on processing awards. Program results will be periodically reviewed, weaknesses identified, and corrective action taken when necessary.

4. Program Scope. The program provides for the granting of cash, time off and/or honorary awards which may be granted to either an individual or a group of employees. Awards may be granted for:

a. Special Acts, or service in the public interest in connection with, or related to the employee's official employment, inventions, or other personal efforts which contribute to the efficiency, economy, or other improvement in the operation of the command, Navy or the federal government.

b. Superior accomplishments or other personal efforts which have contributed to the quality, efficiency, economy, or other improvements in the operation of the command, Navy or the federal government.

c. Recognition of exceptional and meritorious service, length of service and retirement.

5. Responsibilities

22 DEC 1999

- (1) Establish and maintain a process for prompt review of proposed awards.
 - (2) Advise supervisors and employees on incentive award requirements, provide awards training, and publicize and promote the awards programs.
 - (3) Coordinate the submission and expedite the review of award packages.
 - (4) Receive award packages and submit to the Command Awards Board for review and approval.
 - (5) Submit all cash awards over \$100.00 to the Command Awards Board for review.
 - (6) Maintain the necessary Incentive Awards Program records and forms in the employee's official personnel folder and coordinate input for the annual awards report.
 - (7) Ensure regulatory compliance of the program.
- b. Military and Civilian Supervisors will:
- (1) Educate and train employees' on the scope of the awards program and encourage participation.
 - (2) Recommend employees for awards to recognize new and innovative ideas and significant accomplishments and other personal efforts as appropriate.
- c. Directors will:
- (1) Review award recommendations submitted by supervisors under their jurisdiction.
 - (2) Approve or disapprove cash awards up to \$100 per individual and time-off awards of up to one workday. All time off awards exceeding 8 hours for any single contribution are at the Commanding Officer's prerogative.
 - (3) Forward all recommendations for awards exceeding \$100 to the Incentive Awards Program Administrator as soon as possible, but within at least 30 days of the date upon which the action took place.
- d. Command Awards Board will:
- (1) Review all award packages over \$100.
 - (2) Make a recommendation for approval or disapproval to the Commanding Officer on all awards package over \$100.
- e. The Commanding Officer will approve or disapprove all recommendations received from the Command Awards Board for cash awards over \$100 per individual, and up to \$500 for groups.

6. Eligibility. Supervisors should recommend awards for employees (individually or in-groups) for contributions that are so superior as to warrant special recognition. The contribution must demonstrate an improvement in command operations. No employee, supervisory or non-supervisory, is barred from receiving award consideration solely because of his/her position title or assigned duties. Supervisors will use the following guides to help determine whether an employee's contribution is sufficiently superior to warrant an award:

a. Review the employee's position description, assigned duties, and the performance plan of the position to determine the degree to which the employee's contribution exceeds the normal requirements of the work for which he/she is paid.

b. Determine the amount of savings, if any, or the degree of improvement effected by the employee and consider it in relation to the employee's job responsibilities. The amount of savings alone will not be used to determine an employee's eligibility for an award, since in many positions the accomplishment of large savings often results from normal performance of duties. Normally, for higher level employees to be entitled to an award, they will be expected to effect more significant improvements and/or larger savings than employees in lower grade level positions. Specific guidance on establishing cash awards for tangible and intangible benefits are further discussed in reference (a).

c. The Quality Step Increase selection process is contained in paragraph 9.d. of reference (a) with further guidance contained in reference (b). Nominations are solicited shortly after the close-out of the annual Performance Appraisal Review. These nominations are then forwarded to the Command Awards Board for selection. Reference (b) limits the quantity for selection based on employee population.

d. An award recommendation shall be initiated not later than 30 calendar days after the date of the accomplishment.

7. Definitions

a. Contribution. An accomplishment achieved through an individual or group effort, which is significantly above and beyond the employee's expected job performance, or outside his/her immediate authority to execute. The contribution may be an invention, a scientific achievement, or a special act and must contribute to the efficiency, economy, cost avoidance or other beneficial impact to the general workplace, public welfare or overall DON mission.

b. Tangible Benefits. Benefits or savings that can be measured in dollar terms which will be evaluated using the tables contained in reference (a).

c. Intangible Benefits. Benefits, which cannot be measured in terms of dollar savings and will be evaluated using the tables found in reference (a).

d. Non-Monetary Award. A medal, emblem, certificate or other similar item provided for recognition of significant one-time achievement of an individual or group or for contributions of minor impact or benefits. Further guidance can be found in reference (a).

e. Incentive Award. A monetary or non-monetary award for a contribution resulting in tangible benefits, savings or cost avoidance and/or tangible benefits. This award includes special acts, inventions, etc. Accomplishments and contributions may be recognized, whether or not they are within, beyond, or outside of normal job responsibilities.

f. On-the-Spot Award. A special act award for a one-time achievement which provides an immediate reinforcement for exceptional performance beyond the normal bounds of an employee's job and which benefits the local workplace. Guidance on initiating an On-the-Spot Award is contained in enclosure (1).

g. Special Act Award. Group or individual recognition of a non-recurring contribution either within or outside of normal job responsibility, notably being nominated for Civilian of the Quarter or act of heroism, or exemplary accomplishment. Guidance on initiating a Special Act Award is contained in enclosure (1).

h. Time-Off Award. Time off from duty may be granted, without loss of pay or charge to leave, for recognition of a superior accomplishment or other personal effort that contributes to the quality, efficiency, or economy of government operations. Awards may be up to 40 hours. Guidance on initiating a Time Off Award is contained in enclosure (2).

i. Recommending Official. The official who generates a request or recommendation for the granting of an incentive award. The recommending official is most often the first level supervisor.

j. Approving Official. The official having final approval authority for the granting of an incentive award.

8. Action. All Directors and Department Heads will ensure compliance with the policies outlined in this instruction.


D. D. WOOFTER

Distribution:
Case I, List 1,2

SPECIAL ACHIEVEMENT AWARDS

1. Types of Special Achievements. A special achievement award is an award for special acts or services in the public interest connected with or related to official employment. For identification and processing purposes, special achievements are divided into the following two categories:

a. Special Act Award. This award is used to recognize nominees for Civilian of the Quarter. The Incentive Awards Coordinator solicits this award on the first week of every quarter. A nomination package is submitted to the Awards Board for review. The Awards Board evaluates each package using Appendix A of this enclosure. Each package written for nominees should include comments on the attributes listed in Appendix A. The Command Awards Board will select the Civilian of the Quarter and placement of nominees. Selections will be approved by the Commanding Officer. The amount of the award is \$500 for the winner, \$300 for the 1st place winner, \$200 for the 2nd place winner and \$100 for the 3rd place winner. Two ad hoc civilian employees will be chosen at random to serve on the awards board for the selection process.

b. On-the-Spot Award. Supervisors and employees are faced with ever increasing workload demands due to changing priorities and technological breakthroughs. Employees often help by taking on extra projects or proposing new ideas that have immediate benefits to the commands ability to get the job done. To recognize an extra work effort made by an employee, supervisors may recommend an On-the-Spot Award ranging from \$25 to \$100 dollars. Final review and approval of the recommendation is to be made by the Branch Director.

c. Sustained Performance Award. This award is normally given to a retiring Government Service employee who has completed a substantial amount of time in government service. The amount of the award can best be determined by a recommendation from the supervisor and evaluation of that person's contribution based on reference (a). A Sustained Performance Award recommendation should be submitted far enough in advance to allow processing prior to retirement of the employee. Appendix B of this enclosure can be used to document the performance and award amount.

2. Processing On The Spot Award Recommendations. The immediate supervisor originates an award recommendation. While the recommendation process should be as simple as possible, certain basic requirements must be met:

a. The recommendation for an On-the-Spot Award must be in writing, in the format contained in appendix B of this enclosure and must include a brief description of the achievement. The award recommendation should be submitted to the appropriate Branch Director for approval as soon as possible, but not later than 30 calendar days after the achievement.

b. An On-the-Spot Award may range from \$25 to \$100 per award, based on the supervisor's recommendation. The Branch Director then sends the approved award to the Incentive Awards Program Administrator for processing in the civilian payroll system.

3. Processing Special Act Awards. Special Act Awards will be reviewed by the Awards Board and processed within 30 calendar days from the date of receipt by the Incentive Awards Program Administrator.

APPENDIX A

NDCSWINST 12451.1A
22 DEC 1999

CIVILIAN EMPLOYEE OF THE QUARTER



CANDIDATES	1	2	3	4	5	6	7	8	9	10	NOTES
	MAX POINTS										

AWARDS RECEIVED THIS QUARTER 5

IMPACT ON COMMAND & WORKCENTER 15

JOB PERFORMANCE 15

WORK ETHIC 10

LEADERSHIP/INITIATIVE 10

TEAMWORK 10

VOLUNTEERISM 5

PROFESSIONAL KNOWLEDGE 15

PERSONAL INTERACTIONS & CUSTOMER SERVICE SKILLS 15

TOTAL 100

Board Member _____

Date _____

APPENDIX B

SAMPLE RECOMMENDATION FOR INCENTIVE AWARD

12451
Ser 00
Date

From:

To: Incentive Awards Program Manager, Naval Dental Center Southwest

Subj: RECOMMENDATION FOR INCENTIVE AWARD

Ref: (a) NAVDENCEN SOUTHWEST INST 12451.1A

1. Per reference (a), it is requested a Special Act Award/On the Spot/Sustained Performance Award be processed to recognize the achievements of the employee, or group of employees, listed below:

a. Individual(s) to receive the award:

NAME	POSITION/GRADE	DEPARTMENT
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b. Amount of the award: \$_____ (Any award in excess of \$100 must be approved by the Commanding Officer, awards less than \$100 are approved by the Branch Director).

c. Dates of achievement: _____ to _____.

d. Brief description of achievement:

2. Recommended by: _____
(Signature/date)

Approved by: _____
(Signature/date)

TIME-OFF AWARDS

1. Time-off awards can be used alone or in combination with monetary or non-monetary awards to recognize employee's contributions. They represent another option available to managers for recognizing excellence in employee performance and service; Time Off Awards are not intended to replace monetary awards.
2. Although Time-Off Awards do not involve additional cash disbursement, Time-Off Awards do cost the command lost production time. Consequently, in granting and determining the length of Time-Off Awards, the approving officials should consider the benefits realized by the government from an employee's contribution. The amount of time off should be proportionate to the value of the contribution being recognized. A scale of benefits is shown in Appendix A.
3. Granting a Time-Off Award carries with it a commitment to permit the employee to schedule use of this award consistent with workload and productivity considerations. Time-Off Awards should be scheduled and used so as not to adversely affect an employee who is in an annual leave "use or lose" situation.
4. Eligibility criteria: A Time-Off Award may be granted to an employee in recognition of a superior accomplishment or other personal effort which has contributed to the quality, efficiency, or economy of government operation.
5. Examples of achievements which may be considered for a Time-Off Award:
 - a. Making a high quality contribution involving a difficult or important project or assignment.
 - b. Displaying special initiative and skill in completing an assignment or project before the deadline.
 - c. Using initiative and creativity in making improvements in a product, activity, program, or service.
 - d. Ensuring the mission of the unit is accomplished during a difficult period by successfully completing additional work or a project assignment while maintaining the employee's own workload.
 - e. Accomplishing a specific, one-time, or special assignment that required extra effort or resulted in the organization receiving recognition for responsiveness to non-programmed requirements.
 - f. Successfully participating in a process action improvement team.
 - g. Submitting a suggestion that has been adopted, but because the suggestion is considered to be within the employee's normal job responsibilities, the employee is not eligible for a cash award.

- h. Sustaining high level performance for an extended period as reflected, for example, in a rating of record.
6. Branch Directors may grant a Time-Off Award which does not exceed one workday, without further review or higher level approval.
 7. Directors are responsible for recommending Time-Off Awards which are greater than one workday to the Commanding Officer for approval. The recommendation is submitted to the Awards Board for review.
 8. The maximum amount of time off which may be granted for any single contribution is 40 hours. For part-time employees or those with an uncommon tour of duty, the maximum award for any single contribution is one-half the maximum amount of time that could be granted during the year.
 9. The total amount of time off which may be granted to an employee during one leave year is 80 hours. For part-time employees or those with uncommon tours of duty, the total time which may be granted during any calendar year is the average number of hours of work in the employee's biweekly scheduled tour of duty.
 10. The total amount of a Time-Off Award must be used within one year after its approval. Any unused time off is forfeited and may not be restored.
 11. A Time-Off Award does not convert to cash under any circumstances.
 12. Time-Off Awards can only be transferred within the DON.
 13. Documentation. Each Time-Off Award recommendation will be adequately supported by appropriate written justification on Appendix B of this enclosure and will include a description of the reason for granting the award.
 14. Processing Time-Off Awards. The award recommendations with the appropriate levels of approval, should be submitted to the Incentive Awards Program Administrator, utilizing Appendix B of this enclosure, for processing no later than 30 calendar days after the achievement. The Incentive Awards Program Administrator will process the award to conclusion within 30 days from the date of receipt. All Time Off Awards must be reflected on the employee's Leave and Earnings statement prior to using the award.

APPENDIX A

SCALE FOR A SINGLE CONTRIBUTION

VALUE TO ORGANIZATION

NUMBER OF HOURS

Moderate:

1 - 10

(1) A contribution to a product, activity, program, or service to the public, which is of sufficient value to merit formal recognition.

(2) Beneficial change or modification of operating principles or procedures.

Substantial:

11 - 20

(1) An important contribution to the value of a product, activity, program, or service to the public.

(2) Significant change or modification of operating principles or procedures.

High:

21 - 30

(1) A highly significant contribution to the value of a product, activity, program, or service to the public.

(2) Complete revision of operating principles or procedures, with considerable impact.

Exceptional:

31 - 40

(1) A superior contribution to the quality of a critical product, activity, program, or service to the public.

(2) Initiation of a new principle or major procedure, with significant impact.

APPENDIX B

SAMPLE RECOMMENDATION FOR TIME-OFF AWARD

12451
Ser 00
Date

From: _____
To: Incentive Awards Program Manager, Naval Dental Center Southwest

Subj: **RECOMMENDATION FOR TIME-OFF AWARD**

Ref: (a) NAVDENCEN SOUTHWEST INST 12451.1A

1. Per reference (a), request a Time-Off Award be processed to recognize the achievements of the employee, or group of employees, listed below:

a. Individual(s) to receive the award:

NAME	POSITION/GRADE	DEPARTMENT
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PAYROLL DISTRIBUTION CODE: _____

b. _____ hours of time-off without charge to leave or loss of pay is to be granted.

c. Dates of achievement: _____ to _____.

d. Brief description of achievement, including benefits to the Navy:

2. Recommended by: _____ Approved by: _____
(Signature/date) (Signature/date)

NOTE: Time-Off Awards greater than one workday, must be approved by the Commanding Officer. The maximum amount of time off which may be granted for any single contribution is 40 hours.