



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
FORT MONROE, VIRGINIA 22651-6000

REPLY TO
ATTENTION OF

7 January 1997

ATCS

MEMORANDUM FOR Chiefs of General and Special Staff Offices, HQ TRADOC

SUBJECT: Incentive Awards for Civilian Employees

1. Recognition of civilian employee excellence is important and warrants the special attention of all supervisors. It is their responsibility to ensure the appropriate and consistent use of the various types of incentive awards.
2. Funds for civilian awards will be generated from "hire lag" within the civilian pay program of each general and special staff office. Up to 1.5 percent of each annual-approved civilian pay program may be used for awards.
3. There is a wide range of incentive awards. In addition to monetary awards, supervisors should consider use of other means to reward the efforts and contributions of our civilian work force.
4. Specific guidance for incentive awards is at enclosure.

Encl


JAMES J. CRAVENS, JR.
Major General, GS
Chief of Staff

INCENTIVE AWARDS FOR CIVILIAN EMPLOYEES
CHIEF OF STAFF GUIDANCE

1. **Performance Awards.** Maximum amount of any individual award will be 3 percent of employee's base pay. Awards will be based on most recent performance rating. These awards are not automatic, but should be reserved for those whose performance truly made a difference in accomplishing organizational goals and objectives.
2. **Scope of Monetary Recognition.** Provide monetary recognition only to those who are truly deserving. In addition to Performance Awards, monetary recognition includes Special Act or Service Awards, On-the-Spot Awards, and Quality Step Increases.
3. **Time-off Awards and Honorary Recognition.** Both forms of recognition can be geared to the level of achievement and are encouraged for use as a meaningful form of rewarding employees. Similarly, recognition of employee contributions and accomplishments, both personal and professional, through informal praise and letters of appreciation and commendation is appropriate.
4. **Equitable Distribution.** In determining the distribution of awards, staff principals should consider equitable and proportionate recognition of supervisors, action officers, technical specialists, and administrative/support personnel. Managers must also be keenly aware of their EEO responsibilities in the award nomination and approval process.

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