IMHM-HR   2 August 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy #110, IMCOM Recognition Program (IRP)

1. References:

    a. AR 600-8-22, Military Awards, 25 June 2015.

    b. AR 672-20, Incentive Awards, 1 April 2014.

    c. IMCOM Campaign Plan 2025 and Beyond.

    d. IMCOM Policy Memo 5-2, IMCOM Service Culture Initiative (SCI), 21 April 2017.

    e. IMCOM OPORD 17-061, IMCOM Service Culture Initiative Campaign, 3 May 2017.

2. Policy. This policy is effective immediately and will remain in effect until rescinded or superseded.

3. Purpose. To implement IMCOM mandatory Policies and Procedures on IMCOM Recognition Program (IRP), a major component of the IMCOM Service Culture Initiative.

4. Applicability. This policy applies to all assigned Military personnel and Civilian (Appropriated and Non-Appropriated Fund and Local National Personnel).

5. Objective. The IMCOM Recognition Program (IRP) was developed to ensure all IMCOM professionals are recognized for behavior and performance that further the mission, goals, and values of the Army. The IRP provides leaders with the tools and ideas for a comprehensive awards program. It is designed to enhance, not replace our current recognition programs, but does further ensure that our systems are fair, equitable and applied at all echelons.

6. Responsibilities.

    a. Directors/Staff Principals will communicate to their team that there are continuous opportunities for recognition in the course of day-to day mission requirements, special events, activities and taskers. I do not want leaders to overlook

IMHM-HR
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accomplishments; no matter how great or small. Everyone in USAG-H plays a key role in our support that enables the "Fight Tonight" capabilities.

(1) I highly encourage not only recognition, but "immediate" recognition. Do not wait until you complete subordinate(s) performance evaluations/appraisals to recognize something outside of the norm. Personnel will also receive recognition at the Quarterly Workforce Town Halls.

(2) As the Garrison Commander, I fully support Monetary and Non-Monetary awards for our US and Local National Personnel. Military personnel are not eligible for monetary awards.

b. The Directorate of Human Resources (DHR) will process all Non-Monetary Awards IAW the above references. The Military Personnel Division will process all Military awards and coordinate with the DHR on a case-by-case basis.

c. The Directorate of Resource Management will review all Monetary Awards before forwarding to the Command Group for approval/signature.

d. Directorates/Staff administrative support personnel, or designees will expeditiously process all approved awards and complete the Request for Personnel Action (RPA) in the AUTONOA, https://autonoa.army.mil or the Defense Civilian Personnel Data System (DCPDS), https://compo.dcpds.cpms. osd.mil.

7. Procedures. The enclosed IRP Program Guide (Encl 1) has numerous best practices. Feel free to implement any of the awards and activities outlined. Program guide is available on the USAG-H Sharepoint, https://army.deps.mil/army/cmds/imcom pac-usag/humphreys/dptms/Knowledge%20Management%20Document%20Library/ Forms/AllItems.aspx.

8. The Proponent for this policy is the Directorate of Human Resources, 753-6736.

2 Encls
1. IRP Guide
2. IMCOM Awards Spreadsheet

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Commanding

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2

RECOGNITION PROGRAM

UNITED STATES ARMY GARRISON - HUMPHREYS
INSTALLATION MANAGEMENT COMMAND
Effective 2 August 2017

IMCOM Recognition Program

Introduction – Purpose

The purpose of the IMCOM Recognition Program (IRP) is to recognize and reward team member and organizational work, performance and behaviors that support/further the mission, goals, values and initiatives of IMCOM. A robust, varied and fair recognition program is a simple and powerful tool to create and sustain a culture that engages and aligns team members with organizational goals. It applies to organizations of every size. What's more, it is low cost and one of the pre-conditions for establishing a service oriented culture within an organization. Professionals, at all echelons of IMCOM, want to feel that their work, performance and effort is noticed, valued, respected and appreciated. The IRP provides the means, tools and ideas for leaders at all levels to establish a holistic recognition program – with the intent of recognizing IMCOM professionals and celebrating their accomplishments. The tools provided will arm you with viable low cost/no cost ideas to recognize the quality professionals you lead and the invaluable services they provide to Soldiers, Families, Civilians and Retirees.

Part 1 – Philosophy and Principles

Why Appreciate our IMCOM Professionals? When team members feel appreciated, they are more productive and likely to stay with an organization.

Team members prefer to receive recognition from their first line leader/direct supervisor. The interaction and communication between the leader and the team member is key to a successful recognition program because most team members find this more meaningful than if the recognition comes from elsewhere.

The top two reasons leaders give for not recognizing team members are not having enough time and not knowing what to do. The tools provided in this document will help with the "what to do aspect".

When someone feels valued, they feel that they are part of the team and appreciated. Make recognizing "a job well done" a priority. It is an important part in making everyone feel appreciated and part of a winning team.

The Power of Positive Reinforcement

The benefits of an effective team member and organizational recognition program are many and varied. Simply put, appreciation is a fundamental human need. Team members respond to appreciation expressed through recognition of their good work because it confirms their work is valued and respected. When team members and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Additionally, praise and recognition are essential to an outstanding workplace. People want to be respected and valued for their

contribution. Everyone feels the need to be recognized as an individual or member of a group and to feel a sense of achievement for work well done or even for a valiant effort. Everyone wants a "pat on the back" to make them feel good. Some of the tangible benefits of an effective team member recognition program include:

- Greater understanding of IMCOM mission, principles, and goals.
- Increased team member engagement, productivity and motivation.
- Increased team member loyalty and retention; lower turnover. Team members who feel appreciated and respected will be more productive, motivated and have higher job satisfaction. Thus, they are likely to remain with IMCOM longer.
- Increased retention of mid to high performers.
- Overall increased team member morale. Team members often go above and beyond what is expected of them. Showing appreciation creates an environment of respect and gives team members a sense of ownership and belonging to their organization/IMCOM.
- Fewer issues and complaints – both from team members and customers.
- Increased customer satisfaction and loyalty.
- Team members' model respect, appreciation, and caring for each other and customers in daily interactions. It improves the overall environment in which our team members and customers interact.
- Teamwork between team members is enhanced.

Guiding Philosophy: The following philosophy should guide our recognition program.

The power of a simple "thank you" – leaders should not forget the power of a simple 'thank you' to team members for a job well done. Taking short breaks during the day to visit with team members expressing your appreciation is a simple and effective recognition activity.

Team Member and organizational recognition will be tied to the mission, goals, principles (desired employee behaviors) of IMCOM and Army values. Recognizing team members/organizations for exhibiting behavior consistent with the values help the values come alive and build understanding and buy-in of the values. Recognize and reward the right things. You get what you pay attention to. If leaders positively comment on how an effort helps maintain IMCOM principles and Army core values, or facilitates service excellence, or builds teamwork, etc. IMCOM professionals will gain a greater appreciation for and know what is important to the organization.

The IRP provides a **variety/menu of recognition options** designed to afford leaders, at all echelons of the organization, the means to recognize deserving professionals and organizations.

Fair: The IRP will be fair. IMCOM professionals must know and understand the criteria and standard used for formal recognition. There should be opportunity for all team members to receive recognition – whether for improving performance, for extra effort, for creativity, or for reliably doing their job each day.

Transparency: The processes used to recognize team members and organizations will be as transparent as possible. To the maximum extent possible, recognition selection panels will consist of a varied group of IMCOM professionals; not just senior leaders. This shares the decision making process and assists in obtaining team member buy-in of the program.

Participation: The IRP will include participation at all levels of the organization – peer to peer; leader/supervisor to team member; team member to leader/supervisor.

Recognize teamwork: As an organization that embraces the concept of *Team and Teamwork*, utilize team member/organizational recognition to highlight examples in action.

Formal and informal recognition: The IRP includes both formal recognition options/awards and informal recognition. Informal recognition should be used to the maximum extent possible as an effective means to provide quick, easy, on the spot recognition for outstanding performance and service. Formal recognition serves to supplement informal, day-to-day recognition of team members.

Marketing: In order to broaden the positive effects of employee/organizational recognition, efforts should be made to publicize and announce recognized team members and organizations. Give recognition to leaders that support a "recognition culture" with their actions and words by publicly noting their contribution, including it in their performance appraisal, inviting them to recognition celebrations, etc.

Inspire Effort: People who feel appreciated give more to the job than what is merely required. They are ready to give the "discretionary effort" necessary to a healthy organization. **Praise effort – Reward results.**

Keep it Positive: To have the greatest impact, the recognition message needs to be completely positive, specific, sincere, and given soon after the effort.

Leader Engagement – Pay Attention: An effective recognition program requires leader commitment, involvement and engagement at all levels. Leaders must create a culture which promotes and celebrates team member and organizational recognition. Pay attention – noticing when people are doing the right thing increases the probability they will repeat it. To the maximum extent possible, recognition (formal and informal) will be done face to face with the recognized team member. Do not underestimate the degree in which team members value kind words face to face.

Key Factors in a Successful Recognition Program:

Commitment from Leadership: Recognition programs tend to fail because leaders don't believe that recognition improves performance, or team members may not believe that senior leaders support recognition. Leaders, at all levels, must believe in, commit to, and tout the benefits of effective team member recognition.

Empower Leaders: The most powerful assets an organization has to attract, retain and engage its workforce are its first line leaders. Unfortunately, some of our junior leaders don't have the skills to motivate and engage our IMCOM team members. Leaders don't use recognition as a motivational and performance improvement tool because they don't know how, they don't think it is their job, or they don't think their team member's value it. All leaders should receive recognition coaching or training, which helps them identify team member motivation, assess their own strengths and weaknesses related to recognition, and identify how recognition can help them motivate their team members to achieve their own goals.

Reach All IMCOM Professionals: In most cases, any kind of feedback is preferable to none at all. Obviously, recognition can be either positive or negative however, testing results have shown that positive recognition and constructive criticism are not opposites. Actually, results proved that the opposite of any kind of recognition is being ignored. The worst possible thing we can do to someone at work is to ignore him or her. Workplaces that continue to abide by the old culture – "If you don't hear anything, assume you're doing a good job" – will destroy the very human spirit that makes the true difference in quality output and service delivery. Leaders/supervisors good at providing recognition find ways to recognize each team member when that team member shows excellent performance.

Align with Organizational Goals, Principles (shared behaviors), Army Values: Alignment happens in individual day-to-day actions (behavior) of every team member. Therefore, recognition programs should clearly communicate and encourage the values and behaviors the organization is promoting.

Decentralize Ownership: An organizational recognition strategy should not stop teams, branches, divisions, directorates, etc. from establishing their own recognition program/effort.

Be Multi-directional: The more abundant that recognition is in a workplace culture, the more likely it will be to come in different forms and from different directions – not just from the top down, but up the hierarchy as team members recognize their leaders, and laterally as peers recognize peers.

Ensure Meaningful Recognition: Based on the 2015 IMCOM Customer Service Culture Survey, approximately 60% of IMCOM team members believe that their organizational recognition programs are inadequate or recognize the wrong people. Effective recognition needs to relate to a team member's own wants or desires or it is a waste of time, not much better than no recognition at all. It is therefore vital that an organization understands what types of recognition are most meaningful to its teams and individual team members.

Apply Consistently and Equitably: Team member recognition programs that have no guidelines and allow managers to decide unilaterally who and what gets awarded are

quickly perceived as fake. Leaders and team members should clearly understand the criteria and standard for recognition.

Recognize Performance – Outstanding Service Immediately: Recognition initiatives that are not tied to performance or are of forced quantity and timeliness will do little to drive the results the organization is seeking. Organizations should foster a culture where team members are awarded immediately for demonstrating the defined behaviors that drive overall organizational performance.

Continuous Improvement: Lack of freshness is the single largest complaint among team member participants in ongoing recognition initiatives. Instead of waiting for annual 'update' campaigns, you should meet frequently to share ideas, capture best practices and update the programs. Involved professionals should be empowered with the tools necessary to update communications and incorporate program changes.

Consolidate Effort: Tighter alignment, increased visibility, administrative efficiency, and economies of scale are a few of the organizational benefits for developing and maintaining a strategic recognition program. This effort should include a documented plan, high level framework for formal recognition and tools for all organizations.

Recognition Culture: A culture of recognition can extend past the individuals being recognized. Positive emotions are contagious and an environment rich in recognition produces such emotions spontaneously, creating an "upward spiral" to organizational success.

Conclusion: Effective recognition requires planning, careful thought, and empathy. Individual leaders at all levels can create meaningful recognition activities within the context of the overall recognition climate of their organizations. Adding additional recognition events and making the process personal are ways leaders can provide their IMCOM professionals with recognition that can make the difference between an organization that simply performs well and an organization whose team members are highly motivated and create truly outstanding results.

Online Resources: Managers who want guidance on praise and recognition of their employees can find a wealth of information on the Office of Personnel Management's (OPM) Web site: www.opm.gov. OPM offers managers a "rewarding" portal, from which managers can delve deeper into recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions.

Part 2 – Program and Tools

IMCOM Recognition Program – Concept of Operation: The IRP builds upon already established recognition and incentive opportunities that exist within IMCOM or external recognition opportunities in which IMCOM professionals and organizations are eligible for. The IRP applies a multi-layered or tiered approach to recognition, with recognition

opportunities provided at all echelons of the command. It will include a small number of mandated recognition programs, at all levels of the command, designed to provide a baseline standard for team member and organizational recognition throughout the command. Enhancing and complimenting the mandated programs are optional – recommended programs (that is, a menu) that commanders and leaders may use to enhance, fully develop and provide a comprehensive and mature team member and organizational recognition program within their organization.

Incentive Awards Program: Recognizing team members with incentive awards is probably one of the most flexible management tools you have as a leader. Public recognition of superior ideas and outstanding individual and team/group performance helps build morale. It can also help you as a leader to build and maintain a highly motivated and productive organization. Your team members will perceive that you welcome new ideas and reward high performance.

Types of Recognition: There are three categories of recognition; monetary, honorary, and time-off. All can serve as motivation to the recipients and other team members. Effective use of awards requires consideration of the nature of the contribution and the needs and interests of team members. For example, while it might be more appropriate to grant an honorary award to an individual for long and distinguished service, cash recognition might be considered appropriate for individual sustained superior job performance or for an individual or a group of team members who have produced an excellent product or completed a complex assignment in an outstanding way.

The Appropriate Use of Awards: The granting of awards should be considered judiciously by leaders, especially in the area of performance awards, in order to avoid giving the impression that it is a team member's entitlement. Awards should only be granted where fully deserved, to those who meet the criteria, and with full explanation as to the accomplishments being recognized. In this way, you will maintain team members' confidence in the value and integrity of awards granted in your organization.

Superior Accomplishment Awards:
Special Act or Service Award
On-the-Spot Cash Award
Time Off Award
Performance Award

Honorary Awards (These awards are listed in hierarchical order from the highest to the lowest):
Secretary of Defense Medal for the Defense of Freedom
Secretary of the Army Award for Valor
Decoration for Exceptional Civilian Service
Meritorious Civilian Service Award
Superior Civilian Service Award
Commander's Award for Civilian Service
Achievement Medal for Civilian Service

Certificate of Appreciation for Patriotic Civilian Service
Civilian Award for Humanitarian Service
Certificate of Achievement
Armed Forces Civilian Service Medal

Awards by Non-Federal Organizations:
Arthur S. Flemming Award
GEICO Public Service Award
Roger W. Jones Award for Executive Leadership
National Public Service Awards

DOD and Presidential Awards:
The President's Award for Distinguished Federal Civilian Service
Department of Defense Distinguished Civilian Service Award

DOD and Presidential Public Service Awards:
Presidential Medal of Freedom
Presidential Citizens Medal
Department of Defense Medal for Distinguished Public Service
Secretary of Defense Award for Outstanding Public Service
Decoration for Distinguished Civilian Service
Department of Defense Meritorious Award

Miscellaneous Awards and Information:
Invention Awards
Career Service Recognition for Civilian Employees
William H. Kushnick Award
John W. Macy, Jr. Award
Nick Hoge Award
Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award

AR 215-3, Nonappropriated Funds Instrumentalities Personnel Policy; chapter 9, Incentive Awards:

9-8. Other incentives

Time-off awards. Commanders may establish a time-off award program. Time-off with no charge to leave may be authorized in lieu of the traditional cash award for a special act or service. The DA Form 5167 will indicate the number of hours approved. At the time the hours are used the time card will indicate "Time-off award "in the remarks section, and hours used will be recorded as administrative leave. Team members may receive more than one time-off award. The maximum for a single award is 40 hours. The maximum for a 12-month period is 80 hours. The time-off award must be scheduled and used within one year of the approval date. A time off award may not be converted to a cash payment under any circumstances.

Tips to keep in mind:

- All operating budgets should include provisions for incentive awards.
- When disciplinary actions are pending on team members for whom performance awards have been recommended, all action on the awards will be suspended pending final determination on the disciplinary action.
- DA 5167 is required for any award authorized by this regulation. One copy signed by the nominating official, supervisor, and approving official will be placed on the right side in the OPF, and one copy will be sent to the payroll office.

For more information on Time off Awards and other Incentive Awards, please reference AR 215-3, chapter 9 or AR 672-20, Incentive Awards.

IMCOM Command Awards: The following are IMCOM Command Awards. All IMCOM team members are eligible to receive the awards. They are the highest awards given within the command recognizing excellence in installation management.

IMCOM Stalwart Award (Per IMCOM Regulation 672-9, 16 July 2010):

Purpose— Objectives of the Stalwart Award Program: The Stalwart Award was developed for IMCOM and approved by the Administrative Assistant to the Secretary of the Army. The award represents the Army's continued commitment to conducting business in the best way possible. It recognizes IMCOM professionals (military and civilian) for the following achievements:

- Exhibiting strength and vigor in mind, body, and spirit in promoting the IMCOM mission and vision. These are individuals who have demonstrated the highest standards of performance in ways that are worthy of formal recognition.
- Achieving accomplishments that not only have been highly exemplary and an inspiration to others, but have significantly contributed to the Command's success and enhanced operational responsibilities.
- Standing out as model professionals among their peers and represent the ideals and values of IMCOM in the daily performance of their assigned duties.

Evaluation criteria— In order to emphasize the behaviors we desire in our IMCOM professionals, the IMCOM principles of S.E.R.V.I.C.E. will be used as one of the evaluation criteria for the Stalwart Award.

- **S**ERVICE: We will value Soldiers and Families, we are committed to serving them.

- **E**XCELLENCE: We will execute our mission to the highest standard possible.

- **R**ESPECT: We will treat everyone with courtesy, dignity and respect.

- **V**ISION: We will anticipate and remain agile in a dynamic environment.

- **I**NTEGRITY: We will hold ourselves to the highest professional standard.

- **C**OMMUNICATION: We will connect and engage with our communities, our customers, and with each other.

- **E**MPOWERMENT: We will make a positive impact on the lives of each other and those we serve.

Concept—
- Annual award.
- Awarded to 6 IMCOM team members annually (1 HQ IMCOM; 1 per IMCOM Directorate (ID)).
- Awardees honored at annual Garrison Commander Conference or other IMCOM Senior Leader Forum.
- Eligibility: Any Soldier or Federal employee (contractors are not eligible), of any rank or grade, employed by or assigned to HQ IMCOM, IMCOM Directorates, USAEC, and USAGs during the award consideration period is eligible to receive the Stalwart Award.

IMCOM Headquarters (HQ) Awards – Recognition Activities: The following are Headquarters, IMCOM awards, recognition or engagement activities. All team members assigned to the HQ IMCOM and Army Environmental Command (AEC) are eligible to receive the awards and/or participate in the activities.

HQ IMCOM Professional of the Quarter/Year (POQ/POY): (FY17 Implementation)
Purpose— Objectives: The HQ IMCOM POQ/POY is designed to recognize outstanding IMCOM professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

Concept—
Professional of the Quarter Award
- Awarded to one (1) outstanding HQ IMCOM professional each quarter.
- Presented at IMCOM Town Hall.
- One (1) nominee per HQ IMCOM Directorate.
- HQ selection board selects one (1) awardee.
  - HQ selection board comprised of representative group of GS1315/NF5 equivalent team members.
- All HQ IMCOM Directorate POQ nominees recognized/honored at IMCOM Town Hall.

Award
- IMCOM Professional of the Quarter Certificate.
- Achievement Medal for Civilian Service.
- 16 hour Time Off Award.

- Professional of the Year (POY) Award.
- Awarded one (1) outstanding HQ IMCOM professional each calendar year.
- Presented at IMCOM Town Hall.
- One (1) nominee per HQ IMCOM Directorate.
- HQ selection board selects one (1) awardee.
  - HQ selection board comprised of representative group of GS1315/NF5 equivalent team members.
- All Directorate POY nominees recognized/honored at IMCOM Town Hall Award.
- IMCOM Professional of the Year Certificate.
- Commander's Award for Civilian Service.
- 24 hour Time Off Award.

Note: HQ IMCOM Directorates are encouraged to manage an internal directorate level POQ programs. Directorate POQ awardees may be used as nominees for the HQ IMCOM POQ award.

HQ IMCOM Town Hall – Hero of the Month Spotlight Recognition: (FY17 Implementation)

Purpose— Objectives: The HQ IMCOM Town Hall Hero of the Month Spotlight Recognition is designed to recognize and highlight outstanding HQ IMCOM professionals, leaders or organizational teams for significant contributions to the IMCOM Mission.

Concept—
- Conducted during monthly/quarterly HQ IMCOM Town Hall.
- Each HQ IMCOM Directorate selects one (1) professional or organizational team to be recognized.
- HQ IMCOM Directors present their outstanding professional(s) – organizational team.
- Accompanied by Power Point Picture – Narrative display (projected to the audience).

IMCOM Commanding General – Command Group Team Member 'Brown Bag' or 'We Care that You Care' Lunches: (FY17 Implementation)

Purpose— Objectives: The IMCOM Commanding General – Command Group Brown Bag Lunch is designed to promote leader engagement and foster two-way communication within HQ IMCOM (that is, obtain feedback from IMCOM team member perspective).

Concept—
- Conducted weekly (as leader availability allows).
- Representative professionals from all HQ IMCOM Directorates.
- Small groups (no more than 10).
- Targeted audience: All GS/NF grades.
- In the absence of the CG, other command group members may host the lunch (that is, DCG, Chief of Staff, CSM, DCOS).

IMCOM Garrison Mandated Recognition Actions/Activities: The IMCOM Recognition Program provides commanders and leaders maximum flexibility to determine, design and execute recognition actions/activities to accomplish the intent of the program. However, the following two actions are mandatory for all garrisons. How they are accomplished is at the discretion of the garrison.

(1) **Document and publish/communicate the garrison recognition program:** A key component of a successful organizational recognition program is that members of the organization are aware that a recognition program exists, what its components are, what is available, who is eligible, etc., and that it is highlighted and communicated by leaders to organizational team members. Garrisons are required to formally document their internal recognition program and then communicate the program to garrison leaders and team members.

(2) **Garrison recognition forum:** Garrisons are required to conduct a minimum of one (1) recognition forum annually. As with documentation and publicizing the garrison recognition program, a recognition forum is a public (organizational team members) display that team member and team recognition is an important part of the organizational culture. Examples of recognition forums include; team member recognition breakfast/lunch, incorporate recognition activities as part of team member town hall, etc. This does not preclude garrisons from conducting additional recognition forums or activities.

IMCOM Directorate and Garrison Recognition and Leader Engagement Activities (Ideas - Menu): The following are employee recognition / appreciation ideas to be utilized, at their discretion by leaders – organizations at all levels of the command. They represent activities and best practices from within IMCOM as well as external organizations. They are not mandatory, but recommended as means to enhance organizational recognition programs. Garrison recognition programs (winners – nominees) should serve as the 'feeder' for ID recognition (that is, garrison winners should serve as nominees for ID recognition).

Garrison Service Culture Award

Purpose— Objectives: The Garrison Service Culture Award is designed recognize Garrison professionals who exemplify Service Excellence and demonstrate the IMCOM principles of S.E.R.V.I.C.E. – Service, Excellence, Respect, Visionary, Integrity, Communication, and Empowerment. The award highlights the importance of a service culture and service excellence within a service provider organization.

Concept—
- Quarterly & annual award.
- Quarterly awardees automatically compete for Garrison Annual Award.
- In addition to automatic quarterly awardees competing, other nominations for annual award may be submitted (no limit).

Award—
- Garrison Service Excellence Certificate (created at Garrison discretion).
- Achievement Medal for Civilian Service.
- 16 hour Time Off Award.

Garrison Professional of the Quarter (POQ) – Year (POY):

Purpose— Objectives: The Garrison EOQ/EOY is designed to recognize outstanding garrison professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

Concept—
- Quarterly & annual award.
- POQ awarded to one (1) outstanding garrison professionals each quarter.
- POY awarded to one (1) outstanding garrison professional annually.
- Presented at Garrison Quarterly Recognition Lunch/Breakfast or other appropriate forum (intent is to present the award in the presence of as many employees as possible).
- One (1) nominee per division.
- All divisional nominees recognized/honored at the Garrison Quarterly Recognition Lunch/Breakfast.

Award—
- Garrison Professional of the Quarter – Year Certificate (created at garrison discretion).
- Achievement Medal for Civilian Service.
- 16 hour time off award.

Garrison Leader of the Quarter (LOQ) – Year (LOY):

Purpose— Objectives: The Garrison LOQ/LOY is designed to recognize outstanding garrison leaders who exemplify the components and principles of the IMCOM Leadership Pledge. Since leader behaviors are vital to establishing and maintaining a service culture, this award highlights and recognizes those leaders who embrace the concepts of the Leadership Pledge.

Concept—
- Quarterly and annual award.
- Awarded to one (1) outstanding garrison leader each quarter.
- Awarded to one (1) outstanding garrison leader each year.
- Presented at Garrison Quarterly Recognition Lunch/ Breakfast or other appropriate forum (intent is to present the award in the presence of as many employees as possible).
- One (1) nominee per division.
- All divisional nominees recognized/honored at the Quarterly Recognition Lunch/Breakfast.

Award—
- Garrison Leader of the Quarter – Year Certificate (created at garrison discretion).
- Achievement Medal for Civilian Service.
- 16 hour time off award.

Garrison Professionals' Recognition Lunch/Breakfast/Forum

Purpose— Objectives: The Garrison Professionals' Recognition Lunch/Breakfast/Forum is designed to provide a forum to highlight – recognize outstanding garrison professionals and teams. It is designed to promote and foster a team environment, team member sense of belonging to the organization, and leader engagement.

Concept—
- Quarterly execution.
- Provides an opportunity for garrison leadership to honor and recognize outstanding professionals and teams. Provides opportunity for leaders (at all levels) to engage with their fellow professionals.
- Examples of items that can be highlighted during the forum: positive ICE comments, recognition from supported commands, outstanding effort, Professional/Leader of the Quarter, Length of Service, etc.
- Optional – Recommended Technique: Employee leadership pays for lunch/breakfast of employees being recognized.

Annual Garrison Accomplishment Town Hall or Recognition Event

Purpose— Objectives: The Annual Garrison Accomplishment Town Hall or Recognition Event is designed to provide a forum in which garrison leadership can highlight – recognize garrison (individual and team) accomplishments during the year. It is designed to show that garrison leadership acknowledges, respects, appreciates, values and appreciates the outstanding work accomplished during the year. It is intended to give IMCOM professionals a sense of pride in the achievements of their organization, team and garrison.

Concept—
- Employee Town Hall(s) – may have to conduct several to ensure all team members have the opportunity to attend.
- Garrison leadership (GC) presents – highlights significant accomplishments (both individual and organizational) of that year.
- Outlines priorities and focus areas for following year.

Garrison Commander / Leadership Letter of Appreciation to outstanding IMCOM Professionals – Organizations – Teams

- Hand written (more powerful).
- Given to Professionals of the Month, Professionals of the Quarter, Professionals of the Year, members of organizational teams who demonstrate superior service or achievement, etc.

Garrison Directorate Professional or Leader of the Month

Purpose— Recognize outstanding Garrison professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

Concept—
- Monthly award.
- Conducted – awarded by each Garrison Directorate (that is, DPW, DHR, DFMWR, DPTMS – each select – recognize their own Professional of the Month).
- Can be recognized at Garrison Quarterly Recognition Lunch/Breakfast/Forum.

Award— Garrison discretion.

Garrison Peer to Peer Recognition Program

Purpose— Establish a mechanism allowing IMCOM professionals to nominate-recognize fellow professionals who exemplify the Army values and the IMCOM principles of S.E.R.V.I.C.E., demonstrate outstanding performance, achievement, or service excellence.

Concept—
- Nomination cards (reference Part 3 Products).
- Establish collection boxes at directorate/divisional locations.
- Team members who receive nomination cards recognized at Garrison Employee Recognition Lunch/Breakfast.

ICE Recognition: Recognize IMCOM professionals – organizations who receive positive ICE comments – reinforces service culture.

Purpose— Reinforce service culture and recognize outstanding professionals/teams.

Concept—
- Read ICE comment.
- Present in front of team member co-workers (that is, leadership recognizes employees in front of their co-workers.
- Option: recognize team members who receive positive ICE comments during staff meetings.

Award (options)—
- Coin, pin, Service Excellence Certificate, certificate of appreciation, time off award.

Garrison Newsletter
- IMCOM Professional Recognition section.
- Team member birthday – Special Day section.

Garrison Professional Recognition Display Board (Wall of Fame)
Purpose— Celebrate and honor excellence

Concept—
- Post in Garrison HQ.
- Option: Directorate/divisional team member recognition boards.
- Pictures of outstanding professionals – organizations (that is, POQ/POY, LOQ, LOY, length of service recipients, etc.).
- Post positive letters, ICE, e-mails from customers.

Garrison Commander / Leadership Letter of Appreciation to outstanding professionals' Family

Garrison Leadership Appreciation E-mail to outstanding professional
- cc supervisor and team member co-workers / teammates.

Installation Digital Signage Professional – Organizational Team Recognition
- That is, advertise – post on installation digital signs names of outstanding professionals – organizations.

Highlight outstanding professionals – organizational teams during garrison staff meetings
- That is, spotlight awards – staff meetings, town halls, etc.
- Informal recognition.

Special parking designation
- Garrison – Directorate Professional of the Month/Quarter.

Post a thank you note in the team member's work area

Outstanding Professional to Lunch Day
- Leaders take outstanding professionals out to lunch.
- Directorate Professionals of the Month or other outstanding professionals.
- Leader buys lunch for recognized team member.
- Team member co-workers invited to participate.

Garrison Team Member Suggestion Program

IMCOM Professional/Team Member Board
- Modeled after Fort Carson, DFMWR.
- Consists of a certain number of professionals from each directorate/division/facility.
- Meet monthly and talk/discuss issues/concerns/kudos that are going on in their areas.
- They work "voice of the employee" issues – making improvement recommendations for the workforce.

"Solve the Problem" Tiger Team

Concept—
- Similar in construct to AFAP - if the garrison is having a problem/challenge, invite team-members to serve on a tiger team to work on fixing the problem.
- Charge them to study data, make recommendations, create a budget, etc.
- Leader's only role is as champion to provide resources and break-down barriers.
- This recognizes that our people have the answers to almost all challenges the organization faces.

Facilitator for IMCOM Team Member Orientation (TMO)
- Being a part of the TMO facilitation team is a recognition opportunity – it shows the organization thinks highly enough of the team member to trust them to help onboard others.
- Reference IMCOM On-boarding Program for information on TMO.

Garrison Leadership – Team Member Brown Bag Lunch
Concept—
- Conducted monthly/quarterly.
- Rotate directorates – targeted audiences.

Garrison Leadership Brown Bag Lunch with New IMCOM Team Members (Welcome)
Concept—
- Conducted quarterly or as required
- Attended by senior garrison leadership (GC, DGC, CSM, Directors, etc.)

Day with the Garrison Commander
Concept— Allow select outstanding professionals to spend a day 'shadowing' the Garrison Commander.

Garrison 'Day in the Life'
Concept—
- Members of the Garrison Command Team – Directors – Garrison leadership perform front line team member duties
    - o Examples: Serving as access control guards, check-out at outdoor recreation, ACS front door, ID Card in-out processing, etc.

Casual Dress Day

Garrison Empowerment Award

Purpose— Recognize professionals who demonstrate initiative, good ideas, improve operations, etc. Emphasizes empowerment philosophy.

Garrison Extra Mile Award
- Recognize professionals who put forth extra effort.

Staff Meeting at Off-Site Location
- Over lunch/breakfast.
- Relaxed environment.
- Build team concept.

Garrison Organization Day – Spirit Week

Program – Staff Functional Outstanding Achievement Awards

Purpose— Recognize professionals who receive certifications, credentials, complete functional training, etc.

Leader Birthday Letter/Card to IMCOM Professionals on Their Birthday

Spirit of "Fred" Award:
- Fred is acronym for "Friendly" "Resourceful" "Enthusiastic" "Dependable".
- Presented to IMCOM professionals who exemplify these characteristics.

Rotating Trophy:
- Find a trophy or figurine that you can pass around the office. Give it to an IMCOM professional who has exemplified one of your organizational values, and let them keep it on their desk for a week. The following week/month, let that employee hand it off to one of their peers who has done the same.

Birthday Celebration:
- Rather than having an IMCOM professional use personnel leave on their birthday, give them the day off.

Staff Appreciation Day
Concept— Once a year where leaders supply cooks, food, etc. – leaders serve.

Part 3: Products
Peer to Peer Recognition Card:

```
Team Member: _____

Work Location: _____

Recognized by: _____  Date: _____

Leader Name & Signature: _____


I recognize you for demonstrating the IMCOM Principles



Comments: _____

_____

_____

_____
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Sample IMCOM Professional Recognition Letter

Below are sample thank you letters that leaders and/or co-workers can write to a team member to recognize the IMCOM professionals or a team's good work. The semi-formal team member recognition letter can be written in just a few minutes. Keep in mind that a team member recognition letter is appropriate from co-workers, professionals in different departments/branches, and leaders at all levels within the organization. When possible, handwritten letters or notes should be utilized vice prepared form letters. A prepared birthday note or note of appreciation signed by leaders is great, but a handwritten note signed by leaders and co-workers is more personal and sends a powerful message of caring leadership to the receiving team member.

Dear Barb,
Just wanted to let you know how much we appreciated your help with the training classes. We would have missed our due date without everything you did to make the instructional language consistent in the email, and on the Web site.

Our team members will be thankful for the fact that the instructions are straightforward and easy to understand. Even the graphics added to the message and helped with the clarity.

I know you had to have let other work slide on our behalf so you must be feeling swamped right now. On behalf of everyone involved in the training, thank you for your effort and all you have done!

Jennifer,
I want you to know how much we appreciate the extra time you put in this week to get the new fitness program up and running. The customers were well-served by your extra efforts and USAG_____ once again met their expectations of delivering great service and support!

Thanks so much!

Dear Mr. _____,
I would like to express my sincere appreciation for yours and your Team's outstanding effort in supporting the pre-deployment SRP for 2nd Brigade. The outstanding support provided by your Team was indicative of your professionalism and dedication to supporting Army readiness. The organization of SRP site and smooth execution of all activities was appreciated by Soldiers and their Leaders alike.
Again, thank you for your outstanding efforts and everything you and your Team do to support Soldiers and their Families each and every day.

IMCOM UNIT AWARDS SPREADSHEET
(Organized under Standard Garrison Organization)

NAME OF AWARD	Description	Eligibility	IMCOM POC DSN Phone	Due at HQ IMCOM	HQ/ORG Proponent	Due at Higher HQ/Org	Approval Authority
Secretary of the Army Environmental Restoration	To recognize efforts and innovations in protecting human health and the environment by cleaning up identified DoD sites.	Team/Installations/Individual	N/A	N/A	SECARMY/AS A(I&E)	October - [Army Winner submitted for SECDEF Award to OSD in February of next calendar year]	HQDA Review Board OSD SECDEF equivalent award)
Army Compatible Use Buffer Partner Award	To recognize an ACUB partner's extraordinary efforts of in-kind services, leveraging capability for outside funding, and resourcefulness in working with landowners to secure permanent buffer areas to protect Army training and testing.	10 USC 2684a eligible entity (state or political subdivision thereof, or private organization whose primary purpose is conservation of natural resources.	IME-TSR, DSN 584-7090	March	ACSIM DAIM-ED	April	DAIM-ED, Director of Environmental Programs
White House Closing the Circle Awards	Recognize outstanding achievements of individuals and Federal Facilities for efforts that resulted in significant contributions to, or have made a significant positive impactregarding environmental stewardship.	Installations	N/A	N/A	Office of the Federal Environmental Executive (OFEE)	October - [Army Winner submitted for SECDEF Award to OSD in February of next calendar year]	OFEE Board
INTERNAL REVIEW							
IR Award of Excellence	Unit recognition for performance, personnel development, and proficiency. 4 categories for this award.	Civilians	IMIR, DSN 332-7361	March	IR	April	ASA FM&C

IMCOM UNIT AWARDS SPREADSHEET
(Organized under Standard Garrison Organization)

NAME OF AWARD	Description	Eligibility	IMCOM POC DSN Phone	Due at HQ IMCOM	HQ/ORG Proponent	Due at Higher HQ/Org	Approval Authority
Federal Energy Saver Showcase	Exemplary new and existing facilities with significant public access and exposure as showcase facilities to highlight energy or water efficiency and renewable energy improvements.	Federal facilities	IMPW-E, DSN 332-1540	March	ACSIM, Facilities Policy Division	March	Department of Energy
DOIM							
DoD Chief Information Officer Award	Outstanding achievement in at least one of seven key areas of information technology outlined in the Clinger-Cohen Act of 1996.	Civilian and Military Individuals (not SES or GO) or Group/Team *not DoD	NETCOM LNO, DSN 332-5248	N/A	DoD CIO	24-May	DoD CIO Executive Board
Army DOIM Award	Recognize outstanding DOIM who meets CIO/G-6 Goals.	Installation DOIM	NETCOM LNO, DSN 332-5248	N/A	NETCOM/9th ASC ESTA	7-Jul	NETCOM/9th ASC ESTA Director
SAFETY							
Army Accident Prevention Award of Accomplishment	Presented by Army Commands, ASCC and DRU Commanders to subordinate units for completion of an accident free year or major exercise.	Subordinate units	IMSO, DSN 332-3475	Anytime	IMSO DSN 332-3475	Anytime	DCG, IMCOM
Director of Army Safety Award	Must make significant improvements (a minimum of 3% reduction) in its safety injury/accident rates when compared with the previous fiscal years rates and must experience no class A, B, or C accidents (accident classes as defined in AR 385-40) during the fiscal year of nomination.	Installations	SAFETY, DSN 332-3475	N/A	USASC, ATTN: CSSC-PT	December	DASAF
ENVIRONMENTAL							
Natural Resources Conservation	To recognize efforts and innovations in promoting the conservation of natural resources.	Installations	N/A	N/A	SECARMY/ASA(I&E)	October - [Army Winner submitted for SECDEF Award to OSD in February of next calendar year]	HQDA Review Board OSD SECDEF Winner (for SECDEF equivalent award)

IMCOM UNIT AWARDS SPREADSHEET
(Organized under Standard Garrison Organization)

NAME OF AWARD	Description	Eligibility	IMCOM POC DSN Phone	Due at HQ IMCOM	HQ/ORG Proponent	Due at Higher HQ/Org	Approval Authority
National Defense Transportation Association (NDTA) Unit Award	Outstanding performance in an operational transportation mission.	Installations having a company or detachment size	IMLO-T, DSN 332-4630	May	Office of the Chief of Transportation, Fort Eustis, VA	May	Office of the Chief of Transportation, Fort Eustis, VA
Connelly Award Program	Excellence in preparation and serving of food in Army dining facilities and during field kitchen operations.	All Active and Reserve Component units having an organic food service capability (field or garrison)	IMLO-S, DSN 332-4341	June	DCS, G4	August	DCS, G-4
Supply Excellence Award (SEA)	Excellence in supply management for all U.S. Army units and organizations.	Army MTOE/TDA Units and Organizations, AC/RC and ARNG	IMLO-S, DSN 332-4341	July	DCS, G-4	September	DCS,G-4
Army Award for Maintenance Excellence (AAME)	Excellence in maintenance support.	Active, Reserve, Army NG units and Army Installations	IMLO-M, DSN 332-4315	October	DCS, G-4	December	DCS, G-4
Deployment Excellence Award (DEA)	Excellence in deployment by units, installations, and supporting units.	Active, Reserve, Army NG units and Army Installations	IMLO-T, DSN 332-4630	November	DCS,G-4 and G-3	January	DCS, G-4 and G-3
Alternative Fuels,	For demonstrated strong commitment to the	Army installations, units or	IMLO-T, DSN 332-	December	General	January	GSA
PUBLIC WORKS							
Annual Army Directorate of Public Works Program- the various DPW functions and by supporting USACE District and support contractors.	Annual DPW awards recognize excellence in each of 9 annual awards	Civilian and Military eligible 7 individual and 2 organization awards	IMPW, DSN 332-0528/6413	January	IMA-PW	N/A	AR 420-10 Establishes Annual DPW Awards, IMA-
DPW Installation Support program of the Year	Award Recognizes exceptional support to a DPW installation by a USACE or other gvt support activity.	Civilian & Military	IMPW, DSN 332-0528/6413	January	IMA-PW	N/A	IMPW

NAME OF AWARD	Description	Eligibility	IMCOM POC DSN Phone	Due at HQ IMCOM	HQ/ORG Proponent	Due at Higher HQ/Org	Approval Authority
Headquarters, Department of the Army, Deputy Chief of Staff, G2 Army Security Award Program	"Security Center of Excellence" Award (Installation) recognizes the importance and role of leadership support and participation in the establishment and sustainment of an effective, dynamic Command security program. (Applicable IMA programs: (Information: Personnel: Industrial and supporting Security Education, Training and Awareness (SETA) programs).	Installations	IMOP-I, DSN 332-5482	1 June	DCS, G2	1 August	HQDA, DCS, G2
PLANS							
Operations Security Achievement Awards Program	Recognizes significant accomplishments in operations security.	Organizations	IMOP, DSN 332-4243	1 November	DCS, G-3/5/7	1 December	DAMO-ODI and Army OPSEC Support Element
The President's Quality Award (PQA) Details at www.opm.gov/pqa/	The Presidential Award for Management Excellence-The President's Quality Award (PQA) is the highest award given to Executive Branch agencies for management excellence. The award was established in 1988 to recognize excellence in quality and productivity. In 2002, The PQA was redesigned to recognize Federal agencies that best achieve the objectives of the President's Management Agenda.	Recognizes the accomplishments of organizations that further the Administrations's objectives.	IMPL, DSN 332-6418	3-Jul-08 IMPL	Due at Office of the OAA 10 July Army's POC for the PQA Program is Gail Terry, 703-602-6118, 6118, DSN 332-6118, Gail.Terry@hqda.army.mil	Due at Office of the OAA 10 July 703-696-4059 bill.hatch.ctr@whs.mil	OPM DoD's POC is Bill Hatch, the PQA Program is Gail Terry
HUMAN RESOURCES							
Secretary of Defense Community Drug Awareness Award	Conducts exceptional anti-drug activities within each Military Service, Defense Agency or the National Guard.	Programs conducted with DoD assets (e.g. Substance Abuse Programs) or voluntarily by DoD personnel	IMHR-S, DSN 332-4832/0542	April	ACSAP, G-1	1 June	OSD, SOLIC
Fulcrum Shield Award	To promote community drug awareness efforts targeting youth programs associated with Military Service, Defense Agencies, and the	Programs conducted with DoD assets (e.g. Substance Abuse Programs) or	IMHR-S, DSN 332-4832/0542	April	ACSAP, G-1	1 June	OSD, SOLIC
Zachary and Elizabeth Fisher Civilian Humanitarian Award	Demonstrates exceptional patriotism and humanitarian concern for members of the US Forces or families.	Individuals or organizations who are not currently employed by DoD	IMHR-C, DSN 332-7367/5288	June	Office of the Deputy Chief of Staff, G-1	August	SecArmy

Enclosure 2 - FY 17 Training Requirements

Purpose: To capture training requirements, references, frequency, training method(s) and time spent on individual training. Army Training Network Link for your dashboard is available at http://usacac.army.mil/core-functions/training-development.

Date Completed			Title	Freq	Time Est	Method	Training Link/Agency	Requirement/Instructions
SM	CIV	CON						
			Anti-Terrorism Level I Awareness Training (*With and Without CAC links*)	I/A	2hr	Online	http://jko.jten.mil/courses/at1/launch.html - Search JS-US007 Level I Antiterrorism Awareness Training	This is an initial and annual requirement for military, DA civilian employees and contractors IAW DA-CMT01, AR-350-1 and AR 525-13. See bottom of web page for link for NO CAC access.
			Army Substance Abuse Training (ASAP)	A	2hrs CIV 4hrs MIL	Online or F2F	https://jkodirect.jten.mil/ Search JS -US011 -Joint Staff Alcohol and Substance Abuse F2F through unit	Required initially and annually for military and DA civilian employees. Civilians are required to complete two hours and military 4 hours. ASAP training in available online **OR** via classroom **OR** through Command specific requirement. IAW DA-CMT15, AR 350-1 and AR 600-85.
			Army Values Training	A	1hr	F2F	Conducted by unit	Required for Soldiers annually IAW DA-CMT17.
			ATAAPS Courses Civilian Timecard management	I/A	.5hr	Online	https://jkodirect.jten.mil/ Search (see requirement) based on your function	Applicable to those using the system for their or their employee timecards. Search JS –US031 Certifier: US032 Employee, or US033 Timekeeper
			Civilian Education System (CES) -Foundations	I	40h	Online	https://www.atrs.army.mil/channels/chrtas/student/main.aspx	Required for DA civilian employees hired after 30 SEP 06. Must be completed within six months of their start date.
			Civilian Education System (CES) -Supervisor Development	I/3 yrs	18h	Online	https://www.atrs.army.mil/channels/chrtas/student/main.aspx	Required for supervisors of DA civilian personnel within one year of appointment, and every three years thereafter as a refresher. IAW 350-1 and ALARACT 250/2011, DTG: R 011909Z Jul 11
			Combating Trafficking in Persons (CTIP) Program	A	1hr	Online	https://www.lms.army.mil	This is an annual requirement for military, DA civilian employees and contractors IAW DA-CMT13.
			Constitution Day	I/A	.5h	Online	http://constitutionday.cpms.osd.mil	Required annually for military and DA civilian employees IAW AR 350-1 and Public Law 108-447, Division, J Sec 111

Date Completed			Title	Freq	Time Est	Method	Training Link/Agency	Requirement/Instructions
SM	CIV	CON						
			Cyber Awareness (formally known as Information Assurance)	I/A	4hr	Online	https://ia.signal.army.mil/dodiaa/default.asp	This is an annual requirement for military, DA civilians and contractors IAW AR 350-1, AR 25-2. New employees must complete this course prior to being granted Enterprise email/CAC access.
			Equal Employment Opportunity (EEO) Anti-Harassment, No FEAR Act -Military and Civilians	I/A	1hr	Online	https://www.lms.army.mil/	Required initially, and then annually for DA Civilians and Service Members who supervise Civilian Employees IAW HQDA ALARACT 163/2014.
			Equal Opportunity (EO) with Anti Bullying and Anti-Hazing - Military	S/A	2hr	F2F/ Joint Staff Online	See Unit EO Advisor **OR** https://lkodirect.jten.mil/ Search JS–US013 Joint Staff Equal Opportunity Policy and Basic Training	For military IAW DA-CMT10, AR 350-1 and AR 600-20. EO is required annually, and anti-hazing/anti-bullying semi-annually. Many commands have their own training, and JKO is an alternative
			Ethics	I/A	1hr	Online	https://www.iaqcnet2.army.mil/Training/start.xsp?goto=ETH16 or Log into https://www.iaqcnet.army.mil/ Click on Legal Services tab, Click on Ethics tab then Click on Online Training.	New military and civilian employees, and annually for OGE Form 450 filers.
			Global Assessment Tool 2.0 (GAT)	A	1hr	online	http://csf2.army.mil/	Required annually Soldiers IAW DA ALARACT 086/2011, and encouraged for family members and Army civilians
			GSA Cardholder Travel Card Program	I/ 3yr	2hr	Online	http://www.defensetravel.dod.mil/index.cfm	Initially required for incoming personnel, new travel card applicants, and those who are required to reapply for a Government travel card due to non-use. Training is required every three years for all travel card holders and authorizing officials.
			Individual Development Plan (IDP)	I	1hr	Online	https://actnow.army.mil or https://actnow.army.mil/actsims/ACT%202.0%20IDP%20-CT%202.0%20IDP%20-%20CIV/ACT%202.0%20IDP%20-%20CIV.swf for civilians.	IDP's are required for military and DA Civilians, Army Career Tracker (ACT) offers guidance and training search engines.
			Information Security Program Training	I/A	1hr	Online	https://www.lms.army.mil	Initial and annual requirement for military, DA civilian employees and contractors. Training replaces Initial Security Orientation and the Annual Security Refresher Training.
			Law of War/Detainee Operations	A	8hr	DL or F2F	Conducted by unit or https://lkodirect.jten.mil	Required for military IAW DA-CMT03
			Managers Internal Control Program (MICP)	A		Online	https://www.lms.army.mil	IAW AR 11-2-Specific managers, evaluators, SRO, AUMs and ICAs are required to take the

Date Completed SM	CIV	CON	Title	Freq	Time Est	Method	Training Link/Agency	Requirement/Instructions
			Managers Internal Control Program (MICP) Awareness	A		Online	Slides provided by command	Required annually for military and DA civilian employees not meeting the above criteria IAW AR 11-2 and IMCOM computer based multiple module refresher course. AUMs and SRO's must complete initial training within 60 days of appointment.
			NAF Orientation Course	I	8hr	Online	http://www.imcomacademy.com/ma/	Required for new FMWR employees within 30 days of assignment to duty
			NAF Basic Management Course	I	120hr	Online	http://www.imcomacademy.com/ma/	Required for new FMWR managers and employees that have fiscal and program management responsibilities within 60 months of assignment
			NAF Team Member Orientation	I	4hr	F2F	See Family, Morale, Welfare and Recreation (FMWR) for schedule	Required for new FMWR managers and employees within 90 days of assignment to duty station. Provides orientation to installation, NAF mission and resources
			NAF Operation Excellence Customer Service Training	I	4hr	F2F or Virtual Class	http://www.imcomacademy.com/ma/	Required for new FMWR managers and employees within 90 days of assignment. Contact FMWR for local schedule
			NAF FMWR Delivery System	I	25hr	Online	http://www.imcomacademy.com/ma/	Required for new FMWR managers and employees that have fiscal and program management responsibilities within 18 months of assignment
			New Employee Orientation (NEO) - Command Specific	I/P	VAR	F2F	Conducted by unit	For new DA Civilians (military and COR approved contractors on space available basis) within 30 days of assignment to duty station. Provides orientation to command, mission and installation resources
			Operations Security (OPSEC)/Inadvertent Disclosure of Critical Information	I/A	1hr	Online	https://www.iad.gov/ioss or at https://www.lms.army.mil	Required initially then annually for military, DA civilians and contractors IAW DA-CMT16 and AR 350-1, AR 530-1.
			Personnel Recovery and Code Of Conduct	A	VAR	F2F or DL	Conducted by unit or https://jkodirect.jten.mil	Required annually for military IAW DA-CMT05.
			Personnel Readiness Training	A	VAR	F2F	Conducted by unit	Required annually for military. Includes Combatives Program IAW AR 350-1, TC 3-22.20 and FM 3-25.150
			Preventative Measures Against Disease/ TBI/Hearing	A/O	VAR	Online and F2F	https://atn.army.mil/media/da/TBI/tbi.aspx	Required annually for military IAW HQDA EXORD 165-13 20-A.

SM	CIV	CON	Title	Freq	Time Est	Method	Training Link/Agency	Requirement/Instructions
			Resiliency and Performance Enhancement Training	A/O	20h	F2F	See Unit Master Resiliency Instructor (MRT) and Army Community Service (ACS) for resources.	Required for Service Members and optional for DA Civilians IAW AR 350-53 and AR 350-1. Twelve of the 14 are required modules: Assertive Communication, Active Constructive Responding, Activating Events, Thinking Traps, Detecting Icebergs, Hunt the Good Stuff, Identifying Strengths, mental games, Put it into Perspective, Problem Solving, Real-Time Resilience, and Strength in Challenges. Additional Goal Setting and Energy Management.
			Risk Management Basic - Civilian	I	1hr	Online	https://www.lms.army.mil 2G-F104_DL – Risk Management Basic civilian	This is a one-time, initial training for DA civilian and local national employees
			Risk Management Basic - Military	I	1hr	Online	https://www.lms.army.mil 2G-F97_DL - Risk Management Basic military	Required one-time, initially for military
			SHARP Phase I	I/A	3hr	F2F	Conducted by Army Community Service (ACS)	Replaces POSH; both phases required initially and annually for military, DA civilians and contractors IAW DA ALARACT 123/2011
			SHARP Phase II	I/A	2hr	Online	https://www.lms.army.mil OR Refresher training at https://atn.army.mil/dsp_template.aspx?dpID=51#	At ALMS homepage search for "Sexual Harassment/Assault Response and Prevention Standing Strong Training"
			Sponsorship Training	I	1hr	Online or F2F	F2F through ACS https://actnow.army.mil/wps/myportal/act/home/home/	ACT modules and ESAT through Military One Source
			Suicide Prevention-Civilian	A	1hr	Online	https://jkodirect.jten.mil/ Search JS –US006C Joint Staff Suicide Awareness and Prevention	Required annually for DA civilian employees IAW DA-CMT14 ACE. Many commands have their own training, and JKO is an alternative
			Suicide Prevention-Military	A	1hr	Online	https://jkodirect.jten.mil/ Search JS –US006M Joint Staff Suicide Awareness and Prevention	Required annually for Service Members. Many commands have their own training, and JKO is an alternative
			Threat Awareness Reporting Program (TARP)	A	1.5h	F2F	Conducted by Military Intelligence	Required for military, DA civilians and contractors face-to-face annually IAW DA-CMT02. TARP training is not approved to be taken online
			Weapons Qualification	A	VAR	F2F	Conducted by unit	Required annually for military

Date Completed			Title	Freq	Time Est	Method	Training Link/Agency	Requirement/Instructions
SM	CIV	CON						
Supervisors of Civilians			Workplace Violence Prevention training - DA Civilians	A	1hr	Online	**Supervisors** http://media.cpms.osd.mil/faslerd/supervisor/menu.htm **Employees** http://media.cpms.osd.mil/faslerd/employee/menu.htm	Required annually for DA civilian supervisors, and employees
BELOW TRAINING BASED ON POSITION, DUTIES AND/OR OTHER COMMAND REQUIREMENTS								
			Contractor Officer Representative (COR) Training	3yr	40h	F2F or online	Provided by the MICC or online	Required every three years. DAU CLC 222 - Contracting Officers Representative (COR) Online Training **OR** DAU CLC 106 – COR with a Mission Focus *(You do not need to take this training if you have taken CLC 222)*; Deploying - DAU CLC 206 - Contracting Officer's Representatives in a Contingency Environment; Refresher: MICC COR two-day Enhanced Training
			COR: Acquisition Ethics (CLM003)	A	2hr	Online	http://www.dau.mil	Required annually for CORs
			Customer Service Training	NA	4hr	F2F	Coordinated by unit	Required by many commands for front door customer service employees
			DPMAP-New Beginnings	I	5.5 hrs	Online	https://jkodirect.jten.mil/Atlas2/faces/page/login/Login.seam?ORG=JKO&cid=79605	Required for DOD civilian employees and their supervisors. Courses PM101A and 101B
			Defense Travel System	NA	2hr	Online or F2F	http://www.defensetravel.osd.mil	Training not required, but encouraged for infrequent users.
			GFEBS	I	40hr	Online	https://ftgdelep.gfebs-erp.army.mil/	Classes and time depend on position duties.
			GPC Holder: Government Purchase Card Training	I	3hr	F2F	Provided by the MICC	Required for new government purchase card holders and approving officials.
			GPC Holder: Government Purchase Card Refresher (CLG004)	A	2hr	Online	http://www.dau.mil	This is refresher training for current Government Purchase Card holders and approving officials.
			GPC Holder: Acquisition Ethics (CLM003)	A	2hr	Online	http://www.dau.mil	This is refresher training for current Government Purchase Card holders and approving officials.
			GPC: Purchase Card Online Systems (PCOLS) (CLG005)	A	2hr	Online	http://www.dau.mil	This is refresher training for current Government Purchase Card holders and approving officials.
			Interactive Customer Evaluation (ICE) System	I	1hr	F2F	Conducted by unit	Required training for ICE Managers

| Date Completed | | | Title | Freq | Time Est | Method | Training Link/Agency | Requirement/Instructions |
SM	CIV	CON						
			National Incident Management System	NA	VAR	Online or F2F	http://training.dps.mo.gov/training website.nsf/LinksView/A6E72B52 74D786E2862574F9006080A67O pendocument	Multiple classes required for first responders and personnel assigned Emergency Operations Center duties.
			Privacy Act and HIPAA Initial and annual Refresher Training	I/A	1hr	DL	https://mhslearn.csd.disa.mil/ilear n/en/learner/mhs/portal/mhsstaff.j sp	Required based on duty IAW DoD 5400.11-R, DoD Privacy Program
			Safety Course for Civilian Employees and Supervisors	I	4hr	Online	https://www.lms.army.mil	Required one-time, initial training for DA Civilian supervisors and employees.
			Safety: Commanders Safety Course (O-1 – O6)	I/A	2hr	Online	https://www.lms.army.mil	Course 2G-F94V3.1
			Safety: Collateral Duty Safety Officer Course (CDSO) –Military and Civilians	I/A	4hr	Online	https://www.lms.army.mil	Required initially and annually for those with appointment orders
			Safety Committee Member's Safety Course- Civilians	I/A	2hr	Online	https://www.lms.army.mil	Required initially and annually for those with appointment orders
			Telework 101 Fundamentals	I	1hr	Online	https://www.telework.gov/training-resources	Optional class for employees and supervisors
			Workers' Compensation for Civilian Supervisors	NA	1hr	Online	http://media.cpms.osd.mil/icuc/Su pervisorTraining/index.html	Optional online course provided by the Civilian Personnel Office. Training covers employee injuries, authorizing treatment using CA-16 form, and Continuation of Pay.

Legend	Required Annual Training
	Civilian and Military
	Civilian Only
	Military Only

I = INITIAL
A = ANNUALLY
S = SEMI ANNUALLY
NA = NO REQUIRED TRAINING FREQUENCY
VAR = TIME VARIES ON COMMAND TRAINING

"DA Civilians" includes appropriate and non-appropriated employees which includes local nationals