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Army in Europe  
Regulation 672-10\*

Headquarters  
United States Army Installation Management Command,  
Europe Region  
Sembach, Germany

22 August 2016

## Decorations, Awards, and Honors

### Incentive Awards in IMCOM-Europe

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\*This regulation supersedes **AE Pamphlet 672-20-1**, AE Regulation 672-10, 29 February 2016.

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For the Director:

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**Summary.** This regulation provides procedures for processing incentive awards for U.S. and local national (LN) civilian employees and military awards for Soldiers of IMCOM-Europe.

**Summary of Change.** This revision has been updated to add IMCOM-Europe procedures for recommending military awards ([app E](#)).

**Applicability.** This regulation applies to U.S. appropriated-fund and nonappropriated-fund civilian employees, LN employees, and Soldiers assigned to IMCOM-Europe. Policy pertaining to LN employees must be read in conjunction with [AE Regulation 690-672](#) and [AE Regulation 690-672-1](#), respectively.

**Records Management.** Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are on the Army Records Information Management System website at <https://www.arims.army.mil>.

**Supplementation.** Organizations will not supplement this regulation without approval of the Office of the Assistant Chief of Staff, G1, IMCOM-Europe (mil 544-1110).

**Suggested Improvements.** The proponent of this regulation is the Office of the Assistant Chief of Staff, G1, IMCOM-Europe (mil 544-1110). Users may suggest improvements to this regulation by sending DA Form 2028 to IMCOM-Europe (IMEU-HRD-C), Unit 23103, APO AE 09136-3103.

**Distribution.** This regulation is available only electronically and is posted in AEPUBS at <https://aepubs.army.mil/>.

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### Glossary

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#### 1. PURPOSE

This regulation prescribes procedures for processing civilian and military awards in IMCOM-Europe. IMCOM-Europe policy is to recognize outstanding achievements in a fair and equitable manner. Managers are encouraged to use the Incentive Awards Program to recognize exemplary, nonroutine accomplishments. They are also expected to manage the costs associated with executing this program. This regulation provides procedures to ensure managers maintain a balance between recognizing employee performance and maintaining fiscal responsibility.

#### 2. REFERENCES

[Appendix A](#) lists references.

#### 3. EXPLANATION OF ABBREVIATIONS

The [glossary](#) defines abbreviations.

#### 4. RESPONSIBILITIES

**a. Civilian Personnel Branch (CPB), Office of the Assistant Chief of Staff, G1, IMCOM-Europe.** The CPB will—

- (1) Maintain administrative control over the IMCOM-Europe Incentive Awards Program.

(2) Provide advice and assistance to the Director, IMCOM-Europe; incentive awards boards (IABs); performance awards review boards (PARBs) ([e below](#)); and United States Army garrison (USAG) commanders and their representatives.

(3) Process awards for Director, IMCOM-Europe, or higher-level approval.

**b. Assistant Chief of Staff (ACoS), G9, IMCOM-Europe.** The ACoS, G9, IMCOM-Europe, will—

(1) Ensure nonappropriated fund (NAF) supervisory training is available for personnel who manage NAF personnel at the garrisons. Garrison directors of Family and morale, welfare, and recreation (DFMWRs) will ensure all managers and supervisors receive NAF supervisory training.

(2) Coach, mentor, and teach garrison staff in personnel management as required.

(3) Ensure managers use the authority in AR 215-3 to recognize exemplary and nonroutine accomplishments. Managers are expected to recognize outstanding achievements in a fair and equitable manner while maintaining a balance between employee performance and fiscal responsibility.

(4) Ensure DFMWRs process all other awards according to AR 215-3.

**c. Supervisors and Leaders.** Supervisors and leaders are responsible for ensuring deserving employees and Soldiers are nominated for appropriate awards and that award nominations are properly initiated in a timely manner.

**d. Nominating Officials.**

(1) Nominating officials must follow the submission and documentation criteria in the referenced publications ([app A](#)). [Table B-2](#) provides the minimum length of time for submitting civilian award nominations before the planned presentation date. Award nominations submitted after the specified timelines must include a memorandum stating the reason for the late submission. [Appendix E](#) provides procedures for preparing and submitting recommendations for military awards.

(2) Nominating officials must ensure that nomination packages are accurately completed using the required forms for each type of award.

(3) Nominating officials are responsible for including certification from the servicing equal employment opportunity (EEO) office and the civilian personnel advisory center that no adverse action is pending against the intended award recipient (DA Form 1256). This applies to award nominations submitted for approval by a member of the IMCOM-Europe Command Group or higher level (for example, IMCOM, HQDA) or when otherwise required.

(4) Proper justification for each level of award approval is required. Nominations for a level of award that does not follow the normal progression pattern require special justification for the particular award level proposed.

(5) If a representative from an organization outside the employee's chain of command wishes to nominate an employee for an award, the nomination must be coordinated with the employee's immediate supervisor before the award nomination is initiated and processed.

(6) The chain of command should normally not inform employees that they are being considered for an award or that they have been nominated for one until the award is approved.

**NOTE:** Subject to each employee's consent, supervisors of local national (LN) employees may keep photocopies of employee national identity cards in the supervisor's official personnel files to prevent having to request copies of these documents when nominating LN employees for awards.

**e. IABs and PARBs.** IABs will be established in each garrison and at HQ IMCOM-Europe to review all award nominations except performance awards ([para 5d](#)). PARBs will be established at each garrison and at HQ IMCOM-Europe to review performance-award nominations. IABs and PARBs will review and make recommendations on incentive award and performance-award nominations requiring USAG commander or Director, IMCOM-Europe, approval or recommendation for approval. Garrison commanders may delegate their approval authority to their directorate chiefs.

(1) Members of garrison IABs may include the deputy to the garrison commander and directorate chiefs. The garrison EEO officer may serve as an advisor.

(2) The IMCOM-Europe IAB for honorary awards will include the CoS, IMCOM-Europe (Chair), and randomly selected HQ IMCOM-Europe staff principals. The IMCOM-Europe EEO Officer may serve as an advisor. The board usually votes using the Task Management Tool (TMT).

(3) The CoS, IMCOM-Europe, will chair the IMCOM-Europe PARB, which will include all HQ IMCOM-Europe staff principals. The IMCOM-Europe Staff Judge Advocate, Inspector General, and EEO Officer will serve as advisors. The PARB members will meet in person. Only the CoS may authorize substitutions when a staff principal is not present.

**f. Resource Management Offices.** Resource management offices (RMOs) will—

(1) Set aside funds for awards in accordance with higher headquarters instructions. Normally, award budgets are determined using the prescribed percent of the cumulative annual base salary of the total onboard strength of all employees on the first day of the fiscal year.

(2) Provide specific funding guidance to their organizations on monetary award limitations.

(3) Grant final approval on monetary awards. No monetary award may be submitted for payment without first being coordinated with the servicing RMO.

## 5. TYPES OF CIVILIAN AWARDS

### a. General.

(1) Honorary and monetary awards may be given to civilian employees at any time in their careers, provided their accomplishments meet the criteria for the particular award as outlined in AR 672-20. An honorary and a monetary award may be granted for the same act or achievement if the criteria in AR 672-20 are met. The same act or achievement may not be used for a second honorary or monetary award.

(2) Awards (except career recognition in [subpara f](#) below) are not entitlements. Only accomplishments or performance that exceeds expectations should be recognized. All awards in [subparagraphs b through e](#) below will be reviewed by an IAB or PARB as appropriate.

(3) Generally, contractors are not eligible for monetary, honorary, or public service awards. Contractors may be recognized only through the cognizant contracting officer. Proposed contractor recognition should be sent to the contracting officer's representative (COR). The COR will forward the proposed recognition to the contracting officer. Proposed recognition messages should not be sent or copy-furnished to the contract employee, the contractor supervisor, or the contract company. In certain extraordinary circumstances, contractor employees may be awarded civilian awards for valor such as the Secretary of Defense Medal for the Defense of Freedom. In all instances, however, the proposed recognition must be coordinated with the COR and the cognizant contracting officer.

#### **b. Monetary Awards.**

(1) [Table B-1](#) provides a list of civilian monetary awards and the respective approval authority.

(2) Nominating officials must coordinate with their resource managers to ensure funds are available for monetary awards. Requests for monetary awards for U.S. and LN employees will be submitted through the program AutoNOA. Once the approval authority ([table B-1](#)) has approved the award, the request must be routed through the RMO for final approval before it is forwarded for payment.

(3) Employees may be presented a Commendation Certificate (DA Form 2443) with a short citation about the performance achievements for monetary awards. The certificate should be signed at the appropriate level in the organization.

(4) Monetary awards for LN employees must also meet the requirements in [AE Regulation 690-672](#).

(5) Nominating officials must prepare the following documents for monetary awards:

(a) DA Form 1256 for appropriated fund (APF) employees or DA Form 5167 for NAF employees. DA Form 1256 is not required for performance awards ([d below](#)).

(b) A justification for the period of service to be recognized.

**NOTE:** These documents are internal and should be maintained by the appropriate division or directorate.

(6) Types of monetary awards are as follows:

(a) **Special Act or Service Award.** This award recognizes a meritorious personal effort, act, or service, or other achievement accomplished within or outside assigned job responsibilities. All APF and NAF employees (U.S. and LN) are eligible for this award.

1. When the award is given for accomplishments within assigned job responsibilities, the accomplishments must significantly exceed normal expectations. Superior short-term accomplishments in the regularly assigned position, in a temporary assignment, or at the conclusion of a special project are particularly appropriate to recognize with a Special Act or Service Award.
2. The accomplishment to be recognized may not have served in any way as the basis for a previous cash award.
3. The scope and value of the contribution must be considered when determining the award amount that is approved. [Table C-1](#) provides a matrix for determining the amount of a Special Act or Service Award based on intangible benefits.
4. Nominations should be initiated within 30 calendar days after the achievement to be recognized.

**(b) On-the-Spot Cash Award.** This is a small monetary award given in recognition of a one-time achievement. The minimum award amount is \$50 and the maximum award amount is \$500.

**c. Time-Off Award.** Time-off awards may be given to U.S. and LN employees for achievements or performance contributing to the IMCOM-Europe mission. The scope and value of contributions must be considered when determining the amount of time off that is approved (AR 672-20, table 7-3). Time-off awards may be used alone or in combination with monetary or nonmonetary awards. [Table B-1](#) lists approval authorities for time-off awards.

**(1) General.** Time-off awards should be used only on a limited basis and in circumstances where they are necessary and critical to maintaining the mission. Managers should not use them as a workaround to restrictions on cash awards. Time-off awards may be granted to employees who prefer time off to receiving a cash performance award ([d below](#)). Though time-off awards do not count against the annual fiscal constraints associated with monetary awards, leaders must consider the hidden cost of granting time away from productivity. They must fully consider wage costs and productivity loss when granting them and ensure that the amount of time off granted corresponds to the individual's contribution or accomplishment. The number of hours granted for a time-off award will be based on the value of the individual's contribution or accomplishment and not be tied to his or her hourly pay rate. [Table D-1](#) will be used to determine the amount of time off that should be awarded. Employees may be presented a Commendation Certificate (DA Form 2443) with a short citation about the performance achievements for time-off awards. The certificate should be signed at the appropriate level in the organization.

**(2) Time-Off Awards for U.S. Employees.** The minimum time-off award that may be given to full-time U.S. APF and NAF employees for a single achievement is 1 hour. Not more than 40 hours may be given for a single achievement, and no more than 80 hours may be given in a leave year. Since time-off awards do not convert to cash payments, supervisors must make an effort to ensure that the employee can take the time off. Time-off awards must be used within 1 year after the approval date.

**(3) Time-Off Awards for LN Employees.** The minimum time-off award for an LN employee is 1 day. No more than 10 workdays during 1 calendar year and 5 workdays for a single contribution may be granted. The time off must be taken either during the current calendar year or within the first 3 months of the following calendar year, or it will be forfeited. A time-off award of several days may be granted in 1-day increments if so desired by the employee and approved by management.

**NOTE:** Employees should be allowed to take the time off when they wish, provided it does not conflict with the operational requirements of the organization. Supervisors will not direct that time-off awards be used for a specific time or on a specific day, whether for an individual or a group of employees.

**d. Performance Awards.** Performance awards are monetary awards based on annual evaluations (AR 215-3 for NAF employees; AR 672-20 and AR 690-400 for APF employees). Performance awards may also be used to recognize sustained high-level performance by LN employees over a specific period ((2) below).

**(1) General Guidance.** Performance awards will be reserved for the most deserving employees based on merits and significant contributions and will be linked to the performance appraisal (if they receive one). These awards are not entitlements and will not be given to every employee. Performance awards will be set at a minimum of .5 percent and a maximum of 5 percent of the base pay. The determination of the percentage is at the discretion of the approval authority.

(a) Supervisors must establish performance objectives that are reasonable and measurable for an employee to be able to exceed expectations.

(b) When evaluating performance, leaders must make the distinction between those who are merely doing their job and those who are exceeding the requirements of their job. Those who are not exceeding their performance baseline will not receive performance awards. Performance awards will not be approved for the same achievement for which an employee received a previous award during the same rating cycle.

(c) Supervisors and employees should keep a running list of accomplishments throughout the year, rather than waiting until the end of the year and trying to compile a list of accomplishments.

(d) Time off and honorary awards may also be used to recognize performance. The policy in subparagraphs c and e will apply when using these types of recognition for performance awards.

**(2) Performance Awards for LN Employees.** Performance awards may be given to LN employees to recognize sustained high-level performance for a specific period. The period to be recognized should not be less than 12 months. The 12-month period need not be within a specific fiscal or calendar year. Because AutoNOA accepts only U.S.-dollar award amounts, the award amount will be annotated in U.S. dollars on authorizing documents and in the AutoNOA, but paid in euros. The official fiscal year dollar rate will be used for converting the amount.

**(3) Performance Awards for U.S. APF Employees.** Employees who are rated at successful levels 1 or 2 in the Total Army Performance Evaluation System will be eligible for a performance award. Quality step increases (QSIs) provide appropriate incentives and recognition for excellent performance by granting step increases faster than normal. To be eligible for a QSI, employees must meet all of the following criteria:

(a) Consistently exceeded job responsibilities and expectations with demonstrated sustained performance of high quality significantly above that expected at the “acceptable” level (unusually excellent quality or high quantity of work provided ahead of schedule or with less than normal supervision, depending on the grade of the employee).

(b) Made a significant contribution to the organization's mission (achievements must be truly exceptional when measured against the position requirements of the individual's performance plan).

(c) Is expected to continue the high-quality performance in the future.

(d) Has not received a QSI in the past 52 weeks.

**(4) Performance Awards for U.S. NAF Employees.** U.S. NAF employee standards, performance evaluation, and awards will be processed in accordance with AR 215-3, except as noted below.

(a) Garrison DFMWRs should develop a cyclical rating performance-review process to coincide with garrison APF employees, provided employees are not disadvantaged in the process. All garrison NF-05 employees will be annually rated in the same cycle as their GS counterparts (GS-13 through GS-15 employees). All NAF employees assigned to HQ IMCOM-Europe or the Garrison Support Element (GSE) will be rated on a cyclical rating performance-review process in line with HQ IMCOM-Europe and GSE APF employees, provided employees are not disadvantaged in the process.

(b) All nominations for garrison NF5 annual awards will be paneled using AR 215-3 criteria. The NAF panel will be independent of the GS panel and comprise the garrison commander, the deputy to the garrison commander, and the ACoS, G9, IMCOM-Europe (or designee). All other performance awards for NAF employees will be processed according to AR 215-3.

**e. Honorary Awards.** Leaders at every level are strongly encouraged to make the maximum use of honorary and other nonmonetary awards, such as certificates of appreciation or commendation, to recognize employee accomplishments throughout the year rather than waiting until the end of a rating cycle or fiscal year.

(1) [Table B-2](#) lists civilian honorary awards. The list identifies the types of awards, the applicable approval authorities, and the timelines for submission. This list is not all-inclusive. AR 672-20 lists additional honorary awards. Honorary awards may be given to civilian employees at any time in their careers, including occasions such as retirement, reassignment, transfer, or separation, provided their accomplishments meet the award criteria outlined in AR 672-20.

(2) Nominations for honorary awards should follow a progressive sequence of recognition, except when the contribution is so extraordinary that recognition with a lower-level award would be inappropriate. In these situations, a memorandum should be included with the award nomination explaining the exception.

(3) The honorary awards listed in [\(a\) through \(f\)](#) below for LN employees in Germany require coordination with both the *Auswärtiges Amt* (German Foreign Office) and the U.S. Embassy before being presented to the employee. This is to ensure that giving the award is in the interest of the U.S. Government and the U.S. Forces in Germany. Nomination packages in this category must be sent to the CPB, which will send them to the USAREUR G1 for required coordination. These awards may take 6 to 12 months to be processed.

1 (a) Decoration for Exceptional Civilian Service.

(b) Meritorious Civilian Service Award.

- (c) Superior Civilian Service Award.
- (d) Commander's Award for Civilian Service.
- (e) Achievement Medal for Civilian Service.
- (f) Civilian Award for Humanitarian Service.

(4) Honorary awards for foreign national employees in countries other than Germany require coordination with the nearest U.S. Embassy or U.S. Consular Office.

(5) Nominating officials must prepare the documents listed below for processing awards. Nominating officials are responsible for ensuring that the supporting documentation justifies the type of award submitted.

- (a) DA Form 1256.
- (b) Justification for the period of service to be recognized.

(c) Proposed citation. The citation must start with the word *For*, not exceed 100 words, and include the nominee's job title, the nominee's organization, the time period for which the award is being given, and a statement of the accomplishment.

(d) Award history.

(e) AE Form 672-20A (only for award nominations for LN employees).

(f) A copy of the employee's *Personalausweis* or other identity card (only for award nominations for LN employees in Germany).

(g) Biography (only for awards approved at HQ IMCOM or higher levels).

(h) Official photo in electronic format (only for awards approved at HQ IMCOM or higher levels). The jpg format is the preferred format for official photos.

**f. Career-Service Recognition.** Career service emblems (lapel pins) and Office of Personnel Management certificates will be given to civilian employees in recognition of their Federal career service as long as they have served at least 1 year as an Army civilian employee. All civilian employees are entitled to receive career service certificates. These certificates are available in 5-year increments from 5 to 50 years. A certificate will be provided for the first 5 years of service. Certificates and lapel pins will be given for every additional 5 years of service (up to 50 years). In addition, LN employees in Germany are eligible for additional entitlements, depending on their length of service ([AE Reg 690-672, para 7](#)):

(1) For employees with 5 to 35 years of service, certificates will be signed by the USAG commander if the employee is assigned to a garrison. If the employee is assigned to HQ IMCOM-Europe or the GSE, the certificate will be signed by the Director, IMCOM-Europe.

(2) For 40 or more years of service, certificates and pins must be requested from HQ IMCOM. To obtain these awards, garrison commanders and HQ IMCOM-Europe staff principals will send the employee's full name, place of duty, and verification of the service-computation date to the CPB. The CPB will then prepare and send a memorandum to HQ IMCOM requesting the appropriate certificate and pin.

## **6. AWARD SUBMISSION**

Award nominations must be submitted in a timely manner. [Table B-2](#) provides submission deadlines. Nominating officials must ensure award nominations include all required documents and are completed in accordance with this regulation. If a submission deadline cannot be met, a memorandum of lateness must be attached to the nomination package.

## **APPENDIX A REFERENCES**

### **SECTION I PUBLICATIONS**

AR 215-3, Nonappropriated Funds Personnel Policy

AR 600-8-2, Military Awards

AR 672-20, Incentive Awards

AR 690-400, Chapter 4302, Total Army Performance Evaluation System

[AE Regulation 690-672](#), Monetary and Honorary Awards for Local National Employees in Germany

[AE Regulation 690-672-1](#), Monetary and Honorary Awards for Local National Employees in Italy

[AE Pamphlet 672-20](#), Incentive Awards Handbook

### **SECTION II FORMS**

DA Form 638, Recommendation for Award

DA Form 1256, Incentive Award Nomination and Approval

DA Form 2443, Commendation Certificate

DA Form 5167, Incentive Awards Nomination and Approval - Nonappropriated Funds

[AE Form 672-20A](#), Army in Europe Incentive Awards Supplemental Form

**APPENDIX B**

**APPROVAL AUTHORITIES AND SUBMISSION DEADLINES FOR CIVILIAN AWARDS**

**B-1.** [Table B-1](#) lists approval authorities for monetary awards and time-off awards.

**B-2.** [Table B-2](#) lists approval authorities and submission deadlines for honorary awards. The deadline is the applicable number of days before the award will be presented.

<b>Table B-1 Approval Authorities for Monetary and Time-Off Awards</b>		
<b>Award</b>	<b>Amount (U.S. and LN)</b>	<b>Approval Authority</b>
<b>Special Act or Service Award</b>	More than \$10,000	Army Incentive Awards Board
	Up to \$10,000	Commander, IMCOM
	Up to \$5,000	Director, IMCOM-Europe
	Up to \$2,500	Director, IMCOM-Europe, for staff assigned to HQ IMCOM-Europe and the GSE; garrison commanders for garrison employees.
<b>On-the-Spot Award</b>	Up to \$500 (NAF annual limit: \$2,000)	Director, IMCOM-Europe, for staff assigned to HQ IMCOM-Europe and the GSE; garrison commanders for garrison employees (garrison commanders may delegate approval authority to directorate chiefs or equivalent)
<b>Time-Off Award</b>	Any amount (up to 40 hours for U.S. employees, 10 workdays for LN employees)	CoS, HQ IMCOM-Europe, for staff assigned to HQ IMCOM-Europe and the GSE; garrison commanders for garrison employees (garrison commanders may delegate approval authority to directorate chiefs or equivalent)
<b>NOTE:</b> Abbreviations used in this table are explained in the <a href="#">glossary</a> .		

<b>Table B-2 Approval Authorities and Submission Deadlines for Honorary Awards</b>			
<b>Award</b>	<b>Approval Authority</b>	<b>IMCOM-Europe Requirements</b>	<b>Deadline</b>
<b>Decoration for Exceptional Civilian Service</b>	Secretary of the Army	Director, IMCOM-Europe, endorses this award before submission to HQ IMCOM.	200 days
<b>Meritorious Civilian Service Award</b>	Commander, IMCOM	Director, IMCOM-Europe, endorses this award before submission to HQ IMCOM.	180 days
<b>Outstanding Civilian Service Award</b>	Commander, IMCOM	Director, IMCOM-Europe, endorses this award before submission to HQ IMCOM.	180 days
<b>Superior Civilian Service Award</b>	Director, IMCOM-Europe	Director, IMCOM-Europe, approves this award and signs the certificate.	45 days
<b>Commander's Award for Civilian Service</b>	Director, IMCOM-Europe, garrison commanders, or managers (colonel and above or civilian equivalent)	Director, IMCOM-Europe, or garrison commander approves this award and signs the certificate.	30 days
<b>Achievement Medal for Civilian Service</b>	Director, IMCOM-Europe, garrison commanders, or managers (lieutenant colonel and above or civilian equivalent)	Director, IMCOM-Europe, or garrison commander or manager approves this award and signs the certificate.	30 days
<b>Commander's Award for Public Service</b>	Director, IMCOM-Europe, or garrison commanders	Director, IMCOM-Europe, or garrison commander approves this award and signs the certificate.	30 days
<b>Certificate of Achievement</b>	Director, IMCOM-Europe, garrison commanders, or managers (Garrison commanders may delegate to directors or equivalent positions.)	Director, IMCOM-Europe, or garrison commander or manager approves this award and signs the certificate.	30 days
<b>Certificate of Appreciation</b>	Director, IMCOM-Europe, garrison commanders, or managers (Garrison commanders may delegate to directors or equivalent positions.)	Director, IMCOM-Europe, or garrison commander or manager approves this award and signs the certificate.	15 days
<b>IMCOM-Europe Scroll of Appreciation</b>	Director, IMCOM-Europe, IMCOM-Europe staff principals, garrison commanders, or managers (Garrison commanders may delegate to directors or equivalent positions.)	Director, IMCOM-Europe; HQ IMCOM-Europe staff principals; or garrison commander or manager approves this award and signs the certificate.	15 days

**APPENDIX C  
SPECIAL ACT OR SERVICE AWARD AMOUNT DETERMINATION**

Table C-1 provides a matrix to determine the amount of a Special Act or Service Award based on intangible benefits. The percentage relates to the base salary.

<b>Table C-1 Matrix for the Determination of Special Act or Service Awards</b>				
<b>Value of Benefit</b>	<b>Extent of Application</b>			
	<b>Limited</b>	<b>Extended</b>	<b>Broad</b>	<b>General</b>
	Affects functions, mission, or personnel of one garrison	Affects functions, mission, or personnel in the IMCOM-Europe area of operation	Affects functions, mission, or personnel IMCOM-wide	Affects functions, mission, or personnel Army-wide
<b>Moderate Value</b> Change or modification of an operating principle or procedure that has moderate value sufficient to meet the minimum standard for a cash award; an improvement of rather limited value of a product, activity, program, or service to the public	.65%	.75%	1%	1.5%
<b>Substantial Value</b> Substantial change or modification of an operating principle or procedure; an important improvement to the value of a product, activity, program, or service to the public	.75%	1%	1.5%	2%
<b>High Value</b> Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product, major activity, program, or service to the public	1%	1.5%	2%	2.5%
<b>Exceptional Value</b> Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program, or service to the public	1.5%	2%	2.5%	3%

**APPENDIX D**

**MATRIX TO DETERMINE HOURS OR WORKDAYS OF TIME-OFF AWARDS**

Table D-1 will be used to determine the number of hours (for U.S. employees) or workdays (for local national employees) for time-off awards.

<b>Table D-1 Matrix to Determine Hours of Time-Off Awards</b>		
<b>Value to Organization</b>	<b>Hours</b>	<b>Workdays</b>
<b>Moderate:</b>	<b>1 to 10</b>	<b>1</b>
Contribution to a product, activity, program, or service to the public that is of sufficient value to merit formal recognition; a beneficial change or modification of operating principles or procedures		
<b>Substantial:</b>	<b>11 to 20</b>	<b>2</b>
Important contribution to the value of a product, activity, program, or service to the public; a significant change or modification of operating principles or procedures		
<b>High:</b>	<b>21 to 30</b>	<b>3</b>
Highly significant contribution to the value of a product, activity, program, or service to the public; a complete revision of operating principles or procedures, with considerable effect		
<b>Exceptional:</b>	<b>31 to 40</b>	<b>4 to 5</b>
Superior contribution to the quality of a critical product, activity, program, or service to the public; the initiation of a new principle or major procedure, with significant effect		

## **APPENDIX E PROCEDURES FOR PROCESSING IMCOM-EUROPE MILITARY AWARDS AND DECORATIONS**

### **E-1. PURPOSE**

This appendix provides procedures for processing military awards and decorations in IMCOM-Europe.

### **E-2. POLICY**

Leaders must recognize and reward deserving Soldiers with appropriate awards that highlight their achievements and thank them for their dedicated service.

### **E-3. PROCEDURES**

a. Commanders will submit award recommendations to the Military Personnel Branch, Office of the Assistant Chief of Staff, G1, IMCOM-Europe, within the timelines specified in (1) and (2) below. This requirement is not intended to discourage submitting award recommendations outside the prescribed timelines, but late submissions may prevent awards from being processed in time to be presented before the intended recipient departs.

(1) Recommendations for the award of the Legion of Merit (LM) and higher awards: At least 120 days before the desired presentation date. [Figure E-1](#) provides a checklist for preparing recommendations for the LM.

(2) Recommendations for the award of the Meritorious Service Medal (MSM), Army Commendation Medal (ARCOM), and lower awards: At least 45 days before the desired presentation date. [Figure E-2](#) provides a checklist for preparing recommendations for these awards.

b. Recommendations not submitted within the times prescribed in [a\(1\) and \(2\)](#) above must include an explanation for the delay (commonly called a “letter of lateness”) signed by the commander at the appropriate level. Lateness will not be considered as justification for not preparing an award recommendation.

c. To nominate a Soldier for an award, commanders will submit DA Form 638 and supporting documents to the Military Personnel Branch by electronic means.

d. Recommendations for the LM or higher awards require a narrative justification as an attachment to DA Form 638.

e. If the recommendation is for a retirement award, the narrative must cover the last 10 years of the Soldier’s service, regardless of how long he or she has served in the unit that prepares the award recommendation.

f. Recommendations for retirement awards for colonels and command sergeants major will be submitted together with the completed retirement request.

g. All Soldiers should be considered for some type of recognition at the end of their tour, including Soldiers who are reassigned from one organization to another. Awards, however, are not mandatory. In addition, Soldiers should not be recommended for more than one award for a single accomplishment. Soldiers who are flagged for being overweight generally are not eligible for service awards. These Soldiers, however, may be recommended for and presented awards in recognition of acts of valor or heroism and for length-of-service retirements according to AR 600-8-22.

h. Nominating officials will—

(1) Use the checklist in [figure E-1](#) to review recommendations for the LM and higher awards to ensure all required documentation has been included in the award packet.

(2) Prepare and submit award packets within the timelines prescribed in [a\(1\)](#) and [\(2\)](#) above.

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DA Form 638 must be received by IMCOM-Europe (IMEU-GB) at least 130 days before the desired award-presentation date. The form must be completed as follows:

**Block 1:** The following address goes in block 1: CG, IMCOM, 2405 Gun Shed Road, Fort Sam Houston, TX 78234-1223

**Part III:**

● The justification (block 20) must describe the Soldier's achievements during the award period (DA Form 638, block 11) and the resulting benefits. The justification must be prepared in Microsoft Word using upper- and lowercase letters in 12-point font and submitted as an attachment to DA Form 638 or embedded in the form as an enclosure.

● A copy of the proposed citation (DA Form 638, block 21) must be prepared in Microsoft Word using upper- and lowercase letters and 12-point font, and attached to the form. Citations must be limited to nine lines and should not include acronyms or abbreviations.

**Narrative on the Soldier's Service and Achievements.** The narrative must be prepared on 8½- by 11-inch paper, single-spaced, and limited to one page.

**Officer Record Brief (ORB) or Enlisted Record Brief (ERB).** The Soldier's ORB or ERB, as applicable, must be attached.

**Letter of Lateness.** If the award recommendation is being submitted later than the timelines prescribed in [paragraph E-3a\(1\)](#) and [\(2\)](#), the award packet must include a letter of lateness addressed to the CG, IMCOM, explaining the reasons for the delay. The letter of lateness must be signed by the commander of the nominating official's garrison. If the award is being submitted by a division of HQ IMCOM-Europe, the letter of lateness must be signed by the Director, IMCOM-Europe.

**Retirement Request is Attached.** A completed retirement request must be attached if the recommendation is for a retirement award.

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**Figure E-1. Checklist for Recommending the Legion of Merit and Higher Awards**

Recommendations for the award of the MSM, ARCOM, and lower awards should be reviewed using this checklist to ensure all applicable documentation has been included in the award packet and the recommendation is processed within prescribed timelines.

**DA Form 638:** DA Form 638 must be received by IMCOM-Europe (IMEU-GB) at least 45 days before the desired award-presentation date. The form must be completed as follows:

**Block 1:** The following address goes in block 1: Director, IMCOM-Europe, Unit 23103, APO AE 09136-3103.

**Part III:**

- The justification (block 20) must describe the Soldier's achievements during the award period (block 11) and the resulting benefits.

- A copy of the proposed citation (DA Form 638, block 21) must be prepared in Microsoft Word using upper- and lowercase letters and 12-point font, and attached to the form. Citations must be limited to six lines and should not include acronyms or abbreviations.

**Part IV:**

**Block 26a:** Enter "Orders-Issuing Authority."

**Block 26b:** Enter "Director, IMCOM-Europe."

**Block 26e:** Enter the name of the Director, IMCOM-Europe.

**Block 26f:** Enter "SES."

**Block 26g:** Enter "Director, IMCOM-Europe."

**Letter of Lateness.** If the award recommendation is being submitted later than the timelines prescribed in [paragraph E-3a\(1\) and \(2\)](#), the award packet must include a letter of lateness addressed to the Director, IMCOM-Europe, explaining the reasons for the delay. The letter of lateness must be signed by the commander of the nominating official's garrison. If the award is being submitted by a division of HQ IMCOM-Europe, the letter of lateness must be signed by the Director, IMCOM-Europe.

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**Figure E-2. Checklist for Recommending the Meritorious Service Medal, Army Commendation Medal, and Lower Awards**

## GLOSSARY

ACoS	assistant chief of staff
AE	Army in Europe
AEPUBS	Army in Europe Library & Publishing System
APF	appropriated fund
AR	Army regulation
ARCOM	Army Commendation Medal
AutoNOA	Automated Nature of Action
CoS	chief of staff
COR	contracting officer's representative
CPB	Civilian Personnel Branch, Office of the Assistant Chief of Staff, G1, Headquarters, United States Army Installation Management Command, Europe Region
DA	Department of the Army
DFMWR	director of Family and morale, welfare, and recreation
EEO	equal employment opportunity
ERB	enlisted record brief
GSE	Garrison Support Element, United States Army Installation Management Command, Europe Region
HQ	headquarters
HQDA	Headquarters, Department of the Army
IAB	incentive awards board
IMCOM	United States Army Installation Management Command
IMCOM-Europe	United States Army Installation Management Command, Europe Region
LN	local national
LM	Legion of Merit
MSM	Meritorious Service Medal
NAF	nonappropriated fund
ORB	officer record brief
PARB	performance awards review board
RMO	resource management office
QSI	quality step increase
U.S.	United States
USAG	United States Army garrison
USAREUR G1	Deputy Chief of Staff, G1, United States Army Europe