

ENCLOSURE A

PERSONNEL RECOGNITION PROGRAMS

1. Policy. It is CDRUSSTRATCOM's desire to recognize exceptional performance and overall career accomplishments of our active duty, Reserve Component, and Government civilian personnel on a quarterly and annual basis within USSTRATCOM Headquarters (HQ).

2. Roles and Responsibilities. The USSTRATCOM/Command Senior Enlisted Leader (CSEL) manages, oversees, and is responsible for the USSTRATCOM Personnel Recognition Program.

a. Offices of Primary Responsibility (OPRs) for officer, enlisted, civilian, team, and Reserve annual categories will:

(1) Keep USSTRATCOM/CSEL informed of any changes affecting the USSTRATCOM Personnel Recognition Program.

(2) Establish board criteria for their specific boards.

(3) Determine quarterly winners in their categories.

(4) Determine annual winners in their categories.

b. OPRs are identified as follows:

(1) Officers: Board will be chaired by USSTRATCOM/Deputy Chief of Staff (J0CSA).

(2) Enlisted: Board will be chaired by USSTRATCOM/CSEL.

(3) Civilians: Board will be chaired by the Senior Civilian at USSTRATCOM.

(4) Teams: Board will be chaired by USSTRATCOM/Organizational Development and Innovation Division (J14).

(5) Reservists: Board will be chaired by USSTRATCOM Reserve Force Management Division (J15).

c. Each component, directorate, and mission partner is responsible for administering its quarterly and annual recognition programs.

(1) Directorate annual award nominees will compete at the USSTRATCOM HQ level. Each USSTRATCOM Director (J0 through J8), the NC3 Enterprise Center (NEC), each component, and mission partner may submit one nominee per category for competition at the Command level. Individuals and teams must support USSTRATCOM and work in the directorate, component, or mission partner that submits the award package (i.e., individuals assigned to the Intelligence Directorate (J2), but work in the Plans and Policy Directorate (J5) full time, will compete in J5).

(2) The NEC, components, and mission partners will recognize their quarterly award winners at their level and on their respective installations.

d. Each respective USSTRATCOM Directorate oversees the USSTRATCOM Functional Awards related to its directorate in accordance with respective publications, instructions, and manuals. Each directorate will manage the nomination, selection, notification, and recognition process in accordance with the respective functional award guidance.

e. The USSTRATCOM/Military Force Management Division (J13) oversees the USSTRATCOM Special Trophies and Awards program (i.e. service level awards). Each component, directorate, and mission partner is responsible for nominating personnel within their respective purviews. Each Director may submit one nominee per category for competition at the Command level. USSTRATCOM nominees will go forward to compete at respective levels identified by the award solicitation message. Nomination package criteria questions can be directed to J13.

ENCLOSURE B

NOMINATION CATEGORIES

1. Individual and Team. Directors and Senior Enlisted Leaders (SELs) are encouraged to submit a nomination for quarterly and annual recognition. Contractors are not allowed to participate in the recognition program per Federal law and reference (a). Categories are established as follows.

a. Enlisted, grades E-1 through E-9 (active duty and Reserve personnel) compete in sub-categories as follows:

(1) Junior-Tier: E-1 through E-4.

(2) Mid-Tier: E-5 through E-6.

(3) Senior-Tier: E-7 through E-9.

b. Officers compete in sub-categories as follows:

(1) Company Grade Officers (CGO): O-1 through O-3; Chief Warrant Officer (CW) 1 through CW2.

(2) Field Grade Officers (FGO): O-4 through O-5; CW3 through CW5.

c. Civilians compete in sub-categories as follows:

(1) Junior-Tier: General Schedule/General Government (GS/GG)-1 through 8; and all Wage Grade and Wage Leaders.

(2) Mid-Tier: GS/GG-9 through 11.

(3) Senior-Tier: GS/GG-12 through 13.

d. Teams compete in sub-categories as follows:

(1) Team: Recognizes work done by a group of authorized individuals assigned to one directorate, component, or mission partner that has improved a mission-oriented process or program.

(2) Cross-Functional Team: Recognizes work done by a group of authorized individuals, made up of multiple directorates, that has improved a mission-oriented process or program.

ENCLOSURE C

QUARTERLY AWARDS PROGRAM

1. Purpose. The quarterly awards program recognizes outstanding individual accomplishments and outstanding team accomplishments for each quarter. The quarters are January through March (1st), April through June (2nd), July through September (3rd), and October through December (4th).

2. Nomination Package Requirements. USSTRATCOM Directorates (J0 through J8 and NEC) are allowed to submit one nominee for each category. Nominees must be assigned to USSTRATCOM HQ a minimum of 45 days during the quarter of consideration. Nominees will compete in the category of their current grade as of the award suspense date.

a. Each Directorate will submit an Award Nomination Form, USSTRATCOM Form 200a, 200b, or 200c. Nomination forms are located on the USSTRATCOM Awards SharePoint Site for each category (<https://dod365.sharepoint-mil.us/sites/STRATCOM-Awards>). Failure to use the correct form will result in the package being discarded from scoring.

(1) Active Duty Military: The format for active duty packages is included in Appendix A to Enclosure C. Packages will be limited to events within the specified quarter's timeframe. Reserve quarterly package requirements are sent out and determined by the USSTRATCOM/J15 Division.

(2) Civilians: The format for civilian packages is included in Appendix B to Enclosure C. Packages will be limited to events within the specified quarter's timeframe.

(3) Teams: The format for team packages is included in Appendix C to Enclosure C. Packages will be limited to events within the specified quarter's timeframe.

b. Nominees must not have current unfavorable/derogatory information on file.

3. Suspense Timelines. Quarterly award nominations are due to USSTRATCOM/CSEL office as dictated by the Board Schedule. The Board Schedule is updated on an annual basis in January and posted at <https://dod365.sharepoint-mil.us/sites/STRATCOM-Awards>. Each Directorate quarterly nominee competes at the Command level with one candidate selected as the USSTRATCOM Quarterly Award winner from each category. Late packages will not be accepted.

4. Awards Ceremony/Presentations. There will not be a USSTRATCOM Quarterly Awards Ceremony. The USSTRATCOM Commander, Deputy Commander, Chief of Staff, CSEL, or the winners' Director will present the award to the quarterly winner. USSTRATCOM Quarterly Award winners will receive:

a. A USSTRATCOM HQ recognition gift provided by the USSTRATCOM/CSEL office to the respective winner's Directorate for presentation at an internal recognition event.

b. A 24-Hour Pass (military only): Example located in Appendix A of Enclosure E. The winner's supervisor will determine the effective date.

c. Time-Off Award (civilian only): Eight (8) Hours Maximum. Directorates will submit Air Force Form 1001, Award Recommendation Transmittal, and justification to USSTRATCOM/J12 for processing. Instructions on submitting the Air Force Form 1001 can be found in Appendix B of Enclosure E. The effective date of time-off award will not precede the date the recommendation is formally approved. Civilian team members part of the winning Team Award are eligible for a time-off award.

APPENDIX A TO ENCLOSURE C

QUARTERLY AWARD MILITARY PERSONNEL NOMINATION INSTRUCTIONS

1. Instructions for Military Personnel Award Nomination

- a. Use USSTRATCOM Form 200a, Military Award Nomination.
- b. Use narrative format.
- c. Limit inputs to those occurring during the nomination period. Supervisors/SELs/Directors will disregard information outside the reporting period.
- d. List acronyms alphabetically on page 2 of the nomination form.
- e. Use the following format when saving/naming the Military Award Nomination PDF: "Directorate_Category_QtrYr_Rank_Name." (Example: J0_Sr-Tier-Enlisted_1Q21_MSgt_John_Doe).

2. Military Award Nomination Fields

- a. Member Name: Fill out as it should be engraved on the trophy/plaque to the winner (Example: YN1 Jane Doe).
- b. Category: Select from available drop-down box options.
- c. Award Period: Select from available drop-down box options.
- d. Year: Type in 4-digit format for calendar year (Example: 2021).
- e. Unit Commander: Include rank, first and last name of Director.
- f. Unit Commander Phone Number: Include DSN phone number to reach Director directly.
- g. Member E-mail: Include e-mail address to reach member directly.
- h. Organization: Select from available drop-down box options.
- i. Block I: IN LAYMAN'S TERMS, PROVIDE THE GRADERS WITH CONTEXT FOR WHICH THE NOMINATION IS RELEVANT. This block describes primary duties and position, not accomplishments. Narrative format, up to five lines.

j. Block II: ORGANIZATIONAL LEADERSHIP, PERFORMANCE OF DUTIES, AND MISSION IMPACT (70 points): Narrative format, up to eight lines.

- (1) Outstanding accomplishments in primary duties.
- (2) Ability to handle additional responsibility (i.e., duties that go beyond normal assigned responsibilities).
- (3) Efforts that contribute to Command concepts.
- (4) Actions that directly impact USSTRATCOM's ability to execute its assigned missions and priorities.

k. Block III: PROFESSIONAL AND PERSONAL DEVELOPMENT (20 points): Narrative format, up to two lines.

- (1) Courses and certifications.
- (2) Continuing education.
- (3) Professional development opportunities (completed or enrolled).

l. Block IV: BASE AND COMMUNITY INVOLVEMENT (10 points): Narrative format, up to two lines.

- (1) Volunteerism.
- (2) Leadership/Membership in outside organizations.
- (3) Internal/External Membership/Participation in unit councils, committees, and clubs/organizations.

m. Acronyms: All acronyms must be spelled out on page 2 using the example format (Example: United States Strategic Command (USSTRATCOM)).

APPENDIX B TO ENCLOSURE C

QUARTERLY AWARD CIVILIAN PERSONNEL NOMINATION INSTRUCTIONS

1. Instructions for Civilian Personnel Award Nomination

- a. Use USSTRATCOM Form 200b, Civilian Award Nomination.
- b. Use narrative format.
- c. Limit inputs to those occurring during the nomination period.
Supervisors/Directors will disregard information outside the reporting period.
- d. List acronyms alphabetically on page 2 of the nomination form.
- e. Use the following format when saving/naming the Civilian Award Nomination PDF: "Directorate_Category_QtrYr_Name." (Example: J0_Sr-Tier-Civilian_1Q21_Jane_Doe).

2. Civilian Award Nomination Fields

- a. Member Name: Fill out as it should be engraved on the trophy/plaque to the winner (Example: Ms. Jane Doe).
- b. Category: Select from available drop-down box options.
- c. Award Period: Select from available drop-down box options.
- d. Year: Type in 4-digit format for calendar year (Example: 2021).
- e. Unit Commander: Include rank, first and last name of Director.
- f. Unit Commander Phone Number: Include DSN phone number to reach Director directly.
- g. Member E-mail: Include e-mail address to reach member directly.
- h. Organization: Select from available drop-down box options.
- i. Block I: IN LAYMAN'S TERMS, PROVIDE THE GRADERS WITH CONTEXT FOR WHICH THE NOMINATION IS RELEVANT. This block describes primary duties and position, not accomplishments. Narrative format, up to five lines.

j. Block II: ORGANIZATIONAL LEADERSHIP, PERFORMANCE OF DUTIES, AND MISSION IMPACT (70 points). Narrative format, up to eight lines.

- (1) Outstanding accomplishments in primary duties.
- (2) Ability to handle additional responsibility (i.e., duties that go beyond normal, assigned responsibilities).
- (3) Efforts that contribute to Command concepts.
- (4) Actions that directly impact USSTRATCOM's ability to execute its assigned missions and priorities.

k. Block III: PROFESSIONAL AND PERSONAL DEVELOPMENT (20 points): Narrative format, up to two lines.

- (1) Courses and certifications.
- (2) Continuing education.
- (3) Professional development opportunities (completed or enrolled).

l. Block IV: BASE AND COMMUNITY INVOLVEMENT (10 points): Narrative format, up to two lines.

- (1) Volunteerism.
- (2) Leadership/Membership in outside organizations.
- (3) Internal/External Membership/Participation in unit councils, committees, and clubs/organizations.

m. Acronyms: All acronyms must be spelled out on page 2 using the example format (Example: United States Strategic Command (USSTRATCOM)).

APPENDIX C TO ENCLOSURE C

QUARTERLY AWARD TEAM NOMINATION INSTRUCTIONS

1. Instructions for Team Award Nominations

- a. Use USSTRATCOM Form 200c, Team Award Nomination.
- b. Use narrative format.
- c. Limit inputs to those occurring during the nomination period. Supervisors/SELs/Directors will disregard information outside the reporting period.
- d. List acronyms alphabetically on page 2 of the nomination form.
- e. Use the following format when saving/naming the Team Award Nomination PDF: "Directorate_Category_QtrYr." (Example: J0_Team_1Q21 or J0_CFT_1Q21).

2. Team Award Nomination Fields

- a. Team Name: Fill out as it should be engraved on the trophy/plaque to the winner.
- b. Category: Select from available drop-down box options.
- c. Award Period: Select from available drop-down box options.
- d. Year: Type in 4-digit format for calendar year (Example: 2021).
- e. Unit Commander: Include rank, first and last name of Director.
- f. Unit Commander Phone Number: Include DSN phone number to reach Director directly.
- g. Point of Contact (POC) E-mail: Include e-mail address to reach team leader directly.
- h. Organization: Select from available drop-down box options.
- i. Block I: IN LAYMAN'S TERMS, PROVIDE THE GRADERS WITH CONTEXT FOR WHICH THE NOMINATION IS RELEVANT. Provide the board with context of the team's contributions. Narrative format, up to five lines.

j. Block II: WARFIGHTING (50 points): Narrative format, up to four lines. Applies knowledge of national security policy goals and objectives to deliver integrated multi-domain combat effects.

k. Block III: INTEGRATION (10 points): Narrative format, up to four lines. Develops network and builds alliances; hedges risks and builds multi-domain effects across disparate platforms.

l. Block IV: INNOVATION (10 points): Narrative format, up to four lines. Develops new insights; questions conventional approaches; encourages new ideas; designs/implements new or cutting-edge programs, processes, or solutions.

m. Block V: MISSION IMPACT (30 points): Narrative format, up to five lines. Describe team actions that achieve the highest standards of excellence and are above and beyond assigned duties. Include actions that directly impact USSTRATCOM's ability to effectively execute the assigned missions and priorities.

n. Acronyms: All acronyms must be spelled out on page 2 using the example format (Example: United States Strategic Command (USSTRATCOM)).

o. Team Lead/Team Members: Include rank and name of team lead/leader and co-lead, if applicable. Identify applicable role for lead and co-lead. Write out entire name of each team member who contributed. List rank, first and last name, organization, and e-mail address.

ENCLOSURE D
ANNUAL AWARDS PROGRAM

1. Purpose. The Annual Awards Recognition Program recognizes selected USSTRATCOM active and Reserve personnel for sustained, superior contributions to the Armed Forces, USSTRATCOM, and the community.

2. Nomination Package Requirements. Each USSTRATCOM Directorate (J0 through J8 and NEC) is allowed to submit one nominee for each category. Nominees must be assigned to the HQ a minimum of 180 days during the award period for annual award consideration. Nominees will compete in the category of their current grade as of the award suspense date.

a. The NEC, each directorate, component, and mission partner will submit an Award Nomination Form, USSTRATCOM Form 200a, 200b, or, 200c. Nomination forms are located on the USSTRATCOM Awards SharePoint Site for each category (<https://dod365.sharepoint-mil.us/sites/STRATCOM-Awards>). Failure to use the correct form will result in the package being discarded from scoring.

(1) Active Duty Military: The format for active duty packages is included in Appendix A to Enclosure D. Packages will be limited to events within the specified calendar year. Reserve annual award package requirements are sent out and determined by the J15 Division.

(2) Civilians: The format for civilian packages is included in Appendix B to Enclosure D. Packages will be limited to events within the specified calendar year.

(3) Teams: The format for team packages is included in Appendix C to Enclosure D. Packages will be limited to events within the specified calendar year.

b. Nominees must not have current unfavorable/derogatory information on file.

3. Suspense Timelines. Annual award nominations are due to USSTRATCOM/CSEL by the office as dictated by the Board Schedule. The Board Schedule is updated on an annual basis in January and is posted at <https://dod365.sharepoint-mil.us/sites/STRATCOM-Awards>. The NEC, each directorate, component, and mission partner's annual nominee competes at the Command level with one candidate selected as the USSTRATCOM Annual Award winner from each category. Late packages will not be accepted.

4. Awards Ceremony/Presentations. The USSTRATCOM HQ Annual Award winners selected from the NEC, each directorate, component, and mission partner, will be recognized at the USSTRATCOM Annual Awards ceremony. Uniform for annual nominees, winners, and attendees will be determined prior to the ceremony. All annual nominees and winners must attend scheduled ceremony practices. The USSTRATCOM annual award winner will receive:

- a. USSTRATCOM HQ Recognition Plaque/Trophy.
- b. 48-Hour Pass (military only): Sample located at Appendix A of Enclosure E. The winner's supervisor will determine the effective date.
- c. Time-Off Award (civilian only): Sixteen (16) Hours Maximum. Directorates will submit AF Form 1001, Award Recommendation Transmittal, and justification to USSTRATCOM/J12 for processing. Instructions on submitting the AF Form 1001 can be found in Appendix B of Enclosure E. The effective date of the time-off award will not precede the date the recommendation is formally approved. Civilian team members part of the winning Team Award are eligible for a time-off award.
- d. Joint Service Achievement Medal for individual military categories:
 - (1) Enlisted Junior-Tier: E-1 through E-4.
 - (2) Company Grade Officers (CGO): O-1 through O-3; Chief Warrant Officer (CW) 1 through CW2.
- e. Joint Service Commendation Medal for individual military categories:
 - (1) Enlisted Mid-Tier: E-5 through E-6.
 - (2) Enlisted Senior-Tier: E-7 through E-9.
 - (3) Field Grade Officers (FGO): O-4 through O-5; CW3 through CW5.
- f. Joint Civilian Service Commendation Award for individual civilian categories.
- g. USSTRATCOM Recognition Memento.

5. Photo Requirement for HQ Winners: One (1) photo consisting of an official photo (head and shoulders). Military members will be in service dress. Official photos can be scheduled with the 55th Wing/Public Affairs (WG/PA) at <https://offuttafbstudio.setmore.com/>. For Team Awards, submit one (1) group photo. No hardcopy photos are allowed, only electronic copies. Each annual winner is responsible for scheduling an official photo appointment and providing required photos to USSTRATCOM/CSEL office no later than 30 days after award announcement.

APPENDIX A TO ENCLOSURE D

ANNUAL AWARD MILITARY PERSONNEL NOMINATION INSTRUCTIONS

1. Instructions for Military Personnel Award Nomination

- a. Use USSTRATCOM Form 200a, Military Award Nomination.
- b. Use narrative format.
- c. Limit inputs to those occurring during the nomination period. Supervisors, SELs, and Directors will disregard information outside the reporting period.
- d. List acronyms alphabetically on page 2 of the nomination form.
- e. Use the following format when saving/naming the Military Award Nomination PDF: "Directorate_Category_Year_Rank_Name." (Example: J0_Sr-Tier-Enlisted_2021_MSgt_John_Doe).

2. Military Award Nomination Fields

- a. Member Name: Fill out as it should be engraved on the trophy/plaque to the winner (Example: MSgt John Doe).
- b. Category: Select from available drop-down box options.
- c. Award Period: Select from available drop-down box options.
- d. Year: Type in 4-digit format for calendar year (Example: 2021).
- e. Unit Commander: Include rank, first and last name of Director.
- f. Unit Commander Phone Number: Include DSN phone number to reach Director directly.
- g. Member E-mail: Include e-mail address to reach member directly.
- h. Organization: Select from available drop-down box options.
- i. Block I: IN LAYMAN'S TERMS, PROVIDE THE GRADERS WITH CONTEXT FOR WHICH THE NOMINATION IS RELEVANT. This block describes primary duties and position, not accomplishments. Narrative format, up to five lines.

j. Block II: ORGANIZATIONAL LEADERSHIP, PERFORMANCE OF DUTIES, AND MISSION IMPACT (70 points): Narrative format, up to twelve lines.

- (1) Outstanding accomplishments in primary duties.
- (2) Ability to handle additional responsibility (i.e., duties that go beyond normal assigned responsibilities).
- (3) Efforts that contribute to Command concepts.
- (4) Actions that directly impact USSTRATCOM's ability to execute its assigned missions and priorities.

k. Block III: SIGNIFICANT PROFESSIONAL AND PERSONAL DEVELOPMENT (20 points): Narrative format, up to four lines.

- (1) Courses and certifications.
- (2) Continuing education.
- (3) Professional development opportunities (completed or enrolled).

l. Block IV: BASE AND COMMUNITY INVOLVEMENT (10 points): Narrative format, up to four lines.

- (1) Volunteerism.
- (2) Leadership/Membership in outside organizations.
- (3) Internal/External membership/Participation in, unit councils, committees, and clubs/organizations.

m. Acronyms: All acronyms must be spelled out on page 2 using the example format (Example: United States Strategic Command (USSTRATCOM)).

APPENDIX B TO ENCLOSURE D

ANNUAL AWARD CIVILIAN PERSONNEL NOMINATION INSTRUCTIONS

1. Instructions for Civilian Personnel Award Nomination

- a. Use USSTRATCOM Form 200b, Civilian Award Nomination.
- b. Use narrative format.
- c. Limit inputs to those occurring during the nomination period. Supervisors and Directors will disregard information outside the reporting period.
- d. List acronyms alphabetically on page 2 of the nomination form.
- e. Use the following format when saving/naming the Civilian Award Nomination PDF: "Directorate_Category_Year_Name." (Example: J0_Sr-Tier-Civilian_2021_Jane_Doe).

2. Civilian Award Nomination Fields

- a. Member Name: Fill out as it should be engraved on the trophy/plaque to the winner (Example: Mrs. Jane Doe).
- b. Category: Select from available drop-down box options.
- c. Award Period: Select from available drop-down box options.
- d. Year: Type in 4-digit format for calendar year (Example: 2021).
- e. Unit Commander: Include rank, first and last name of Director.
- f. Unit Commander Phone Number: Include DSN phone number to reach Director directly.
- g. Member E-mail: Include e-mail address to reach member directly.
- h. Organization: Select from available drop-down box options.
- i. Block I: IN LAYMAN'S TERMS, PROVIDE THE GRADERS WITH CONTEXT FOR WHICH THE NOMINATION IS RELEVANT. This block describes primary duties and position, not accomplishments. Narrative format, up to five lines.

j. Block II: ORGANIZATIONAL LEADERSHIP, PERFORMANCE OF DUTIES, AND MISSION IMPACT (70 points): Narrative format, up to 12 lines.

- (1) Outstanding accomplishments in primary duties.
- (2) Ability to handle additional responsibility (i.e., duties that go beyond normal assigned responsibilities).
- (3) Efforts that contribute to Command concepts.
- (4) Actions that directly impact USSTRATCOM's ability to execute its assigned missions and priorities.

k. Block III: SIGNIFICANT PROFESSIONAL AND PERSONAL DEVELOPMENT (20 points): Narrative format, up to four lines.

- (1) Courses and certifications.
- (2) Continuing education.
- (3) Professional development opportunities (completed or enrolled).

l. Block IV: BASE AND COMMUNITY INVOLVEMENT (10 points): Narrative format, up to four lines.

- (1) Volunteerism.
- (2) Leadership/Membership in outside organizations.
- (3) Internal/External membership/Participation in, unit councils, committees, and clubs/organizations.

m. Acronyms: All acronyms must be spelled out on page 2 using the example format (Example: United States Strategic Command (USSTRATCOM)).

APPENDIX C TO ENCLOSURE D

ANNUAL AWARD TEAM NOMINATION INSTRUCTIONS

1. Instructions for Team Award Nominations

- a. Use USSTRATCOM Form 200c, Team Award Nomination.
- b. Narrative format will be used.
- c. Limit inputs to those occurring during the nomination period. Supervisors, SELs, and Directors will disregard information outside the reporting period.
- d. List acronyms alphabetically on page 2 of the nomination form.
- e. Use the following format when saving/naming the Civilian Award Nomination PDF: "Directorate_Category_Year." (Example: J0_Team_2021 or J0_CFT_2021).

2. Team Award Nomination Fields

- a. Team Name: Fill out as it should be engraved on the trophy/plaque to the winner.
- b. Category: Select from available drop-down box options.
- c. Award Period: Select from available drop-down box options.
- d. Year: Type in 4-digit format for calendar year (Example: 2019).
- e. Unit Commander: Include rank, first and last name of Director.
- f. Unit Commander Phone Number: Include DSN phone number to reach Director directly.
- g. POC E-mail: Include e-mail address to reach team leader directly.
- h. Organization: Select from available drop-down box options.
- i. Block I: IN LAYMAN'S TERMS, PROVIDE THE GRADERS WITH CONTEXT FOR WHICH THE NOMINATION IS RELEVANT. Provide the board with context of the team's contributions. Narrative format, up to five lines.

k. Block II: WARFIGHTING (50 points): Narrative format, up to four lines. Applies knowledge of national security policy goals and objectives to deliver integrated multi-domain combat effects.

(1) Develop, deploy, employ, and sustain USSTRATCOM resources.

(2) Shape strategies, policy objectives, and interagency partnerships.

(3) Formulate plans, policies, and programs that support joint force integration.

l. Block III: INTEGRATION (10 points): Narrative format, up to four lines. Develops network and builds alliances; hedges risks and builds multi-domain effects across disparate platforms.

m. Block IV: INNOVATION (10 points): Narrative format, up to four lines. Develops new insights; questions conventional approaches; encourages new ideas; designs/implements new or cutting-edge programs, processes, or solutions.

n. Block V: MISSION IMPACT (30 points): Narrative format, up to five lines. Describe team actions that achieve the highest standards of excellence and are above and beyond assigned duties. Include actions that directly impact USSTRATCOM's ability to effectively execute the assigned missions and priorities.

k. Acronyms: All acronyms must be spelled out on page 2 using the example format (Example: United States Strategic Command (USSTRATCOM)).

l. Team Lead/Team Members: Include rank and name of team leader and co-lead, if applicable. Identify applicable role for lead and co-lead. Write out entire name of each team member who contributed. List rank, first and last name, organization, and e-mail address.

ENCLOSURE E

SELECTION BOARDS AND SCORING

1. Board Procedures. The process to select the most deserving nominee relies on the integrity of the board members and the board president to perform the duties imposed upon them without prejudice or partiality, considering both the performance and effectiveness of each nominee. The contents within the nomination packages and the board proceedings, if required, will not be discussed/disclosed outside the board. Use the completed Award Nomination Form to evaluate each nominee based upon contributions and leadership qualities exhibited.

a. Board President: The board president will assign no less than five (5) board members. The board president will compile the board member rank order results and any notes on the master score sheet. In the event of a tie, the board President will decide the winner by scoring each nomination package. The board president may initiate a conference call or call a physical board with board members to discuss the nominations, allowing members to bring a new perspective to the board. Additionally, it is recommended a physical board be called anytime there are significant differences in rank ordering among board member score sheets. The board president will not discuss or disclose results to anyone not on the board until after winners are publicly announced.

b. Board Member: Each board member will use an evaluation score sheet to evaluate each nominee. For quarterly and annual awards, a 100-point grading system will be used for all individual and team categories. After cumulative scores are tabulated, rank order the nominees. Any ties on board members' score sheets must be broken prior to submitting the results to the board president. Board members will send completed, signed score sheets, with any recommendations for improvement, to the board president before the suspense date. Evaluate each nominee in a fair and equitable manner. Give credit according to accomplishments, leadership, scope of responsibility, significant contributions, and the impact they made. Board members should provide written feedback on the nomination packages, commenting on the written quality of the package and how it compared with other nominations. Board members will not discuss or disclose results to anyone not on the board until after the winners are publicly announced.

2. Selection Board Categories. The board president may initiate a conference call or call a physical board with the board members to discuss the nominations. Service unique award boards will be administered by appropriate service element senior leadership.

a. Active Duty Officer Categories (CGO/FGO): Officer boards will be organized by USSTRATCOM/J0CSA (or designated representative) as the non-voting Board president. Quarterly Award board members will consist of five (5) representatives comprised from Headquarters Directorates. Annual Award board members will consist of five (5) representatives comprised from Headquarters Directorates. All board members must be in the grade of O-5 or above.

b. Active Duty Enlisted Categories (Junior-Tier/Mid-Tier/Senior-Tier Enlisted): Enlisted boards will be organized by USSTRATCOM/CSEL (or designated representative) as the non-voting board president. Quarterly Award board members will consist of five (5) SELs (E-7 and above) comprised from Headquarters Directorates. Annual Award board members will consist of five (5) SELs (E-8/E-9) comprised from Headquarters Directorates.

c. Reserve Enlisted and Officer Categories: The Directorate SEL of the Human Capital Directorate (J1) will administer the Command Reserve selection boards for quarterly and annual awards, with USSTRATCOM/CSEL having oversight.

d. Civilian Categories (Junior-Tier/Mid-Tier/Senior-Tier Civilian): Civilian boards will be organized by the Senior Civilian at USSTRATCOM (or designated representative) as the non-voting board president. Quarterly Award board members will consist of five (5) representatives comprised from Headquarters Directorates. Annual Award board members will consist of five (5) representatives comprised from Headquarters Directorates. All board members must be GS-9 and above.

e. Team Categories: Team nomination packages will be boarded by USSTRATCOM/J14. Quarterly Award board members will consist of five (5) representatives comprised from Headquarters Directorates. Annual Award board members will consist of five (5) representatives comprised from Headquarters Directorates. Boards should consist of officer, enlisted, and civilian personnel.

4. Scoring Process. The board member will score each nomination package and assign point values (based on evaluation criteria listed) to each category. Add each category and place the overall value in the total column. Assign a final rank order based on nominee's total points. For instance, if there are five nominees, assign a rank 1 through 5, with 1 being the best. In instances where there are tie scores in the total point value, the board member must break the tie (DO NOT send a tie to the board president). In instances where there are tie scores on the overall ranking (from all board members' sheets), the president must add in their scores to determine the winner. The winner in a category will be determined by an individual's ranking and not overall points given by board members.

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APPENDIX A TO ENCLOSURE E
SAMPLE 24/48-HOUR PASS MEMO

Reply To:
USSTRATCOM/J____
(3)

Date

MEMORANDUM FOR JUNIOR-TIER ENLISTED WINNER
(2)
SUBJECT: Twenty-four/Forty-eight Hour Pass
(3)

Congratulations on your selection as the ____ Professional of the Quarter/Year for the period of _____ to _____. You are hereby granted a 24/48 hour pass. This is to be used on a date coordinated between yourself and your supervisor, but before the last day of the next quarter. It is not to be used in conjunction with a 3-day weekend or any other type of leave/liberty.
(4)

Director's Signature Block

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Appendix A
Enclosure E

APPENDIX B TO ENCLOSURE E
CIVILIAN TIME OFF AWARD1. Instructions for Completing Time-Off Award

- a. Use AF Form 1001, Award Recommendation Transmittal.
- b. Complete Fields as required and submit to J12 for processing.

2. Team Award Nomination Fields

- a. Block 1: Input "Time-Off Award – either 8 or 16 hours."
- b. Block 2: Only applicable if submitting time-off award for Team Recognition.
- c. Block 3: Name, Last, First, MI of award winner.
- d. Block 4: Present position, title, grade, if known. (Example: Management Assistant – GS-8).
- e. Block 5: N/A
- f. Block 6: Enter supervisor's Name.
- g. Block 7: ACTION: Approved; AMOUNT: Either 8 or 16 hours; obtain Director's signature.
- h. Block 8 (Input the following): Award name and time frame, and give justification behind award win. Enter mandatory statement: I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify the employee can schedule the time-off in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. (Example: Team of the Quarter, 1 April 2021 to 30 June 2021).

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ENCLOSURE F

REFERENCES

- a. Air Force Manual 36-2806 "Awards and Memorialization Program," 10 June 2019.

ENCLOSURE GL

GLOSSARY OF ACRONYMS AND TERMS

CDRUSSTRATCOM	Commander, United States Strategic Command
CGO	Company Grade Officer
CW	Chief Warrant Officer
CSEL	Command Senior Enlisted Leader
FGO	Field Grade Officer
GS/GG	General Schedule/General Government
J0	USSTRATCOM Command Staff
J0CSA	USSTRATCOM Deputy Chief of Staff
J12	USSTRATCOM Civilian Force Management Division
J13	USSTRATCOM Military Force Management Division
J14	USSTRATCOM Organizational Development and Innovation Division
J15	USSTRATCOM Reserve Force Management Division
J2	USSTRATCOM Intelligence Directorate
J5	USSTRATCOM Plans and Policy Directorate
OPR	Office of Primary Responsibility
SEL	Senior Enlisted Leader
SI	Strategic Instruction
USSTRATCOM	United States Strategic Command