

Joint Forces Headquarters
Idaho National Guard Boise, Idaho 83705
22 February 2024

HR Policy Letter 002

Civilian Personnel Awards

Summary. This Idaho National Guard (IDNG) Policy implements and supplements the directives of the Office of Personnel Management (OPM), Department of Defense (DoD), National Guard Bureau (NGB), and the law (5 CFR 451), which govern Awards.

Applicability. This policy applies to federal employees (T32/T5) of the Idaho National Guard employed under the authorities and provisions of 32 USC 709 and NDAA FY17 P.L. 114-328, Sections 932 and 1084.

Suggested Improvements. The proponent of this policy is the Human Resource Office. Users are invited to send comments and suggested improvements on DA Form 2028, Recommended Changes to Publications and Blank Forms, to NGID-HRO, 4794 General Manning Ave, Boise, Idaho 83705.

Currency. This policy supersedes HR Policy Letter 002, dated 01 April 2023.

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Contents Page

	Page
Chapter 1	
General Information	
1-1. References	4
1-2. Purpose	4
1-3. Scope	5
1-4. Responsibilities	5
Chapter 2	
Types of Incentive Awards	
2-1. Types of Incentive Awards	7
2-2. Additional Requirements	7
Chapter 3	
Performance Awards	
3-1. Purpose	8
3-2. Eligibility	8
3-3. Description Performance Awards	9
3-4. Awards Procedures	9
3-5. Timeline	11
3-6. Approval Authority	11
Chapter 4	
Superior Accomplishments Awards	
4-1. Purpose	11
4-2. Eligibility	12
4-3. Awards Procedures	12
4-4. Award Based on Intangible Benefits	13
4-5. Cash Awards for Contributions and Result in Intangible Benefits	14
4-6. Approval Authority	14
Chapter 5	
On-The-Spot (OTS) Awards	
5-1. Purpose	14
5-2. Description of OTS Awards	14
5-3. Eligibility	14
5-4. Criteria	15
5-5. Type of Limitation of Award	15
5-6. Nomination and Approval Procedures	15
5-7. Funding of Cash Awards	16
5-8. Approval Authority	16

Chapter 6

Length of Service and Retirement Awards

6-1. Length of Service Recognition for Civilian Employees	16
6-2. Length of Service Requirements	16

Chapter 7

Honorary Awards/Informal Recognition Awards

7-1. Honorary Awards/Informal Recognition Awards	16
7-2. Idaho Military Division (IMD) Awards	17

Annex A

Activity Manager Listing	18
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Chapter 1 General Information

1-1. References

- a. 5 USC Chapter 43, “Performance Appraisal”
- b. 5 USC Chapter 45, “Incentive Awards”
- c. 5 USC Chapter 53, “Pay Rates and Systems”
- d. 5 CFR 451, “Awards”
- e. 5 CFR 430, “Performance Management”
- f. DoD Directive 1440.1, 21 May 1987, “The DoD Civilian Equal Employment Opportunity Program,” Incorporating Changes through 17 April 1992
- g. Internal Revenue Service Publication 15-B, “Employer’s Tax Guide to Fringe Benefits”
- h. CNGB Instruction 1400.25A, 11 May 2020, “National Guard Technician Personnel Program”
- i. CNGB Instruction 1400.25, Vol. 431, 20 January 2022, “National Guard Technician Performance Appraisal Program”
- j. CNGB Instruction 1400.25, Vol. 451, 5 October 2018, “National Guard Technician Incentive Awards Program”
- k. Idaho Military Division Regulation 7, February 2019 “State Awards and Decorations Program”
- l. NGB Memorandum, “Awards Guidance for FY2023,” 12 December 2022
- m. DCPAS Message 2022108, “Department of Defense Awards Spending Guidance for Non-Senior Executive Service/Senior Professional Employees for Fiscal Year 2023,” 03 November 2022

1-2. Purpose. The Incentive Awards Program aims to motivate Idaho National Guard (IDNG) employees to increase productivity, creativity, improve efficiency, economy, and operations. It is also a method of rewarding performance substantially above the average expectation of standards and those adopted ideas that benefit the IDNG and DoD. The Incentive Awards Program is based on merit and will be endorsed and supported at all levels of command and management.

1-3. Scope. Chapter 2 applies to all permanent and indefinite employees (T32/T5) of the IDNG, paid under the General Schedule (GS) and Federal Wage System (FWS). Chapter 3 expands awards eligibility to temporary employees employed with the agency for at least 180 consecutive days.

1-4. Responsibilities

a. The Adjutant General.

(1) Establish an NG Technician Incentive Awards Program for their State or Territory that meets the statutory and regulatory requirements.

(2) Ensure that appropriate funds allocations meet awards requirements and the funds obligated under Army National Guard (ARNG) or Air National Guard (ANG) financial management controls and delegation of authority.

(3) TAG is the approval authority for all Idaho Military Division Civilian Personnel Awards. TAG delegates Performance Awards approval authority per paragraph 3-6, Superior Accomplishment Awards approval authority per paragraph 4-7, and On-the-Spot Awards approval authority per paragraph 5-8.

b. Director, Human Resources Office (DHRO). DHRO will:

(1) Issue regulatory guidance and administer and publicize State NG Technician Incentive Awards Programs.

(2) Develop local procedures to present the awards as deemed appropriate.

(3) Develop a budget during the 1st Quarter of the fiscal year to fund the Incentive Awards Program (Army). Coordinate with IDANG to determine the Incentive Awards Program (Air) budget. The Idaho Military Division may reduce, defer, or deny any awards for budgetary reasons.

(4) Approve award timelines.

(5) Appoint Performance Awards Board members.

(6) Forward recommendations for awards to NGB-J1-TN that require further review and approval by DoD or higher levels.

(7) Provide appropriate documentation to the Defense Civilian Pay System and United States Property and Fiscal Officer for payment of cash awards.

c. Human Resources Office – Incentive Awards Program Manager (IAPM). IAPM will:

(1) Serve as the program manager for the NG Technician Incentive Awards Program.

(2) Provide advice, assistance, and training to commanders, managers, and supervisors on effectively using and participating in the Idaho Military Division Technician Incentive Awards Program.

(3) Provide training and orientation to all employees and military members on how they may earn awards.

(4) Evaluate State NG Technician Incentive Awards Programs and develop feedback for management and employees.

(5) Provide advice and oversight regarding equity and consistency across the organization.

(6) Process award personnel actions.

d. Performance Award Boards (PABs)

(1) There will be two PABs, one Army and one Air, chaired by the Army chief of Staff and Air Director of Staff respectively. In addition, each board will have an impartial Field Grade Officer, and Senior NCO appointed by the HRO.

(2) The PABs will evaluate and validate all Tier 4 awards and provide final recommendations to the approving authorities.

(3) The PABs will evaluate all late Performance Awards.

e. Commanders, Managers, and Supervisors. Commanders, managers, and supervisors will:

(1) Provide support for and participate in the NG Technician Incentive Awards Program.

(2) Determine what type of recognition will best motivate employees to increase productivity and performance.

(3) Ensure that awards for Superior Accomplishment for Special Acts or Services are recognized and presented promptly.

(4) Managers (As defined in Annex A) will:

(a) Nominate eligible employees for the Performance Award Tier 4 Awards. Nominees will not exceed 50% of the authorized strength of the directorate or command as determined by the IDARNG Chief of Staff or IDANG Director of Staff.

(b) Review and authorize awards submitted within their jurisdiction. (See award Approval Authority)

(5) Supervisors will:

(a) Exercise sound judgment and fairness in considering award recognition. Supervisors are responsible for appropriate publicity and presentation of employees receiving awards.

(b) Ensure On-the-Spot awards are requested and presented promptly.

Chapter 2 Types of Incentive Awards

2-1. Types of Incentive Awards. The Idaho Military Division uses four types of incentive awards: cash awards, time-off awards (TOAs), honorary awards, and informal recognition awards. Managers, supervisors, and units may use any combination of the award types to reward a specific contribution. For example, an employee might receive a certificate and a cash award as recognition for a single contribution.

a. Cash Awards. A cash award is a lump-sum payment that is not basic pay for any purpose under 1-1 References b and d.

(1) Award Payments. All cash awards are financed from Federal funds locally available within the State; therefore, IDARNG and IDANG must ensure funds are obligated consistent with applicable financial management controls and delegated authority.

(2) Monetary awards are additional compensation; taxes will be withheld from all cash award payments IAW 1-1 Reference g.

b. Time off Awards (TOAs). A TOA grants an employee additional time off that is not chargeable to leave or as loss of pay.

c. Honorary Awards/Informal Recognition Awards. This type of award has honorific value -- for example, a letter, certificate, medal, plaque, or item of nominal value. An honorary award does not involve cash payment or time off.

2-2 Additional Requirements. Managers, supervisors, and units may grant cash, time-off, honorary, or informal recognition awards to an employee, as an individual or member of a group, based on the following:

a. Performance. Performance Awards are based in whole or in part on performance appraisal rating of record. Employees must have a most recent rating of record at Level

3, "Fully Successful," or Level 5, "Outstanding," to receive a performance-based cash award. Employees must receive a rating of record at Level 5, "Outstanding," to qualify for a Quality Step Increase (QSI).

b. Superior Accomplishment. Recognition of superior accomplishment, productivity gain, or other personal efforts. This award is for contribution to the efficiency, economy, or further improvement of operations, achieving a significant reduction in paperwork, or for a Special Act or Service in the public interest in connection with or related to official employment.

c. On-the-Spot. The OTS cash award is a small Special Act or Service Award (SASA) (\$25 to \$250), which a supervisor may give for the day-to-day accomplishments of subordinate employees. OTS awards should be processed expeditiously.

d. Length of Service and Retirement. Idaho Military Division employees retiring from Federal service may receive an NGB Form 999, "Certificate of Retirement," signed by TAG or a designated representative. NGB Form 52, "Certificate of Service," signed by TAG or an appointed representative, recognizes employees for long and faithful service.

Chapter 3 Performance Awards

3-1. Purpose. A Performance award recognizes sustained superior performance of duties and responsibilities over an entire rating cycle. The employee's end-of-appraisal cycle performance rating is the bases of the Performance Award.

3-2. Eligibility.

a. An employee must have been under an approved performance plan for at least 90 days during the appraisal cycle to receive a rating of record. Employees are limited to one Performance Award per fiscal year. If more than one rating of record occurred during the cycle, only the latest rating of record will be used to determine eligibility.

b. Performance Awards are recommended annually after the performance appraisal cycle ends each year (31 March). All annual appraisals are submitted electronically using the DoD Performance Management and Appraisal Program (DPMAP). Supervisors have a one-month "grace period" to complete evaluations. Appraisals signed after 30 April are considered late.

c. Employees ineligible for current year Performance Awards:

(1) Appraisals completed after 30 April are ineligible for a Performance Award for the current year.

(2) Rating officials and higher-level reviewers that fail to complete performance plans and appraisals for assigned employees during the appraisal cycle.

(3) Employees receiving a Letter of Reprimand (LOR) during the previous 12 months, regardless of appraisal summary rating.

(4) Employees with any Adverse Action during the appraisal cycle in which the Performance award is based during the previous 12 months, regardless of appraisal summary rating.

(5) Performance Awards are reserved for current employees of the IDNG. Employees who submit a resignation, retire, or are terminated before civilian awards distribution will not receive a Performance Award for the current year.

3-3. Description Performance Awards.

a. There are three types of performance awards:

(1) Performance -Time Off. Employees are eligible for a maximum of 40 hours for a Performance-Time Off award with an 80-hour cumulative time off limit in a leave year. Employees will use the Time Off award within one year of the effective date. Time Off awards will expire one year from the effective date.

(2) Performance - Cash. Will not exceed 20 percent of an employee's base pay (maximum cash award dollar amount is limited to \$9,999.00). In cases where monetary unit values exceed 20 percent of the employee's base pay, the award will be adjusted accordingly by HRO.

(3) Quality Step Increase (QSI). A QSI award recognizes the employee's service that significantly exceeds high-quality job performance. It is not to be repeated purely automatically but should clearly show that the employee's performance deserves such recognition. If an employee has received a QSI, the manager/supervisor must justify another increase in the same grade and position by providing specific evidence of the increased performance quality over and beyond the previous QSI award.

3-4. Award Procedures

a. Performance - Cash and Performance - Time-Off Awards (TOA). A minimum Summary Rating of 3.6 or higher is required for a Performance Award (see Table 3-1). Employees nominated for Tier 4 awards require written, quantifiable justification for consideration for this award. Narrative comments from the current appraisal are the bases for describing employees' contributions in this category. The Awards Board uses the current employee's appraisal narrative to make award recommendations to the Approval Authority for final approval.

b. QSI: All General Schedule (GS) permanent or indefinite employees with a Summary Rating of 5.00 are eligible for nomination of a QSI. Employees must serve a cumulative 12 months in their current position to qualify for the award. Nomination for a

QSI requires written, quantifiable justification narratives on the current employee's appraisal. The Awards Board use the appraisal in making a recommendation to the Approval Authority for their decision.

c. Late submission for Performance Award Recognition. Supervisors may submit employees for recognition when paragraph 3-2, c, (1) is not satisfied. The following conditions apply:

(1) The employee performance appraisal and required documentation are completed NLT the date the Incentive Request Listing is due to the IAPM, as identified on the Performance Awards Cycle Notification annual memorandum.

(2) Supervisors complete NGB Form 32 justifying award requests regardless of expected employee tier level. The Awards Board assigns the appropriate tier level based on the justification provided by the supervisor and recommends the award to the approving authority for final approval.

(3) Assignment to Tier Level 4 is not authorized for late submission requests, regardless of appraisal summary rating.

d. Performance-Cash - The monetary units are the basis of Cash award amounts. The monetary unit's value varies yearly depending on the availability of funds and the number of eligible employees nominated for cash awards. Employees are eligible to earn from one to six monetary units based on their Summary Rating as defined in Table 3-1, Performance Award Amounts. For example: If an employee had an average point score of 4.00, they are eligible for two monetary units. If each monetary unit was worth \$500, this employee's Performance -Cash award amount is \$1000.00.

e. Employees will be eligible to earn Performance-Time-Off award amounts of 10 to 40 hours based on their average score/summary rating as defined in Table 3-1, Performance Award Amounts. For example: If an employee had an average point score of 4.00, they would be eligible for a 20-hour Performance-Time-Off award.

f. If the supervisor fails to complete the appraisal narrative on a Tier 4 Award recommendation, the award will automatically be downgraded to a Tier 3 Award. The awards board will recommend a TOA or a cash award to the approving authority.

g. The Awards Board will submit all recommended and automatic Tier awards for final approval to the Approving Authority. The Approving Authority can non-concur with any recommendations and downgrade the award to the next Tier or disapprove the employee for any award.

Tier	Employee's Summary Rating (Average Score)	Performance Cash Award Amount	Performance TOA Amount	QSI Option (GS Only)
1	3.6-3.9	1 monetary unit	10 hours	No
2	4.0-4.2	2 monetary units	20 hours	No
3	4.3-5.0	3 monetary units	30 hours	No
4	4.3-5.0 Activity Manager Nomination ¹	6 monetary units	40 hours	Yes ^{1,2,3}

Notes:

1. See Annex A
2. To qualify for a QSI, the employee's rating score must be a 5.0
3. Awarded QSIs will not change the effective date of the employee's normal within-grade pay increase except when receipt of a QSI places an employee in the fourth or seventh step of grade. In such case, the waiting period of a regular within-grade increase is extended by 52 weeks under the graduated waiting-period schedule by 5335 (a), title 5, USC (10 USC 5335(a)).

Table 3-1. Performance Award Amounts (Supervisors will recommend only one tier per employee per appraisal year).

3-5. Timeline. With the consent of the DHRO, the Awards Program Manager will publish the Annual Incentive Awards Timeline memorandum to ensure the timely completion of all specified and implied tasks (see Annex B for sample format).

3-6. Approval Authority.

a. The Assistant Adjutant General (Air) approves all IDANG Performance - Cash, Performance - Time Off awards, and QSIs. The Assistant Adjutant General (Air) will not delegate this authority.

b. The Assistant Adjutant General (Army) approves all IDARNG Performance - Cash, Performance - Time Off awards, and QSIs. The Assistant Adjutant General (Army) will not delegate this authority.

**Chapter 4
Superior Accomplishment Awards**

4-1. Purpose. The Superior Accomplishment Award (SAA) is a monetary award to recognize a nonrecurring meritorious personal effort, contribution, or accomplishment in the public interest, either in or outside of job responsibilities, a scientific achievement, or

courageously handling an emergency. The achievement must not otherwise be rewarded by a normal annual performance evaluation cycle award.

4-2. Eligibility.

- a. All permanent and temporary employees are eligible for this award.
- b. The act, service, or achievement may involve more than one employee.
- c. The SAA is particularly appropriate to recognize short-term accomplishments:
 - (1) In a regularly assigned position.
 - (2) During a detail.
 - (3) At the conclusion of a successful special project.
 - (4) When performance or honorary awards are not appropriate.
- d. When submitting a SAA for an accomplishment within the normal scope of job responsibilities, the act or service must significantly exceed normal expectations.
- e. The act or service to be recognized must not have served as either the fundamental basis or part of the basis for a previous Performance Award (cash) or serve as justification in whole or part of the basis for a current year performance award.

4-3. Award Procedures.

- a. Supervisors and Managers will nominate SAAs using NGB Form 32, "Recommendation for Incentive Award or Quality Salary Increase," and a brief paragraph describing the contributions of the employee in relationship with Table 4-1.
- b. Supervisors and Managers must submit NGB Form 32 within 30 days after the end of the period of service to be recognized through the IAPM. The IAPM will evaluate and validate the awards request and provide final recommendations to the approving authorities.
- c. After validation, the NGB Form 32 is routed to the Wing Commander (Air) or DHRO (Army) for financial concurrence and then forward to the Approving Authority. If the Wing Commander or DHRO non-concur due to financial constraints, the recommendation will still be submitted to the Approving Authority. The Approving Authority will approve or disapprove the award recommendation.
- d. With final approval or disapproval, NGB Form 32 is forwarded to the Incentive Awards Program Manager for processing.

4-4. Awards Based on Tangible and Intangible Benefits. Award amounts will be determined using the guidelines in Table 4-1.

	EXTENT OF APPLICATION			
	LIMITED	EXTENDED	BROAD	GENERAL
VALUE OF BENEFIT	Affects functions, mission, or personnel of one facility, installation, or regional area, or an organizational element of headquarters.	Affects functions, mission, or personnel of an entire regional area, command, or bureau.	Affects functions, mission, or personnel of several regional areas or commands, or an entire department or agency.	Affects functions, mission, or personnel of more than one department or agency, or is in the public interest throughout the Nation and beyond.
Moderate Change or modification of an operating principle or procedure with limited use or impact.	\$25-\$125	\$126-\$325	\$326-\$650	\$651-\$1,300
Substantial Substantial change or modification of procedures. An important improvement to the value of a product, activity, program, or service to the public.	\$125-\$325	\$226-\$625	\$651-\$1,300	\$1,301-\$3,150
High Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product or service.	\$325-\$650	\$651-\$1,300	\$1,301-\$3,150	\$3,151-\$6,300
Exceptional 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.	\$650-\$1,300	\$1,301-\$3,150	\$3,151-\$6,300	\$6,301-\$9,999

Table 4-1. Award Amounts Based on Intangible Benefits to the Government.

4-5. Cash Awards for Contributions that Result in Intangible Benefits. Awards in this category are recommended based on judgment rather than precise facts and provable calculations; they are reviewed for merit. Approval of awards and the amounts awarded will be as fair and consistent as possible. If a contribution with intangible benefits in a moderate-limited category does not compare favorably with one involving tangible benefits of at least \$250, no cash award is in order. A Manager/Supervisor may use a letter, memorandum of appreciation or commendation, or locally devised certificate in such cases.

4-6. Approval Authority.

a. The Assistant Adjutant General (Air) is the approval authority for all IDANG Superior Accomplishment Awards. The Assistant Adjutant General (Air) will not delegate this authority.

b. The Assistant Adjutant General (Army) is the approval authority for all Superior Accomplishment Awards. The Assistant Adjutant General (Army) will not delegate this authority.

**Chapter 5
On-the-Spot (OTS) Awards**

5-1. Purpose. The OTS award is an incentive award designed to provide immediate feedback and special thanks to federal employees or groups of employees who make an extra effort to perform their duties in an exemplary manner. The OTS awards will not be based on annual appraisal ratings. Managers/Supervisors will not consider duties attributed to military assignments for OTS awards.

5-2. Description of OTS Awards. There are two types of OTS awards:

a. OTS Individual awards are designed to feature speedy rewards and recognition to deserving employees throughout the appraisal cycle. Additionally, the primary purpose of this type of award is to foster exemplary service to customers and employee involvement in the improvement of the organization's processes.

b. OTS Team awards are designed to foster teamwork within the organization. This award provides opportunities to recognize employees who work well with other team members to impact mission accomplishment significantly. Additionally, offering an incentive for team contributions can increase team unity and contributions to the agency.

5-3. Eligibility. All federal employees are eligible for OTS Individual awards. Temporary employees are eligible after 180 consecutive days of employment. Any work center, committee, or team comprised of two or more federal employees are eligible for OTS team awards.

5-4. Criteria. Examples of nomination for an OTS award include situations where the employee(s):

- a. Produces exceptionally high-quality work under tight deadlines.
- b. Performs added or emergency assignments in addition to their regular duties.
- c. Demonstrates exceptional courtesy or responsiveness in dealing with customers or colleagues.
- d. Exercises extraordinary initiative or creativity in addressing a critical need or complex problem.

5-5. Type and Limitation of Award. OTS Awards will not replace existing Performance awards for the annual performance appraisal period. OTS awards may include any of the following:

- a. OTS Time Off Award (TOA): A single TOA cannot exceed 40 hours. An employee cannot exceed over 80 awarded hours of time off within a leave year.
- b. OTS Cash: \$100 to \$250. Employees cannot receive over two OTS cash awards within a leave year.
- c. Employees may be considered for Honorary Awards (Letter, Certificate, Medal, Plaque, etc.). For further information concerning this award, contact the incentive Awards Manager.

5-6. Nomination and Approval Procedures. Employees are recommended for the award by their immediate Supervisor or Manager within their supervisory chain. Supervisors and Managers may consider recommendations made by officials from other departments, non-supervisor employees, and clients or customers. Supervisors will use NGB Form 32 to submit award recommendations for approval. A brief paragraph on the reverse side of the NGB Form 32 describing the contribution is sufficient justification. The approval process will be as follows:

a. OTS TOA

(1) The immediate supervisor is authorized to approve a TOA of one working day (NTE 10 hours) without the review and approval of a higher official. In this instance, the immediate supervisor will sign blocks 9 and 10 of the NGB Form 32.

(2) TOA requests of more than one day require the approval of an employee's Manager. This Manager may approve the recommended award, change the number of hours (NTE 40 hours), or disapprove the request.

b. **OTS Cash Award.** The supervisor routes the NGB Form 32 thru the supervisory chain to the Approval Authority. The Approval Authority may accept the award amount, change it, or disapprove it. After approval, the NGB Form 32 is routed to the Wing Commander (Air) or DHRO (Army) for concurrence. With concurrence, NGB Form 32 is forwarded to the Incentive Awards Program Manager for processing.

5-7. Funding of Cash Awards. Air and Army federal employee appropriations will fund OTS Cash Awards. All OTS Award recommendations will be received by the Incentive Awards Program Manager NLT 15 September of each fiscal year to facilitate payment within that fiscal year's allocations. The concurring officials (Wing Commander, Director HRO) may establish budgetary constraints each fiscal year when circumstances develop, making it necessary to limit or curtail cash awards.

5-8. Approval Authority.

a. IDANG approval authorities for OTS TOAs over one day, and all Cash Awards are the Managers for their respective employees. Managers will not delegate this authority. Approval of OTS Cash Awards requires the concurrence of the Wing Commander.

b. IDARNG approval authorities for OTS TOAs over one day and all Cash Awards are the Managers for their respective employees. Managers will not delegate this authority. Approval of OTS Cash Awards requires the concurrence of the Director HRO.

Chapter 6

Length of Service and Retirement Awards

6-1. Length-of-Service Recognition for Civilian Employees. Length-of-service certificates recognize all Federal civilian service in five-year increments.

6-2. Length-of-Service Requirements. Employees who complete 10, 15, 20, 25, 30, 35, 40, 45, or 50 years of satisfactory service receive career service emblems and certificates. Employees who complete five years of satisfactory service are eligible for a career service certificate. Lapel pins are available through the Defense Supply System.

Chapter 7

Honorary Awards/Informal Recognition Awards.

7-1. Honorary Awards/Informal Recognition Awards.

a. An honorary award does not involve cash payment or time off. This type of award has honorific value -- for example, a letter, certificate, medal, plaque, or item of nominal value.

b. Informal recognition awards must meet the following criteria: the item must be of nominal value, and the item must be appropriate in the public sector.

7-2. Idaho Military Division (IMD) Awards. IMD employees may be eligible to receive the following types of IMD awards IAW reference k (IMD-7 State Awards)

a. Idaho Cross. The Idaho Cross is the highest state award and may be presented to any person who, as a military member or civilian employee of the Idaho Military Division, distinguished themselves by saving the life of any person or other significant acts of heroism in the attempt to save life, limb, or property. The Commanding General may also approve family members, volunteers, or civilians for this award.

b. Idaho Distinguished Service Medal. The Idaho Distinguished Service Medal is awarded to military personnel for exceptionally meritorious achievement or service to the Idaho Military Division while serving in a responsible position. It may also be awarded to State employees for performance of exceptionally meritorious service to the State of Idaho Military Division. In addition, it may be awarded to civilians for exceptionally meritorious service on behalf of the Idaho Military Division.

c. Idaho Meritorious Service Medal. The Idaho Meritorious Service Medal is awarded to a military member of the Idaho Military division who distinguishes themselves for outstanding meritorious achievement or service to the Idaho Military Division. Civilians may be awarded this award for outstanding meritorious service performed on behalf of the Idaho Military Division.

Annex A

TAG	TAG -Director of Joint Staff -Director, HRO -State JAG -State PAO -State SEEM -State SARC
Joint Manager	Director of Joint Staff Director, HRO State JAG State PAO State SARC Joint Chief of Staff USPFO J9
Army Managers	Chief of Staff (COS) -G-Staff Directors -Safety/Occupational Health -Med Det -JFHQ - Army -Recruiting and Retention Director, G1 Director, G2 Director, G3 Director, G4 Director, G6 State Aviation Officer CFMO Commander, 116th CBCT Commander, Idaho Training Center Commander, Regional Training Institute
Air Managers	Director of Staff (DOS) -JFHQ- Air -RANS 124th Wing/Vice Wing Commander Commander, 124th Operations Group Commander, 124th Maintenance Group Commander, 124th Mission Support Group Commander, 124th Medical Group