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Personnel

**COMMANDER-IN-CHIEF'S (CINC'S) ANNUAL
AWARDS FOR INSTALLATION EXCELLENCE**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 36-28, *Awards and Decorations Programs*. It explains how the Air Force nominates and selects recipients for the CINC's Installation Excellence Award and the CINC's Special Recognition for Installation Excellence Award.

SUMMARY OF REVISIONS

This revision transfers responsibility for the program from HQ USAF/PE to HQ USAF/IL. It establishes a policy of non-consecutive winners, and establishes the Installation Excellence Selection Board (IESB). In addition, this update establishes ownership and chairmanship of the review groups.

1. Program Purpose and Eligibility:

1.1. Purpose. In 1984 the President of the United States established the CINC's Annual Award for Installation Excellence to recognize the outstanding efforts of the people who operate and maintain Department of Defense installations and who have done the best with their resources to support the mission. The award encourages commanders to create an environment that promotes innovative and creative ways of enhancing base-level services, facilities, and quality-of-life.

1.2. Eligibility. Previous years' winners cannot compete for the year immediately following the award year. The Air Force presents the award in two categories:

1.2.1. Installation Excellence. All major and minor installations are eligible. All units located within the installation complex compete together as part of the host installation.

1.2.2. Special Recognition. All units (normally squadrons and below), individuals, programs, and projects are eligible.

2. Criteria:

2.1. Installation Excellence Competition. Each major command (MAJCOM), field operating agency (FOA), and direct reporting unit (DRU) may nominate one installation to compete for the CINC's Installation Excellence Award. Nominate installations for introducing innovative programs that help to create and sustain excellent base operations. Show how these programs:

- 2.1.1. Improve the installation's work environment or physical plant.
- 2.1.2. Improve the installation's quality of life.
- 2.1.3. Enhance productivity of the installation's work force.
- 2.1.4. Increase customer satisfaction or improve customer service.
- 2.1.5. Encourage bottom-to-top communication and team problem solving.
- 2.1.6. Promote unit cohesiveness and recognize outstanding individual efforts.
- 2.1.7. Promote environmental safety to include compliance, remediation, and stewardship actions.

2.2. Special Recognition Competition. MAJCOMs, FOAs, and DRUs may nominate an unlimited number of units, individuals, projects, and programs for CINC's Special Recognition Awards for Installation Excellence. Parent units may not be nominated if any of its subordinate units are nominated for the same accomplishments. Likewise, individual members participating in a project or program may not be nominated individually if that same project or program is a nominee. Nomination packages need to show how the nominee(s):

- 2.2.1. Significantly enhance the installation's working conditions, quality of life, or customer service.
- 2.2.2. Achieve improvement, greater efficiency, or higher standards through focusing on innovation as opposed to excelling at normal duties.
- 2.2.3. Warrant recognition by the Secretary of Defense.

3. Responsibilities:

3.1. HQ USAF. The Directorate of Installations and Logistics (HQ USAF/IL):

- 3.1.1. Forms the Installation Excellence Review Committee (IERC), the Functional Expert Working Group (FEWG), and the Installation Excellence Selection Board (IESB).
- 3.1.2. Maintains contact with the Office of the Assistant Secretary of Defense for Economic Security (OASD[ES]) regarding program administration and awards.
- 3.1.3. Prepares the Air Force announcement of award winners to coincide with the OASD(ES) public announcement of Service winners.
- 3.1.4. HQ USAF/ILE, Operations Division (ILEO):
 - 3.1.4.1. Ensures the award selection process conforms with this AFI's requirements and supplemental OASD(ES) guidance.
 - 3.1.4.2. Supports the IERC, FEWG, and IESB during the selection process for both the Installation Excellence and Special Recognition awards.

3.1.4.3. Coordinates local travel and lodging for the winning installation attending the Pentagon award ceremony.

3.1.4.4. Distributes CINC's Special Recognition for Installation Excellence certificates to the appropriate MAJCOM, FOA, and DRU commanders for presentation.

3.1.5. The Functional Expert Working Group (FEWG) evaluates the nomination packages in the Installation Excellence category by rating each installation on how well it performed within their areas of functional expertise. The group consists of one action officer from each of these USAF offices:

Chief of the Chaplain Service (HQ USAF/HC).

DCS/Installations and Logistics, The Civil Engineer, Operations Division (HQ USAF/ILEO).

DCS/Communications and Information (HQ USAF/SC).

Office of the Assistant Secretary (Financial Management & Comptroller) (SAF/FM).

Deputy Assistant Secretary (Contracting) (SAF/AQC).

DCS/Installations and Logistics, The Civil Engineer, Environmental Division (HQ USAF/ILEV).

DCS/Personnel, Directorate of Force Development, Family Matters Division (HQ USAF/DPDF).

DCS/Installations and Logistics, The Civil Engineer, Housing Division (HQ USAF/ILEH).

Office of the Judge Advocate General (HQ USAF/JA).

DCS/Installations and Logistics, Directorate of Maintenance (HQ USAF/ILM).

Surgeon General (HQ USAF/SG).

DCS/Installations and Logistics, Directorate of Services (HQ USAF/ILV).

DCS/Air and Space Operations (HQ USAF/XO).

DCS/Personnel, Directorate of Personnel Force Management, Plans and Requirements Division (HQ USAF/DPPFX).

Office of Public Affairs (SAF/PA).

DCS/Installations and Logistics, Directorate of Supply (HQ USAF/ILS).

Director of Security Forces (HQ USAF/SF).

DCS/Installations and Logistics, Directorate of Transportation (HQ USAF/ILT).

3.1.6. The Installation Excellence Review Committee (IERC) selects the three finalist installations for the Installation Excellence Award using IERC and FEWG scores. The IERC also evaluates the Special Recognition category. The IERC consists of the HQ USAF/DILE Chair and a colonel (or civilian equivalent) from:

DCS/Plans and Programs (HQ USAF/XP).

DCS/Personnel (HQ USAF/DP).

DCS/Installations and Logistics (HQ USAF/IL).

DCS/ Air and Space Operations (HQ USAF/XO).

3.1.7. The Installation Excellence Selection Board (IESB) visits the three finalist installations and selects the winning Air Force installation. The IESB consists of a general officer from one of the following HQ USAF/IL Directorates, HQ USAF/ILM, HQ USAF/ILS, or HQ USAF/ILT, and four wing commanders. The four wing commanders will include the previous year's winner and commanders from MAJCOMs that do not have an installation in the finalist competition.

3.2. MAJCOMs, FOAs, and DRUs. Commanders may only nominate a single installation to compete in the Installation Excellence category, but may nominate any number of units, individuals, projects, and programs to compete in the Special Recognition Category. Commanders must screen nominations to ensure the criteria outlined in paragraph 2. are met.

3.3. Installation Commanders. Installation commanders seek MAJCOM approval to represent the command in the Air Force competition.

3.4. Unit Commanders. Unit commanders submit unit, individual, project, and program nominations to their MAJCOMs, FOAs, or DRUs to compete in the special recognition category.

4. Nomination Procedures:

4.1. Suspense. Nominate projects and programs implemented during the 12-month period beginning 1 October and ending 30 September. Make sure that entries for both the Installation Excellence and Special Recognition competitions arrive at HQ USAF/ILE, 1260 Air Force Pentagon, Washington DC 20330-1260 by the third Friday in November.

4.2. Installation Excellence Competition. MAJCOMs, FOAs, and DRUs must submit a nomination package with a cover letter under the heading, "Nomination for (Fiscal Year) Commander-in-Chief's Annual Award for Installation Excellence." Attach a one-page executive summary highlighting the installation's major achievements. See **Attachment 1** for the required contents of the nomination package.

4.3. Special Recognition Competition. MAJCOMs, FOAs, and DRUs must submit a package with a cover letter under the heading, "Nominations for (Fiscal Year) Commander-in-Chief's Special Recognition for Installation Excellence Award." The nomination must clearly show how the nominee's innovative and imaginative thinking led to noteworthy achievements. Limit the nomination narrative to one single-spaced page, bullet format, with one-inch margins. Ensure each nominee meets the criteria in paragraph 2.2.

5. Selection Process:

5.1. Phase I. The FEWG and the IERC review the nomination packages.

5.1.1. The FEWG rates each installation nominated for the Installation Excellence competition in the functional area categories described in paragraph 3.1.5. There may be cases where an installation won't have every functional area listed in paragraph 3.1.5. In such instances, the functional expert will ensure a competitive score is awarded. The FEWG doesn't rate nominees in the Special Recognition category.

5.1.2. HQ USAF/DILE compiles the scores of the functional review and provides the results to the IERC.

5.1.3. While the FEWG rates nomination packages from a functional standpoint, the IERC conducts an independent review of the packages from a "whole base" perspective. The IERC then compares its ratings with the FEWG's functional ratings and normally selects three finalists for the installation excellence award.

5.1.4. The IERC reviews the nominees in the Special Recognition category and selects those that meet the criteria for inclusion in the Air Force submission.

5.2. Phase II. The IESB conducts a one and a half day visit at each of the three finalist installations to determine the Air Force nominee.

5.2.1. The IESB conducts first-hand observations of the programs that create and sustain installation excellence. The IESB team members visit the designated areas listed in **Table 1**.

Table 1. Designated Areas for IESB Visit.

Civil Engineering	Military Personnel	Supply	Major Tenants
Family Housing	Civilian Personnel	Transportation	Command Post
Fire Protection	Social Actions	Maintenance	Airfield Operations
Environment	Family Support Center	Comm & Info	Mission Operations
Resource Conservation	Education Services	Comptroller & Contracting	Security Police
MWR & Services	Hospital & Health	Commissary & BX	Flightline Maintenance
Chaplain	Information Management	Judge Advocate	Public Affairs

5.2.2. The IESB sends a nomination package containing the Air Force Installation Excellence nominee and no more than 100 selected nominees in the Special Recognition category to the Chief of Staff (CSAF) and the Secretary of the Air Force (SECAF) for approval.

5.2.3. After SECAF approves the nominations, HQ USAF/ILE sends the package to OASD(ES).

6. Description of Awards.

6.1. Installation Excellence. The Secretary of Defense (or a designated representative) honors each Service's winning installation during a Pentagon ceremony held annually in May. The following items are presented to the installation commander: an Installation Excellence Trophy, an Installation Excellence Flag, and a congratulatory letter signed by the President.

6.1.1. HQ USAF provides a monetary incentive award, \$500,000 to the winning installation's Operation and Maintenance Account, and \$250,000 to the two other finalists, for future "quality-of-life" improvements.

6.2. Special Recognition. Award winners in the unit, program, project, and individual categories receive a certificate signed by the Secretary of Defense. Individual winners receive the Air Force

Recognition Ribbon or civilian lapel pin in accordance with AFI 36-2803, *The Air Force Awards and Decoration Program* and AFI 36-2805, *Special Trophies and Awards*.

WILLIAM P. HALLIN, Lt General, USAF
DCS/Installations and Logistics

Attachment 1

**COMPILING THE NOMINATION PACKAGE FOR INSTALLATION
EXCELLENCE CATEGORY**

A1.1. Background and Supporting Data. Include the following:

A1.1.1. The names of the MAJCOM, FOA, or DRU commanders and the installation commanders.

A1.1.2. A complete designation of the installation and its location. Include:

A1.1.2.1. The installation's mission statement.

A1.1.2.2. The total personnel authorized and assigned, by organization.

A1.1.2.3. The total base operating support funds budgeted and authorized for the fiscal year.

A1.1.3. Local Information:

A1.1.3.1. The name of nearest civilian community and a listing of its elected and other significant leaders.

A1.1.3.2. The names of interested members of Congress.

A1.1.3.3. The names of principal local newspapers, radio, and television stations.

A1.1.3.4. A draft press release, one page, double-spaced, announcing the installation as the Installation Excellence Award winner.

A1.1.3.5. A draft citation, less than 100 words, recognizing the installation as the Installation Excellence Award winner.

A1.1.3.6. A listing of significant joint civilian community and military programs in effect with a short explanation.

A1.1.4. Eight color photographs (8 by 10 inches) illustrating efforts by installation leadership and personnel to improve the base's workplace, environment, quality of life, or customer services. Include a concise description (two to six lines) with each photograph.

A1.1.5. A list of the installation's outstanding achievements and management-related awards received during the fiscal year, including a brief description of each award's significance.

A1.2. Selection Justification. The justification must:

A1.2.1. Be no more than four single-spaced pages, including illustrations.

A1.2.2. Address the criteria specified in paragraphs 2.1.1. through 2.1.7.

A1.2.3. Present a concise, balanced, and complete description of how innovative and imaginative actions, implemented by leadership, fostered excellence at the installation.