

**1 JULY 1998**



**Personnel**

**CHIEF OF STAFF TEAM EXCELLENCE  
AWARD**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive 36-28, Awards and Decorations Program. It prescribes the eligibility rules and nomination procedures for the annual Chief of Staff Team Excellence Award Program. The program, sponsored by the Chief of Staff of the Air Force and administered by the Air Force Center for Quality and Management Innovation (AFCQMI), recognizes outstanding team performance and shares best practices within the Air Force. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

**SUMMARY OF REVISIONS**

This is the initial release of AFI 36-2868. This AFI combines all other guidelines from various sources into a single authoritative document.

**1. Purpose.** The Chief of Staff Team Excellence Award (CSTEA) recognizes outstanding team performance and shares best practices within the Air Force. It promotes a systematic approach for enhancing mission capability, improving operational performance, and ensuring sustained results.

**2. Eligibility.** Competing teams must have completed a process improvement within the last 2 years prior to the competition. AFCQMI will publish the cutoff date for the current award cycle when it publishes the schedule of events. Eligible nominations are as follows:

- 2.1. HQ USAF to include Field Operating Agencies (FOA)/Direct Reporting Units (DRU) – a total of two,
- 2.2. Major Commands (MAJCOM) - two each, and
- 2.3. Air National Guard (ANG) - two.

**3. Criteria.** The criteria are in Attachment 5. They are divided into three sections: Organizational Approach, Execution, and Results. Organizational Approach looks at the dynamics between mission, improvement identification, team selection, and team support. Execution explores the team's efforts to identify, select, and implement a solution to improve the selected process. The results section focuses on how improvements were tied to the team's improvement effort and whether the results were validated, sustained, and standardized in the organization.

**4. Schedule.** AFCQMI will begin each CSTEAs cycle by publishing a schedule of events. The published schedule of events will be the regulatory timeline. The T-minus numbers in Attachment 1 are only guidelines. See Attachment 1 for a process flowchart.

### **5. Application Package.**

5.1. Application packages will be completed by the team and coordinated through the team's installation Manpower and Quality Office. The application package must be complete and stand on its own. Information should be concise and quantitative. Statements should be supported by facts and other data. Acronyms should be spelled out the first time, and terminology specific to the applicant's organization should be fully defined. The application must not contain any classified information.

5.2. The entire package must be prepared using word processing software published in the schedule of events. The package must be typed in 12-point Times New Roman font with one inch margins. The application package consists of four items in the following order:

**5.2.1. Cover Page:** The design and format of the cover page will be determined by the submitting organization and can include color photographs, logos, and any other material desired.

**5.2.2. Nomination Memorandum :** See Attachment 2 for format and requirements.

**5.2.3. Abstract:** Must not exceed one page. See Attachment 3 for format and requirements.

**5.2.4. Narrative:** Must not exceed ten pages. See Attachment 4 for format and requirements.

### **6. Submission of Application.**

6.1. HQ USAF, MAJCOM, and ANG coordinating offices will disseminate the schedule of events published by AFCQMI to their subordinate organizations and determine the procedures for collecting CSTEAs nomination packages from their subordinate units. Organizations wishing to compete for the CSTEAs must contact the appropriate HQ USAF, MAJCOM, or ANG coordinating office for submission guidance.

6.2. Each HQ USAF, MAJCOM, and ANG coordinating office shall ensure the number of nominations sent to AFCQMI do not exceed the number allowed and that applicants meet eligibility requirements. HQ USAF, MAJCOM, and ANG coordinating offices will ensure an electronic or disk copy of the application package is submitted to AFCQMI not later than the date published by AFCQMI. The application package will consist of one Word for Windows file. Any PowerPoint slides, Excel spreadsheets, or other charts or graphics must be properly embedded in the single Word for Windows document. If the file is too large to fit on one 3.5-inch floppy disk, it should be stored on recordable CD-ROM media. Send submissions to AFCQMI/MQDA (Attn: Chief of Staff Team Excellence Award), 550 E Street East, Randolph AFB TX 78150-4451. Application packages received in the wrong format will not be accepted and will be returned for corrections. Any application received after the cut-off date will not be accepted.

6.3. Once submitted, the application becomes the property of the United States Air Force and may be released to other organizations after the presentation of awards.

## **7. Process Support Requirements.**

7.1. Five months before the team presentations are scheduled, AFCQMI will provide the Air Force General Officer Matters Office (AFGOMO) with demographic criteria for use in procuring five general officers or selectees to serve as judges during the award process. To ensure that judges will not be in the chain of command of any competing team, AFCQMI also will forward a list of participating organizations to AFGOMO as soon as it becomes available. AFGOMO will identify the five general officer judges to AFCQMI two months before the scheduled team presentations; the HQ USAF Deputy Chief of Staff for Personnel will serve as approval authority for the membership of this panel. AFCQMI will fund the registration fees for the judges to attend any program held in conjunction with the team presentations. Units/MAJCOMs will fund all man-day allocations and TDY expenses required to judge team presentations. The demographic criteria submitted by AFCQMI will include one Air National Guard and/or one Air Force Reserve general officer if the Air National Guard, Air Force Reserve, or both submit at least one team.

7.2. Each submitting HQ USAF, MAJCOM, and ANG coordinating office will select one technical review team (TRT) member with experience in criteria-based evaluations from their command to evaluate team packages. The evaluation and rating of team packages will be TRT members' primary duty during the evaluation process. Supervisors will relieve TRT members from all other duties during scheduled time periods to allow them to complete their evaluations within the allotted time limit. AFCQMI will fund any necessary TDY expenses of TRT members to complete the consensus process.

7.3. AFCQMI will pay the registration fees for up to ten team members per team to attend the program held in conjunction with team presentation briefings; TDY funding to attend team presentation briefings is the submitting unit's responsibility. If higher headquarters, wings, or units wish to send more than ten team members, they must fund the additional registration fees for the program held in conjunction with the team presentations.

## **8. Evaluation Process.**

8.1. Each CSTEAs application package will be evaluated by the TRT prior to the team presentation briefings. Each TRT member will evaluate all team applications (including teams from their respective HQ USAF, MAJCOM, or ANG) based on technical merit. The initial evaluation of team packages will be done individually by TRT members at their home duty station. Each TRT member will prepare a feedback report with scores and recommend "Best Practice" candidates. The TRT will award points based on the criteria in Attachment 5. The feedback report will include a summary of strengths and areas for improvement for each criteria element scored. After the initial evaluation, AFCQMI will consolidate TRT member feedback, scores, and list of "Best Practice" candidates and bring TRT members together as a group to discuss scores and arrive at a single score for each team. In addition the TRT will corporately select the "Best Practice" candidates that will be forwarded to the judges.

8.2. AFCQMI will forward team abstracts, TRT scores, and nominations for "Best Practice" candidates to judges 30 days prior to team presentation briefings. On the day of the team presentation briefings, each team will make a 15-minute presentation and answer questions from the judges for a

10-minute period following their presentation. Judges will then award points for the presentation based on the three categories and point distribution listed in Table 1. After the last team presentation, judges will finalize team scores and select the top five teams for the Chief of Staff Team Excellence Award. The top two teams will be the Air Force nominees for the Secretary of Defense Team Excellence Award. Judges will also validate “Best Practice” candidates. AFCQMI will enter validated candidates into the Air Force “Best Practices” database. All teams will receive a copy of the feedback report following the awards presentation; however, final team scores will not be released.

## 9. Point Distribution.

**Table 1. Point Distribution Table.**

Criteria	TRT Points	Presentation Points	Total Points
Organizational Approach	15	15	30
Execution	10	10	20
Results	25	25	50
<b>TOTAL</b>	<b>50</b>	<b>50</b>	<b>100</b>

## 10. Team Presentation Briefings.

10.1. The presenters must be members of the nominated team unless sufficient team members (a minimum of 2) are unavailable because they have separated from the service, have gone PCS, are TDY, hospitalized, or have other reasonably valid reasons. Substitutions and reasons must be pre-approved by AFCQMI. The presentation should explain information contained in the nomination package and address new data collected that demonstrates sustained results since submission of the application. The presentation will be scored using the three categories in Table 1.

10.2. Time will be allotted one day prior to the start of team presentation briefings for teams to practice their briefings. Teams will have time during the practice session to copy their program files to the hard disk of the computers used in the presentation rooms. AFCQMI will publish a list of equipment available for team presentation briefings at least 90 days prior to the briefings.

**11. Display Booths.** In addition to making a 15-minute presentation to the judges, each team will set up a display booth in a designated area to share their success stories with others. Each team will be provided a 10 x 10-foot area for their display booth. Each booth will be provided with one eight-foot table, two chairs, one trashcan, and one 110v outlet. Equipment and materials on display at the team’s display booth may be removed for use in the presentation. The display booth will not be scored in the judging process. Funding for the display booth is the sponsoring unit’s responsibility. The team’s sponsoring unit is authorized to use appropriated funds under the necessary expense clause of Title 5, United States Code, Section 4503, and Title 10, United States Code, Section 1125, to purchase promotional items of minimal monetary value (e.g., pens, coasters, cups, letter openers, etc.) and distribute them at the team’s booth to promote their success story.

## 12. Recognition.

12.1. All team members competing at the Air Force level will receive a CSTEА Coin and a certificate.

12.2. The Air Force Chief of Staff or his designee will present the CSTEА trophy to the five winning teams. In addition, each named team member of winning teams will be authorized to wear the Air Force Recognition Ribbon (military) or lapel pin (civilians) IAW AFI 36-2805. They will also receive a smaller trophy with a certificate signed by CSAF.

12.3. The top two teams will be the Air Force nominees for the Secretary of Defense Team Excellence Award. Their nomination will be announced during the presentation of the CSTEА trophy to award winners.

12.4. Teams may be required to participate in the following activities to promote team efforts and publicize their Best Practices:

12.4.1. Participate in the generation of best practice information to be disseminated throughout the Air Force;

12.4.2. Present a paper and/or speak at Air Force, national, and/or regional conferences;

12.4.3. Participate in the production of videotapes and host on-site visits for interested groups; and

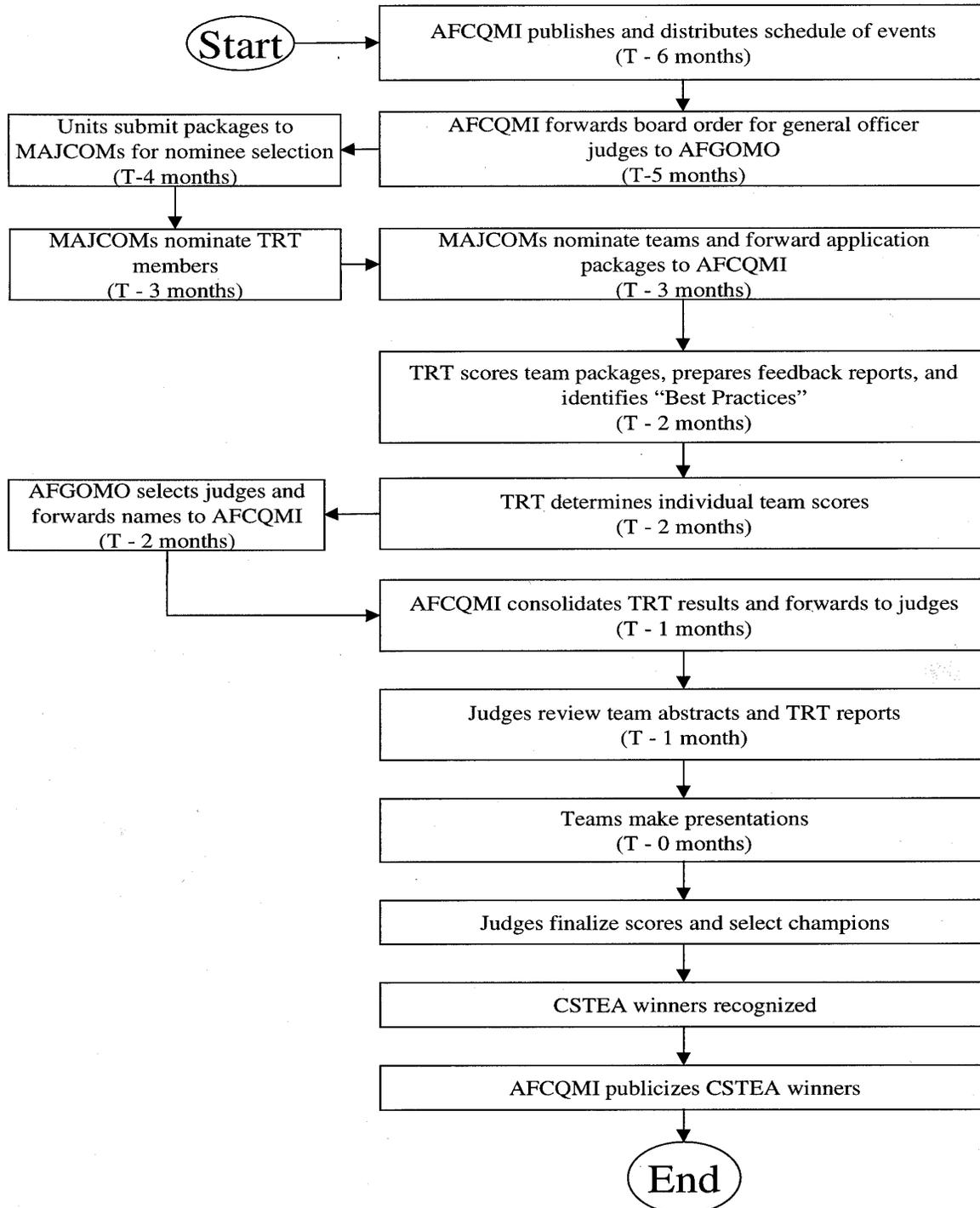
12.4.4. Participate in the Secretary of Defense Team Excellence Award process.

**13. Questions and Additional Information.** The supporting HQ USAF, MAJCOM, or ANG coordinating office is the team's primary source of information for the CSTEА. You may also call AFCQMI, DSN 487-2349, Commercial (210) 652-2349.

LAWRENCE P. FARRELL, JR., Lieutenant General, USAF  
DCS/Plans and Programs

## Attachment 1

## PROCESS FLOWCHART



**Attachment 2**

**(SAMPLE NOMINATION MEMORANDUM FORMAT)**

MEMORANDUM FOR AFCQMI/MQDA (ATTN: CSTE A)

FROM: (Submitting Unit)

SUBJECT: Nomination for Chief of Staff Team Excellence Award

1. Team Name:

2. Applicant Organization:

Address:

City, State, Zip:

3. Team Member POC (This person will be the single point of contact for coordinating team issues before, during and after the team presentation.)

Rank/Civ Grade/Civ Title (i.e., Mr., Ms., Dr., etc.)/First Name/MI/Last

Name:

Duty Title:

Organization and Office Symbol:

Mailing Address:

City, State, Zip:

DSN Telephone:

Commercial Telephone:

DSN FAX:

Commercial FAX:

E-mail Address:

Official Message Address:

4. Other Team Members (Include the following information on all team members. Include those who have retired, PCSed, or otherwise no longer in the organization. Include last known duty address for retired and separated individuals.)

Rank/Civ Grade/Civ Title (i.e., Mr., Ms., Dr., etc.)/First Name/MI/Last

Name:  
 Duty Title:  
 Position on Team  
 (Leader, facilitator, scribe, member, etc):  
 Organization:  
 Duty Mailing Address:  
 City, State, Zip:  
 Duty DSN Telephone:  
 Commercial Duty Telephone:

Note: Teams are not limited to 10 team members; however, AFCQMI will only pay the registration fees for up to 10 team members to attend the program in conjunction with team presentation briefings. All team members must be included on the Nomination memorandum when submitted. Teams will not be allowed to add members once their package has been received by AFCQMI. Special care should be taken to identify all team members with the proper spelling of their names. Civilians must be identified by grade and proper title; i.e., Mr., Ms., Dr., ect. Place the person's gender in parentheses after their name if the title/name does not make it clear, e.g. Terry, Tracy, Bobby, Chris, Toni, etc.

5.Coordinating POC in Installation Manpower and Quality Office:

Rank/Civ Grade/Civ Title (i.e., Mr., Ms., Dr., etc.)/First Name/MI/Last

Name:  
 Duty Title:  
 Organization and Office Symbol:  
 Mailing Address:  
 City, State, Zip:  
 DSN Telephone:  
 Commercial Telephone:  
 DSN FAX:  
 Commercial FAX:  
 E-mail Address:  
 Official Message Address:

6.MAJCOM, ANG, HQ USAF/XPM Coordinating Office

Rank/Civ Grade/Civ Title (i.e., Mr., Ms., Dr., etc.)/First Name/MI/Last

Name:  
 Title:  
 Organization and Office Symbol:  
 Mailing Address:  
 City, State, Zip:  
 DSN Telephone:

Commercial Telephone:

DSN FAX:

Commercial FAX:

E-mail Address:

Official Message Address:

7. I certify that the nomination application and attachments do not contain any classified information.

{SIGNATURE BLOCK}

Attachments:

Abstract

Narrative

**Attachment 3****(SAMPLE ABSTRACT FORMAT)****Team Name****Organization, Base, State or Country****ABSTRACT****I. Organizational Approach**

The abstract will be a maximum of one page. This page is a sample of the format that will be used. The team name will be centered and bolded at the top of the page. The name of the sponsoring organization, base, and state or country will be centered and bolded on the next line below the team's name. Both lines will be in upper and lower case using normal rules for capitalization. The word "ABSTRACT" will be centered and bolded and all capital letters on the page and two lines down from the organization's name. The page will have one-inch margins. The font will be 12-points Times New Roman. Do not put squadron, wing, MAJCOM, or other logos or patches in the abstract. The first section will begin two lines below the word "ABSTRACT."

**II. Execution**

The title of each section must be included in the abstract. The abstract will be the only document from the submission package given to the judges before they score team presentations. Therefore, the abstract should contain the major points of the 10-page narrative, effectively written to concentrate the judges' attention on the team's effectiveness in the areas being scored. The abstract should be written so it flows like a story. Make it interesting to keep the readers' attention and motivate them to contact team members for additional information. Place the name of the team point of contact at the bottom of the page along with his/her DSN and commercial telephone numbers.

**III. Results**

Remember, the abstract will be the only document from the application package that the judges will see prior to the team's presentation briefing. The abstract will be published in proceedings distributed in print or electronic format. It will also be used to write introductions for award presentations and other recognition. The abstract will be the foundation for any video script and information released to the news media. For these reasons, the essence of what you did and the results of doing it should be clearly spelled out in the Abstract.

SRA John Q. Smith/ DSN 487-2349 ext. 3002/ Comm (210) 652-2349 ext. 3002

**Attachment 4****(SAMPLE NARRATIVE FORMAT)****Team Name****Organization, Base, State or Country****NARRATIVE****1.0 ORGANIZATIONAL APPROACH**

1.1 Mission. (Team's response here and for the following 11 criteria. Do not provide narrative for the three major category headings.)

1.2 Improvement Identification.

1.3 Team Selection.

1.4 Team Support.

**2.0 EXECUTION**

2.1 Root Cause Identification and Analysis.

2.2 Improvement Selection and Execution.

2.3 Communication.

**3.0 RESULTS**

3.1 Improvement Effort Results.

3.2 Impact of Results.

3.3 Sustainability and Standardization.

3.4 Return on Investment.

3.5 Satisfaction, Requirements, and Validation.

***NOTE:***

A glossary, if attached, will not be considered as part of the 10-page narrative. Do not adorn the narrative with organizational logos or patches. Each item of the criteria must be addressed in the narrative. Precede each item response with the item title. Supporting figures, charts, or illustrations must be incorporated into the narrative as close to the text referring to them as possible. They must easily identify the data they address. All charts and other graphics should use a black and white color scheme suitable for reproduction; i.e., using black and white patterns to differentiate data groups rather than colors helps clarity of black and white graphic representations.

**Attachment 5**  
**AWARD CRITERIA**

<b>1.0 Organizational Approach</b>	<b>15 pts</b>
<p><b>Objective: To select an appropriate process for improvement and describe the team approach used to maximize results relating to the mission of the organization.</b></p>	
<p><b>1.1 Mission.</b> What was the mission of the organization and how did it link to the wing (or equivalent) mission? What were the key processes and/or mission essential tasks and how did they link to the wing (or equivalent) key processes or mission essential tasks? Who were the key customers/stakeholders and suppliers?</p>	2.5 pts
<p><b>1.2 Improvement Identification.</b> How was senior leadership of the organization involved in identifying and/or approving the process for improvement? What methods were used to select this process for improvement? How did this process relate to mission accomplishment? Explain the effort made to compare the current process to similar processes within the unit, installation, or outside agencies. How was the process evaluated as it relates to stakeholder (suppliers, internal customers, and external customers) requirements and expectations?</p>	5 pts
<p><b>1.3 Team Selection.</b> What team approach was selected (i.e., PAT, IPT, natural working group, etc.)? How were team members selected? What was the team's charter? Who established the team's charter?</p>	2.5 pts
<p><b>1.4 Team Support.</b> What support was given to the team by senior leadership? What resources did senior leadership provide to ensure a successful team effort? How and to what degree was the team empowered? What process improvement model was used? What training was accomplished to prepare the team members for this process improvement?</p>	5 pts
<b>2.0 Execution</b>	<b>10 Pts</b>
<p><b>Objective: To show the team's efforts to identify, measure, select, and implement a solution to improve the selected process.</b></p>	

**2.1 Root Cause Identification and Analysis.** What methods/tools were used to analyze the area for improvement before, during, and after process improvement? How were customer requirements and satisfaction factored into the analysis? What tools were used? How were best practices from other organizations identified and studied for comparison and possible inclusion? 2.5 pts

**2.2 Improvement selection and execution.** How were improvement opportunities identified? Which process was selected for improvement and why? Identify the measures used to assess baseline performance level(s) and the progress of this process improvement? How was the improvement area(s) tested, evaluated and prioritized? How was a plan of action developed, executed, reviewed, and, if applicable, modified? 5 pts

**2.3 Communication.** How was team progress communicated to stakeholders and others? If communication barriers were encountered, how were they addressed and resolved? How were problem solving skills reviewed and lessons learned shared with others? How were revised methods and procedures communicated? How was the team recognized for their efforts? 2.5 pts

<b>3.0 Results</b>	<b>25 Pts</b>
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**Objective: To ensure improvement was tied to team performance and linked to the wing's (or equivalent) performance. To ensure results were validated, sustained and standardized.**

**3.1 Improvement Effort Results.** Display and define pre- and post-measurement results. Display and define actual and/or projected resource savings. 5 pts

**3.2 Impact of Results.** What impact did these improvement results have on organizational mission accomplishment? What impact did these improvement results have on wing (or equivalent) mission accomplishment? What competitive comparisons were done between the team's process and similar processes both before and after the improvement effort? Show these data. Were any "Best Practice" candidates identified? If so, explain. 5 pts

**3.3 Sustainability and Standardization.** What steps were taken to share/standardize the results of this improvement effort at unit, wing (or equivalent), MAJCOM, Air Force levels, and with other public and private organizations? What actions were taken to address other opportunities for improvement identified by the team? How did the team ensure the improvement results would be sustained? 5 pts

**3.4 Return on Investment.** What were the total man-hours expended by the team (not including award preparation time)? What was the cost for all resources expended to implement this improvement? Identify and explain the tangible and intangible benefits of the improvement effort. Against what criteria were results and/or savings validated (budget, manpower, equipment, etc)? How was return on investment calculated? 5 pts

**3.5 Satisfaction, Requirements, and Validation.** After the improvement was standardized, describe and display changes to baseline customer, stakeholder, and supplier satisfaction and/or requirement trends. How were these results and trends validated? 5 pts

**4.0 Team Presentation** (Do not include a written response to this category in the narrative) 50 Pts

**TOTAL** 100 Pts