

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE INSTRUCTION 36-2852

1 MAY 1999



**AIR NATIONAL GUARD
Supplement 1**

15 SEPTEMBER 2003

Services

AIR FORCE SERVICES AWARDS PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

NOTICE: This publication is available digitally on the AFDPO WWW site at:
<http://www.e-publishing.af.mil>

OPR: HQ AFSVA/SVPCO
(Ms. Cathy Edmonds)
Supersedes AFI 36-2852, 1 Oct 98

Certified by: HQ USAF/ILV (Mr. Arthur J. Myers)

Pages: 47
Distribution: F

This instruction implements AFD 36-28, *Awards and Decorations*, by providing guidance and procedures for administering the Air Force (AF) Services Awards Program. This instruction directs collecting and maintaining information subject to the Privacy Act of 1974 authorized by 10 U.S.C. 8013. System of Records F036 AFPC AV applies. A bar (|) preceding a paragraph indicates changes from the previous edition.

(ANG) AFI 36-2852, *Air Force Services Awards Program*, 1 May 1999, is supplemented as follows:

SUMMARY OF REVISIONS

This IC 99-1 provides guidance for the Air Force Services Awards Program. **Table 1.2.**, Squadron Awards (column 4), is revised to require MAJCOM submission of an AF Form 1206, Nomination for Award, in addition to a nomination letter for LeMay and Eubank Award nominations. **Table 1.3.**, Individual Awards numbers 2 and 4, are revised to expand the nomination eligibility criteria for Senior Civilian and Civilian Manager Awards. Paragraph **2.1.** inserts reference to **Table 1.2.** Paragraph **2.2.** is changed to “Nomination Procedures” to include procedures for nominations for General Curtis E. LeMay and Major General Eugene L. Eubank Awards. “Review Process” paragraph is renumbered to paragraph **2.3.** Paragraph **3.1.** is changed to add a note for clarification on nomination eligibility. Paragraph **3.3.** is changed to include selection procedures. Paragraph **3.6.2.4.** is changed to read **3.6.3.** to correct paragraph numbering. Paragraph **4.2.5.** is changed to read “**4.4.** Awards Presentation.” Paragraph **4.3.** is changed to read “**4.3.** Selection Procedures,” and includes those procedures. All subsequent remaining paragraphs in **Chapter 4** are renumbered accordingly.

Chapter 1— AIR FORCE SERVICES AWARDS PROGRAM 5

- 1.1. Air Force (AF) Services Awards Program 5
- 1.2. Responsibilities 5
- 1.3. General Information: 6
- Table 1.1. Headquarters Award 6
- Table 1.2. Squadron Awards. MAJCOM sends nomination letter, an AF Form 1206, 7
- Table 1.3. Individual Awards. Individual Awards. Senior Civilian Manager (GS-12-15 & NF-V). Civilian Manager (GS-9-11 & NF-IV). 7
- Table 1.4. Program Awards. 8
- Table 1.5. Award Year. 9

Chapter 2— GENERAL CURTIS E. LEMAY AND MAJOR GENERAL EUGENE L. EUBANK SERVICES AWARDS 10

- 2.1. General Curtis E. LeMay and Major General Eugene L. Eubank Services Awards. 10
- 2.2. Nomination Procedures. 10
- 2.3. Review Process. 11
- 2.4. Awards. 11

Chapter 3— AF SERVICES INDIVIDUAL AWARDS 12

- 3.1. Purpose and Eligibility. 12
- 3.2. Nomination Procedures. 12
- 3.3. Selection Procedures. 12
- 3.4. Awards Presentations. 12
- 3.5. Updating Civilian & Military Records. 12
- 3.6. General Michael P. C. Carns Services Award. 12
- 3.7. Lieutenant General Norm Lezy Services Award. 13

Chapter 4— PROGRAM AND FLIGHT AWARDS 14

- 4.1. Services Outstanding, Program and Flight Awards 14
- 4.2. Nomination Procedures. 14
- 4.3. Selection Procedures. 14
- 4.4. Awards Presentation. 15
- 4.5. John L. Hennessy Trophy Awards. 16
- 4.6. AF Innkeeper Award. 16

4.7. AF Aero Club Safety Certificate.	17
Chapter 5 (Added-ANG)— AIR NATIONAL GUARD SERVICES OUTSTANDING INDIVIDUAL AWARDS	18
5.1. (Added-ANG)Purpose and Eligibility.	18
5.2. (Added-ANG)Award Year.	18
5.3. (Added-ANG)Nomination Procedures.	18
5.4. (Added-ANG)Selection Process.	19
5.5. (Added-ANG)Air Force Air Reserve Component Nominees.	19
Chapter 6 (Added-ANG)— AIR NATIONAL GUARD OUTSTANDING SERVICES FLIGHT AWARD	20
6.1. (Added-ANG)Purpose and Eligibility.	20
6.2. (Added-ANG)Award Year.	20
6.3. (Added-ANG)Nomination Procedures.	20
6.4. (Added-ANG)Selection Process.	20
6.5. (Added-ANG)Selection of Winners.	21
6.6. (Added-ANG)Courtesy Visits and Out-Briefs.	21
6.7. (Added-ANG)Evaluation Cross-Feed.	21
Chapter 7 (Added-ANG)— SENIOR MASTER SERGEANT KENNETH W. DISNEY FOOD SERVICE AWARD	22
7.1. (Added-ANG)Purpose and Eligibility.	22
7.2. (Added-ANG)Award Year.	22
7.3. (Added-ANG)Nomination Procedures.	22
7.4. (Added-ANG)Selection Process.	22
7.5. (Added-ANG)Selection of Winner.	23
7.6. (Added-ANG)Courtesy Visits and Out-Briefs.	23
7.7. (Added-ANG)Evaluation Cross-Feed.	23
Chapter 8 (Added-ANG)— AIR NATIONAL GUARD SERVICES OUTSTANDING TECHNICIAN AWARD	24
8.1. (Added-ANG)Purpose and Eligibility.	24
8.2. (Added-ANG)Award Year.	24
8.3. (Added-ANG)Nomination Procedures.	24
8.4. (Added-ANG)Selection Process.	24

Chapter 9 (Added-ANG)— AIR NATIONAL GUARD YOUTH OF THE YEAR AWARD	25
9.1. (Added-ANG)Purpose and Eligibility.	25
9.2. (Added-ANG)Award Year.	25
9.3. (Added-ANG)Nomination Procedures.	25
9.4. (Added-ANG)Selection Process.	25
9.5. (Added-ANG)Youth Recognition.	25
Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	26
Attachment 1 (ANG)— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	28
Attachment 2— LEMAY AND EUBANK EVALUATION CHECKLIST	29
Attachment 3— SAMPLE CITATION, GENERALS CARNS AND LEZY AWARDS	39
Attachment 4—IC 99-1 TO AFI 36-2852, AIR FORCE SERVICES AWARDS PROGRAM	41
Attachment 5 (Added-ANG)— AIR NATIONAL GUARD OUTSTANDING SERVICES FLIGHT AWARD NOMINATION PACKAGE CONTENT	47

Chapter 1

AIR FORCE SERVICES AWARDS PROGRAM

1.1. Air Force (AF) Services Awards Program recognizes outstanding squadrons, flights, programs, and individuals that contribute to the AF Services Programs.

1.2. Responsibilities :

1.2.1. Chief of Staff of the Air Force (CSAF) approves all Air Force-level Services awards.

1.2.2. Headquarters United States Air Force, Directorate of Services (HQ USAF/ILV):

1.2.2.1. Establishes award policy.

1.2.2.2. Chairs all Air Force-level Services awards boards and instructs award evaluation teams.

1.2.2.3. Following approval of the CSAF, announces award winners.

1.2.2.4. Nominates assigned personnel for individual awards.

1.2.2.5. Oversees the AF Services Awards Program.

1.2.2.6. Appoints team chiefs and team members (and any industry professionals as non-member advisors) to review award nominations.

1.2.3. Headquarters Air Force Services Agency (HQ AFSVA):

1.2.3.1. Manages the AF Services Awards Program.

1.2.3.2. Nominates assigned personnel for individual awards.

1.2.3.3. Establishes procedures and provides award nominations to HQ USAF/ILV board and evaluation teams.

1.2.3.4. Is the single point of contact with the Daedalian Foundation for the General Curtis E. LeMay and Major General Eugene L. Eubank Services Awards.

1.2.3.5. Orders and prepares plaques and replica trophies for AF program winners.

1.2.3.6. Arranges awards presentations and prepares the announcement of award winners.

1.2.4. Major Command (MAJCOM) Services, Field Operating Agencies (FOAs), National Guard Bureau (NGB/CE), and Direct Reporting Units (DRU) commanders:

1.2.4.1. Establish award programs.

1.2.4.2. Nominate assigned personnel for individual awards.

1.2.4.3. Forward nominations according to this instruction.

1.2.4.4. Officially recognize their nominees and their AF winners.

1.2.4.5. Participate on selection panels as outlined in award program announcement publications.

1.2.5. Installation Commander:

1.2.5.1. Establishes base-level recognition programs for Services personnel.

1.2.5.2. Nominates outstanding squadrons, flights, individuals, and programs for MAJCOM and AF awards.

1.2.5.3. Officially recognizes the command and AF winners.

1.2.5.4. Ensures individuals are not under indictment or investigation for any reason to avoid situations that would embarrass the AF or weaken the credibility and integrity of the award.

1.2.5.5. Incorporates a Privacy Act Release Consent Statement in the nomination package to allow the release of information on individuals.

1.2.6. Services Squadron Commander or Division Chief administers the base-level Services Awards Program.

1.3. General Information:

1.3.1. The following tables describe the categories of awards and nomination procedures:

Table 1.1. Headquarters Award

#	If the award is the	HQ USAF/ILV Division Chiefs, HQ AFSVA/CC and MAJCOM/SV submit nomination to HQ USAF/ILVQ	HQ USAF/ILVQ sends nominations to	Not later than
1	General Michael P. C. Carns Services Award (HQ USAF/ILV and MAJCOM division chief or above and HQ AFSVA, director or above)	AF Form 1206 Not to exceed two pages, a citation, and a biography. See Attachment 3 & Attachment 4	AF Services Awards Selection Committee	1 Jun
2	Lieutenant General Norm Lezy Services Award (HQ USAF/ILV and MAJCOM below division chief and HQ AFSVA below director)			

Table 1.2. Squadron Awards. MAJCOM sends nomination letter, an AF Form 1206, Nomination for Award, (not to exceed two pages) and a list of key-personnel to.

#	If the award is the	Base sends nomination package to MAJCOM	MAJCOM sends nomination letter to	Not later than
1	General Curtis E. LeMay and Major General Eugene L. Eubank Services Award	Nomination format as required by MAJCOM	HQ AFSVA Directorate of Programs (SVP)	15 Mar

Table 1.3. Individual Awards. Senior Civilian Manager (GS-12-15 & NF-V). Civilian Manager (GS-9-11 & NF-IV).

#	If the award is the	Base/ MAJCOM completes an	MAJCOM sends nominations to	Not later than
1	Senior Military Manager (04-06)	AF Form 1206 Not to exceed two pages	HQ AFSVA/SVP	15 Apr
2	Senior Civilian Manager (GS-13-15 & NF-V)			
3	Military Manager (01-03)			
4	Civilian Manager (GS-9-12 & NF-IV)			
5	Military Superintendent (E7-E9)			
6	Civilian Superintendent (GS-6-8; NF-III; WG, WL, WS, NA, NL, and NS-11-15)			
7	Military Supervisor (E5-E6)			
8	Civilian Supervisor (GS-4-5; NF-II; WG, WL, WS, NA, NL, and NS-6-10; CD-3-5)			
9	Military Technician (E1-E4)			
10	Civilian Technician (GS-1-3; NF-I; WG, WL, WS, NA, NL, and NS-1-5; CD-1-2)			

Table 1.4. Program Awards.

#	If the award is	Base completes a	Then the MAJCOM sends nominations to	Not later than
1	John L. Hennessy Trophy	AF Form 1206, Not to exceed two pages	HQ AFSVA/SVO	15 Nov
2	AF Innkeeper Award			1 May
3	Skills Development		HQ AFSVA/SVP	15 May
4	Bowling Center			
5	Child Development Program (Includes Family Day Care Programs)			
6	Golf			
7	Outdoor Recreation			
8	Community Center Program			
9	Fitness and Sports			
10	Youth Programs (Includes School Age Programs)			
11	Library			
12	Officers' Club			
13	Enlisted Club			
14	Consolidated/Collocated Club			
15	Resource Management Flight			
16	AF Aero Club Safety Certificate	Notification letter IAW AFI 36-2833, Safety Awards. No action required by Base or MAJCOM. HQ AFSVA submits nominees.	No Action Required	15 Dec

1.3.2. **Table 1.5.** gives the award year for each category. Achievements relevant to each award as described in the award nomination package must occur during the award year.

Table 1.5. Award Year.

#	If the award is		For the period
1	For all Services awards except for Aero Club (indicated below)		1 Jan to 31 Dec
2	AF Aero Club Safety Award		1 Oct to 30 Sep

1.3.3. The MAJCOM Services Director or higher level authority signs all base-level and MAJCOM nominations. AFSVA/CC signs AFSVA award nominations and HQ USAF Services Director (ILV) signs for ILV nominations.

1.3.4. MAJCOMs may submit one nominee for each award category.

1.3.5. Nominations which require AF Form 1206, may be submitted electronically using a FormFlow Computer Program. The nomination submission must:

1.3.5.1. Focus on sustained performance and achievements above and beyond normal expectations. Use facts that reviewers can substantiate, quantify, and verify.

1.3.5.2. Be in a bullet statement format (double space between bullets) and not exceed two typed pages.

1.3.5.3. Use single bullets for a specific initiative, achievement, or accomplishment, followed by one or more double bullet impact statements showing how the initiative contributed to the overall program or met the needs of the Services customer.

1.3.6. Those making nominations for the AF Aero Club Safety Award should complete the nomination package according to instructions issued by HQ AFISC/SE.

1.3.7. There is no restriction on previous year's winners or nominees competing in consecutive years.

Chapter 2

GENERAL CURTIS E. LEMAY AND MAJOR GENERAL EUGENE L. EUBANK SERVICES AWARDS

2.1. General Curtis E. LeMay and Major General Eugene L. Eubank Services Awards. The General Curtis E. LeMay (large base, over 5,000 assigned military and civilian work force) and the Major General Eugene L. Eubank Services Awards (small base, 5,000 or fewer assigned military and civilian work force) were established by the Order of the Daedalians in 1965 and 1990 respectively to recognize the best AF Services Program. The Daedalians present a traveling trophy and engraved plaque annually to each winner. Population is computed by adding military (includes Reserves), civilian, local nationals, students/cadets, and contractor employees numbers. Each MAJCOM may nominate one base in each category as indicated in [Table 1.2](#).

2.2. Nomination Procedures. MAJCOM submits a letter of nomination along with an AF Form 1206, Nomination for Award, not to exceed 2 pages. Double space between bullets in the award narrative. Also submit a list of key-personnel to include DSN phone numbers, email addresses, and squadron/division fax number. All documents (letter typed in WORD, AF Form 1206 typed in FormFlow) may be emailed to HQ AFSVA/SVPCO.

2.2.1. An evaluation team appointed by HQ USAF/ILV visits each base. Separate teams are appointed for LeMay and Eubank evaluations.

2.2.1.1. A conservative no-host social is permitted on the team's arrival. Team members are on official travel orders and are drawing per diem and will pay their own way. Extreme amenities/mementos and non-evaluation scheduled events, are **inappropriate** and costly to the base in dollars and man-hours. **These items detract** from the time the team has to evaluate the base and do not add to the evaluation process. Limit the cost of amenities to \$20 for each team.

2.2.1.2. Evaluation team chiefs provide an after-action report to HQ USAF/ILV not later than 15 days following the evaluations.

2.2.1.3. The after-action report includes program highlights (for example, trends and good ideas for information sharing).

2.2.1.4. AFSVA/CC and HQ USAF/ILV distribute good ideas for information sharing at the Services Commanders' Workshop.

2.2.2. The Services Commander or Director presents a simple, low-cost team orientation briefing, using slides, at the outset of the evaluation. The briefing covers the following areas:

2.2.2.1. Mission of the base and the squadron's role in accomplishing the mission.

2.2.2.2. The Services squadron mission and what the squadron has done to meet the mission.

2.2.2.3. Squadron's strategic plan in accordance with AFI 34-262, *Services Programs and Eligibility*. Market data, customer satisfaction information, program use, appropriated fund (APF) and nonappropriated fund (NAF) support, etc., information normally briefed to the installation commander.

2.2.3. The Services Commander or Director will provide a tentative evaluation schedule to the Evaluation Team Chief after completion of the briefing.

2.3. Review Process. MAJCOM nominees are evaluated based on a 2-part process, i.e., 1) an on-site visit by an evaluation team, and 2) the results of the Air Force Services Customer Feedback Survey (the survey is administered to all AF installations annually by HQ AFSVA/ SVPCM). The team uses the checklist at [Attachment 1](#) as a guide to evaluate nominees.

2.3.1. An evaluation team appointed by HQ USAF/ILV visits each base. Separate teams are appointed for LeMay and Eubank Award evaluations.

2.3.1.1. A conservative no-host social is permitted on the team's arrival. Team members are on official travel orders and are drawing per diem and will pay their own way. Amenities/mementos and non-evaluation scheduled events are inappropriate, costly to the base in dollars and man-hours, and are prohibited. These items detract from the time the team has to evaluate the base and do not add to the evaluation process.

2.3.1.2. Evaluation team chiefs provide an after-action report to HQ USAF/ILV not later than 30 days following the evaluations.

2.3.1.3. The after-action report includes program highlights (for example, trends and good ideas for information sharing).

2.3.1.4. AFSVA/CC and HQ USAF/ILV distribute good ideas for information sharing at the annual AF Services Commanders' Workshop.

2.3.2. The Services Commander or Division Chief presents a simple, low-cost team orientation briefing to the evaluation team using slides at the outset of the evaluation. The briefing covers the following areas:

2.3.2.1. Mission of the base and the squadron's/division's role in accomplishing the mission.

2.3.2.2. The Services Squadron/Division mission and what the squadron had done to meet its mission.

2.3.2.3. The squadron's/division's strategic plan in accordance with AFI 34-262, *Services Programs and Eligibility*.

2.3.2.4. Market data, customer satisfaction information, program use, appropriated fund (APF) and nonappropriated fund (NAF) support, etc., information normally briefed to the installation commander.

2.4. Awards. A representative of the Order of the Daedalians presents the traveling trophy and plaque to each winning base at the annual AF Services Awards Banquet.

2.4.1. The traveling trophy is for public display at the winning base until 1 Jul, after which the base returns the trophy to HQ AFSVA/SVP. (If a base closes before 1 Jul, the Services Commander/Division Chief returns the trophy to HQ AFSVA/SVP.) Following notification of shipping procedures, each winner receives an engraved replica trophy for permanent display at the base.

Chapter 3

AF SERVICES INDIVIDUAL AWARDS

3.1. Purpose and Eligibility. The AF Services Individual Awards Program recognizes people who make outstanding contributions to the AF Services Program. Nominees must be military or civilian employees working in base-level or MAJCOM Services organizations, AF Services Agency, or HQ USAF/ILV. **Table 1.1.** and **Table 1.3.** indicate the 12 individual Services award categories. MAJCOMs may nominate one individual in the MAJCOM category and one individual in each base category. NOTE: It is possible for an individual who meets the grade requirement to be eligible to compete in a “Supervisor” category without possessing the “supervisor” job title or without supervising employees.

3.2. Nomination Procedures. MAJCOMs submit an AF Form 1206 not to exceed 2-pages. Double space between bullets. AF Form 1206 may be emailed to <mailto:edmondsc@agency.afsv.af.mil>. **Nominations must address:**

3.2.1. Leadership. How did the individual demonstrate good leadership qualities?

3.2.2. Supervision. How did the individual communicate and demonstrate organizational values, expectations, goals, objectives and vision?

3.2.3. Customer Focus and Satisfaction. How did the individual contribute to achieving good customer focus and satisfaction (customer assessment creating new programs, products or services, process improvement)?

3.2.4. Operational Results. How did the individual contribute to achieving operational results (meeting activity goals, contributions to the measurement process)?

3.3. Selection Procedures. HQ USAF/ILV will appoint a five-person Awards Selection Board which evaluates nominations based on the AF Form 1206 content. Upon completion of scoring, the Board makes its recommendation to HQ USAF/ILV for approval.

3.4. Awards Presentations. Each winner receives an engraved plaque and is authorized to wear the AF Recognition Ribbon (military) or Lapel Pin (civilian). Awards are presented at the annual AF Services Award Banquet.

3.5. Updating Civilian & Military Records. For the civilian winners of AF-level awards, the Services CC/Division Chief notifies the servicing civilian personnel flight to update the member's personnel records. HQ AFSVA notifies the servicing military personnel flight by message of military winners.

3.6. General Michael P. C. Carns Services Award. This award recognizes the individual at HQ USAF/ILV, MAJCOM or HQ AFSVA who best exemplifies personal leadership, innovation, and ingenuity to improve processes that are of significant concern to the Services community. The nominee must be an Air Force Services military member or civilian staff member assigned as a division chief or above at HQ USAF/ILV or MAJCOM and director or above at HQ AFSVA. The General Michael P. C. Carns Services Award honors General Carns' outstanding achievements, service, and dedication to Air Force Services.

3.6.1. Each organization may submit one nominee in this category.

3.6.2. HQ USAF/ILV will appoint a five-person Award Selection Board which evaluates the nominations based on typed narratives on AF Form 1206. Upon completion of scoring, the Award Selection Board makes its recommendation to HQ USAF/ILV for approval. Nomination narratives will be limited to two pages and will include the following elements:

3.6.2.1. Personal Leadership. How well did the individual influence other people to accomplish change, regardless of the scope of his or her position?

3.6.2.2. Innovation. What processes did the individual develop or improve, and what was the impact on the Air Force Services organization?

3.6.2.3. Ingenuity. How well did the individual use available resources to make improvements?

3.6.2.4. The award winner will receive an engraved crystal pillar and is authorized to wear the AF Recognition Ribbon (military) or Lapel Pin (civilian). The Award is presented at the annual AF Services Award Banquet.

3.6.3. The award winner will receive an engraved crystal pillar and is authorized to wear the AF Recognition Ribbon (military) or Lapel Pin (civilian). The Award is presented at the annual AF Services Awards Banquet.

3.7. Lieutenant General Norm Lezy Services Award. This award recognizes the individual making outstanding contributions of significant concern to the Services community by displaying superior expertise and leadership qualities. The nominee must be an assigned Air Force Services military member or civilian (APF or NAF) staff member below division chief at HQ USAF/ILV or MAJCOM and below director at HQ AFSVA. The Lieutenant General Norm Lezy Services Award honors General Lezy's outstanding leadership, contributions, support and dedication to Air Force Services.

3.7.1. Each organization may submit one nominee in this category.

3.7.2. HQ USAF/ILV will appoint a five-person Award Selection Board which evaluates the nominations based on typed narratives on AF Form 1206. Upon completion of scoring, the Award Selection Board makes its recommendation to HQ USAF/ILV for approval. Nomination narratives will be limited to two pages and will include the following elements:

3.7.2.1. Significant accomplishments or projects. How did the individual perform his/her duties and impact the Services program and other people? What was the scope of his/her position (specific outcomes)? What got better? What processes did the individual exercise, develop, or improve, and what was the impact on the Services organization?

3.7.2.2. Leadership qualities. How did the individual influence others and display leadership qualities (integrity, professionalism, teamwork)? How did they impact positively on the organization?

3.7.2.3. Ingenuity. How well did the individual use available resources to make improvements or changes? How did the individual adapt to changes or overcome unique problems?

3.7.3. The award winner will receive an engraved crystal pillar and is authorized to wear the AF Recognition Ribbon (military) or Lapel Pin (civilian). The Award is presented at the annual AF Services Award Banquet.

Chapter 4

PROGRAM AND FLIGHT AWARDS

4.1. Services Outstanding, Program and Flight Awards . These awards recognize Services programs and a flight which make outstanding contributions to the AF Services Program. The programs and flight indicated in **Table 1.4.** are eligible to compete. MAJCOMs may nominate one for each category.

4.2. Nomination Procedures. MAJCOMs submit an AF Form 1026 not to exceed 2-pages. Double space between bullets. AF Form 1206 may be emailed to <mailto:edmondsc@agency.afsv.af.mil>. Nominations must include:

4.2.1. Leadership. How does the program or flight demonstrate good leadership qualities (setting high standards, promoting high values, giving clear direction)?

4.2.2. Management. How effectively does management communicate goals, objectives, vision, etc., to the workforce? How well does management understand and apply current trends in the industry? How does management create a work environment and climate conducive to the well-being of all employees?

4.2.3. Customer Focus and Satisfaction. What methods are used to assess customer desires? What new programs, services, and improvements to existing programs were made as a result of customer desires?

4.2.4. Operational Results. To what extent are results measured with respect to customer desires? Do performance measures show sustained improvement? Do performance goals reflect high expectations, are they being met?

4.2.5. **Awards Presentations.** Each winner receives an engraved plaque. Plaques are presented to the winners at the annual AF Services Awards Banquet.

4.3. Selection Procedures. HQ USAF/ILV will appoint a five-person Awards Selection Board which evaluates nominations based on the AF Form 1206 content. Upon completion of scoring, the Board makes its recommendation to HQ USAF/ILV for approval.

4.3.1. Any AF installation (except medical facilities) providing food service from APFs and nominated by the MAJCOM is eligible to compete in one of the following base categories:

4.3.1.1. Single Category: a base that has one main dining facility.

4.3.1.2. Multiple Category: a base that has two or more main dining facilities. The facilities must be open for at least three meals per day, 5 days per week.

4.3.2. MAJCOMs may nominate one base in each category if they have five or more bases.

4.3.3. HQ AFSVA:

4.3.3.1. Recommends composition of single- and multiple-category evaluations teams. Teams consist of staff members from HQ USAF/ILV and HQ AFSVA, assisted by advisors from the National Restaurant Association (NRA), the Society for Food Service Management (SFA), and the International Food Services Executive Association.

4.3.3.2. Develops schedule for the single- and multiple-category evaluation teams and provides a standard itinerary for competing bases.

4.3.3.3. Is the OPR for the evaluation process using AF Form 1038, Food Service Evaluation Record.

4.3.3.4. Provides HQ USAF/ILV with the team's recommendation for winning bases. The Chief of Staff of the Air Force approves award winners.

4.3.3.5. Budgets for the Hennessy Program.

4.3.3.6. The Air Force presents the Hennessy Trophy at the annual National Restaurant Association Banquet.

4.4. Awards Presentation. Each winner receives an engraved plaque. Plaques are presented to the winners at the annual AF Services Awards Banquet.

4.4.1. Installations compete in each of the following categories:

4.4.1.1. Large installation: at least 285 transient bed spaces.

4.4.1.2. Small installation: fewer than 285 transient bed spaces.

4.4.2. MAJCOMs may nominate one base in each category.

4.4.3. HQ AFSVA/Lodging and Laundry Branch (SVOSL):

4.4.3.1. Recommends composition of large and small installation evaluation teams. Teams can consist of staff members from HQ USAF/ILV, HQ AFSVA, and MAJCOM, assisted by advisors from the American Hotel & Motel Association (AH & MA), industry travelers, and any past winning Innkeeper lodging manager not competing.

4.4.3.2. Develops schedule for the large and small installation evaluation teams and provides a standard itinerary for the competing bases.

4.4.3.3. Is the OPR for the evaluation process using the Innkeeper checklist.

4.4.3.4. Provides HQ USAF/ILV with the team's recommendation for the winning bases. The Chief of Staff of the Air Force approves the award winners.

4.4.3.5. Budgets and purchases all plaques and trophies for winning bases.

4.4.4. Awards:

4.4.4.1. Awards are presented for winners in each category (large and small installations).

4.4.4.1.1. A traveling trophy is presented to the winner in each category. A permanent trophy is also awarded by the AH & MA.

4.4.4.2. Large and small installation evaluation teams select four traveler award winners, two for each category. Travelers award winners are selected based on demonstrated professionalism, personal appearance, and customer service observed by the evaluation teams.

4.4.4.2.1. The traveler award winners in each category receive a plaque from the AH & MA.

4.4.4.3. Awards for winning bases and traveler award winners from both categories are presented at the annual International Hotel/Motel & Restaurant Show (IH/M&RS).

4.5. John L. Hennessy Trophy Awards. This program recognizes excellence in AF food service. The award is named for John L. Hennessy, a hotel- and food-service-industry leader and advisor to presidents on military food-service issues.

4.5.1. Any AF installation (except medical facilities) providing food service from APFs and nominated by the MAJCOM is eligible to compete in one of the following base categories:

4.5.1.1. Single Category: a base that has one main dining facility.

4.5.1.2. Multiple Category: a base that has two or more main dining facilities. The facilities must be open for at least three meals per day, five days per week.

4.5.2. MAJCOMs may nominate one base in each category if they have five or more bases.

4.5.3. HQ AFSVA:

4.5.3.1. Recommends composition of single- and multiple-category evaluation teams. Teams consist of HQ USAF/ILV and HQ AFSVA personnel, assisted by advisors from the National Restaurant Association (NRA), Society for Food Service Management (SFA), and/or International Food Services Executive Association.

4.5.3.2. Develops schedule for the single- and multiple-category evaluation teams and provides a standard itinerary for competing bases.

4.5.3.3. Is the OPR for the evaluation process using AF Form 1038, Food Service Evaluation Record.

4.5.3.4. Provides HQ USAF/ILV with the team's recommendation for winning bases. The CSAF approves award winners.

4.5.3.5. Budgets for the Hennessy Program.

4.5.3.6. The Air Force presents the Hennessy Trophy at the annual National Restaurant Association Banquet.

4.6. AF Innkeeper Award. This award program recognizes excellence in AF lodging service for transient personnel.

4.6.1. Installations compete in each of the following categories:

4.6.1.1. Large installation - at least 285 transient bed spaces.

4.6.1.2. Small installation - fewer than 285 transient bed spaces.

4.6.2. MAJCOMs may nominate one base in each category.

4.6.3. HQ AFSVA/Lodging and Laundry Branch (SVOSL):

4.6.3.1. Recommends composition of large and small installation evaluation teams. Teams can consist of HQ USAF/ILV, HQ AFSVA, and MAJCOM personnel, assisted by advisors from the American Hotel & Motel Association (AH&MA) industry advisors, and any past winning Innkeeper lodging manager not competing.

4.6.3.2. Develops schedule for the large and small installation evaluation teams and provides a standard itinerary for the competing bases.

4.6.3.3. Is the OPR for the evaluation process using the Innkeeper checklist.

4.6.3.4. Provides HQ USAF/ILV with the team's recommendation for the winning bases. The CSAF approves the award winners.

4.6.3.5. Budgets and purchases all plaques and trophies for winning bases.

4.6.4. Awards:

4.6.4.1. Awards are presented for winners in each category (large and small installations).

4.6.4.1.1. A traveling trophy is presented to the winner in each category. A permanent trophy is also awarded by the AH&MA.

4.6.4.2. Large and small installation evaluation teams select four traveler award winners, two for each category. Traveler award winners are selected based on demonstrated professionalism, personal appearance, and customer service observed by the evaluation teams.

4.6.4.2.1. The traveler award winners in each category receive a plaque from the AH&MA.

4.6.4.3. Awards for winning bases and traveler award winners from both categories are presented at the annual International Hotel/Motel & Restaurant Show (IH/M&RS).

4.7. AF Aero Club Safety Certificate. This award gives special recognition to aero clubs that have had no mishaps for 5- and 10-consecutive years.

4.7.1. HQ AFSC/SE:

4.7.1.1. Reviews and verifies all submissions.

4.7.1.2. Notifies HQ AFSVA/SVP of all winning aero clubs and provides certificates for each club.

4.7.2. HQ AFSVA notifies the MAJCOM Services of winners and forwards citations for presentation to the winners.

4.7.3. HQ AFSVA/Recreation and Business Branch (SVPAR) sends all eligible nominations to HQ AFSC/SE by 15 Dec and presents approved certificates.

Chapter 5 (Added-ANG)

AIR NATIONAL GUARD SERVICES OUTSTANDING INDIVIDUAL AWARDS

5.1. (Added-ANG) Purpose and Eligibility. The Air National Guard (ANG) Services Outstanding Individual Awards Program recognizes individuals who make significant contributions to the ANG Services Program. Nominees must be military members working in base-level Services organizations. The five individual Services award categories are: ANG Services Field Grade Officer; ANG Services Company Grade Officer; ANG Services Senior Non-Commissioned Officer (NCOIC); ANG Services NCOIC; and ANG Services Airman. Each Services organization may nominate one individual for each category.

5.2. (Added-ANG) Award Year. Achievements relevant to each award as described in the award nomination package must occur during the award year of 1 January through 31 December.

5.3. (Added-ANG) Nomination Procedures. Services organizations will submit a nomination letter along with an AF 1206, Nomination for Award, not to exceed two typed single spaced pages, in talking paper format for each nominee. Nominations should include specific facts and examples to distinguish the airmen from their peers. Nomination packages will be coordinated through the state Adjutant General. Nomination packages must be submitted electronically by 1 February to ANG, Services (ANG/SVX).

5.3.1. (Added-ANG) Enlisted Nominations Must Address:

5.3.1.1. (Added-ANG) Leadership and Job Performance in Primary Duty. Describe significant leadership accomplishments and how well the member performed assigned primary and additional duties. Define the scope and level of responsibilities and the impact on the mission and unit. Include any new initiative or techniques developed by the member that positively impacted the unit and or mission.

5.3.1.2. (Added-ANG) Significant Self-Improvement. Show how the member developed or improved skills related to primary duties, e.g., formal training, career Development Course enrollment or completion, on-the-job training, certifications, and off-duty education related to primary duties. Cite any other relevant training or activity that significantly enhanced the member's value as a military citizen.

5.3.1.3. (Added-ANG) Base or Community Involvement. Define the scope and impact of the member's positive leadership and involvement in both the military and civilian community. Include leadership, membership, or participation in unit advisory councils, professional military organizations, associations, and events.

5.3.2. (Added-ANG) Officer Nominations Must Address:

5.3.2.1. (Added-ANG) Leadership and Job Performance. Show the nominee's leadership and job performance, to include new techniques that contribute significantly to increased mission effectiveness during the award cycle.

5.3.2.2. (Added-ANG) Base and Community Involvement. Show the nominee's participation in base and community events, programs, and organization.

5.3.2.3. (Added-ANG) Other Accomplishments. Show the nature and results of the nominee's other accomplishments that must set him or her apart from others of equal or higher grade.

5.4. (Added-ANG) Selection Process. ANG/SVX appoints a five person Awards Selection Board to evaluate nominations based on AF 1206 content. Upon completion of scoring, the Board staffs its recommendations to Director, Air National Guard, (NGB/CF) for approval. Winners will be announced ANG wide through Defense Message System (DMS) message.

5.5. (Added-ANG) Air Force Air Reserve Component Nominees. The ANG winners will be nominated for the Air Force-level Air Reserve Component awards for their category. The Air Reserve Component winners will attend the annual Air Force Services Awards Banquet. Each winner receives an engraved plaque and is authorized to wear the Air Force Recognition Ribbon.

Chapter 6 (Added-ANG)

AIR NATIONAL GUARD OUTSTANDING SERVICES FLIGHT AWARD

6.1. (Added-ANG) Purpose and Eligibility. This annual award recognizes the outstanding ANG Services Flight for excellence in overall Services functions including food, lodging, force management, and overall customer service. All Services Flights may compete for the ANG Outstanding Services Flight Award. Award winners may compete in consecutive years.

6.2. (Added-ANG) Award Year. Achievements relevant to each award as described in the award nomination package must occur during the award year of 1 January through 31 December.

6.3. (Added-ANG) Nomination Procedures. Each ANG Services Flight will submit a nomination package that includes specific initiatives, achievements, or accomplishments that occurred during the award year. Nomination packages will be coordinated through the state Adjutant General. Nomination packages must be submitted electronically by 1 February to ANG/SVX.

6.3.1. (Added-ANG) Nomination Package. The nomination package should be organized using alphabetical tabs following the sequence shown in **Attachment 5 (Added)**. Provide a table of contents and limit each tab to one AF 1206, front and back, single-spaced, and in talking paper format. Follow the order below:

6.3.1.1. (Added-ANG) Tab A, a nomination letter signed by The Adjutant General (TAG) of the state to which the Flight is assigned.

6.3.1.2. (Added-ANG) Tab B, a nomination summary describing why the Services Flight is the best in the ANG.

6.3.1.3. (Added-ANG) Tab C, a list of key personnel (name, rank/grade, office symbol, e-mail, commercial and DSN phone numbers.)

6.3.1.4. (Added-ANG) Tab D through L, see specific program information list on **Attachment 5 (Added)**.

6.4. (Added-ANG) Selection Process. ANG/SVX appoints a five person Awards Selection Board to evaluate nominations based on the AF 1206 content. The top three nominees will receive an on-site visit by an evaluation team.

6.4.1. (Added-ANG) Evaluation Visit. ANG/SVX will appoint an evaluation team to visit each base. The evaluation team will spend three days with a unit during a Unit Training Assembly (UTA) beginning on Friday. This visit will include a base in-brief and an evaluation team out-brief with base leadership. Each unit is requested to schedule a unit photographer to record the evaluation.

6.4.2. (Added-ANG) Base In-briefing. The base must present an orientation briefing to the Evaluation Team on Friday. Attendance should include the Installation Commander, Mission Support Group Commander, Services Commander, Services Superintendent, Services Technician, and other Services flight personnel. The in-briefing should include the Installation's mission, Services role in accomplishing that mission, award year inspections results, customer satisfaction surveys, and deployments. Allot approximately 15 minutes for the evaluation team chief to review the evaluation rules of engagement after the in-brief.

6.5. (Added-ANG) Selection of Winners. ANG/SVX will staff the recommendations to NGB/CF for final approval and announcement.

6.6. (Added-ANG) Courtesy Visits and Out-Briefs. Courtesy visits and out-briefs are conducted with the installation/group commander only if requested by the base. If the base opts for these visits, include them in the activity visitation itinerary.

6.7. (Added-ANG) Evaluation Cross-Feed. Team chiefs should prepare cross-feed that genetically notes the good and not-so-good things their teams observed during on-site evaluations without naming bases. The cross-feed will be distributed after the awards cycle is completed and the results have been announced.

Chapter 7 (Added-ANG)

SENIOR MASTER SERGEANT KENNETH W. DISNEY FOOD SERVICE AWARD

7.1. (Added-ANG) Purpose and Eligibility. This award recognizes excellence in ANG food service. The purpose of the award is to improve food service preparation, serving techniques, sanitation, and food management throughout the ANG, and to increase the morale of food service personnel. All ANG units with self-supporting food service operations are eligible for nomination. Award winners may compete in consecutive years.

7.2. (Added-ANG) Award Year. Achievements relevant to each award as described in the award nomination package must occur during the award year of 1 October through 30 September.

7.3. (Added-ANG) Nomination Procedures. Each ANG Services Flight will submit a nomination package that includes specific initiatives, achievements, or accomplishments that occurred during the award year. Nomination packages will be coordinated through the state Adjutant General. Nomination packages must be submitted electronically by 15 September to ANG/SVX.

7.3.1. (Added-ANG) Nomination Package. The nomination package should be organized using alphabetical tabs. Limit each tab to one AF 1206, front and back, single-spaced, and in talking paper format. The package will include the following:

7.3.1.1. (Added-ANG) Tab A, a nomination letter signed by the TAG of the state to which the Flight is assigned.

7.3.1.2. (Added-ANG) Tab B, a nomination summary describing why the food service program is the best in the ANG.

7.3.1.3. (Added-ANG) Tab C, a list of key personnel including the Dining Facility Manager, Shift Leaders and Storeroom NCOIC (name, rank/grade, office symbol, e-mail, commercial and DSN phone numbers)

7.3.1.4. (Added-ANG) Tab D, the latest completed AF 1119, Monthly Monetary Record Report, and ANG 1038, Food Service Evaluation Record. See AFI 34-239/ANG Supplement 1, Food Service Management Program, for ANG 1038 Guidelines.

7.3.1.5. (Added-ANG) Tab E, a digital photo of the Services Flight in service dress.

7.4. (Added-ANG) Selection Process. ANG/SVX appoints a five person Awards Selection Board to evaluate nominations based on the AF 1206 content. The top three nominees will receive an on-site visit by an evaluation team.

7.4.1. (Added-ANG) Evaluation Visit. The evaluation team will spend three days with a unit during a UTA beginning on Friday. This visit will include a base in-brief and an evaluation team out-brief with base leadership. Each unit is requested to schedule a unit photographer to record the evaluation.

7.4.2. (Added-ANG) Base In-briefing. The base must present an orientation briefing to the Evaluation Team on Friday. Attendance should include the Installation Commander, Mission Support Group Commander, Services Commander, Services Superintendent, Services Technician, and other Services flight personnel. The in-briefing should include the Installation's mission, Services role in accomplishing that mission, award year inspections results, customer satisfaction surveys, and deployments.

Allot approximately 15 minutes for the evaluation team chief to review the evaluation rules of engagement after the in-brief.

7.5. (Added-ANG) Selection of Winner. ANG/SVX will staff the recommendations to NGB/CF for final approval and announcement. The winner will represent the ANG at the annual United States Air Force John L. Hennessy Award Ceremony held in Chicago in May of each year.

7.6. (Added-ANG) Courtesy Visits and Out-Briefs. Courtesy visits and out-briefs are conducted with the installation/group commander only if requested by the base. If the base opts for these visits, include them in the activity visitation itinerary.

7.7. (Added-ANG) Evaluation Cross-Feed. Team chiefs should prepare cross-feed that genetically notes the good and not-so-good things their teams observed during on-site evaluations without naming bases. The cross-feed will be distributed after the awards cycle is completed and the results have been announced.

Chapter 8 (Added-ANG)

AIR NATIONAL GUARD SERVICES OUTSTANDING TECHNICIAN AWARD

8.1. (Added-ANG) Purpose and Eligibility. The ANG Services Outstanding Technician Award Program recognizes individuals who make significant contributions to the ANG Services Unit's Program. Nominees must be full-time members, Technicians, Active Guard and Reserve (AGR), working in base-level Services organizations. Each Services organization may nominate one individual.

8.2. (Added-ANG) Award Year. Achievements relevant to each award as described in the award nomination package must occur during the award year of 1 January through 31 December.

8.3. (Added-ANG) Nomination Procedures. Services organizations submit a nomination letter along with an AF 1206, not to exceed two typed single spaced pages, in talking paper format for each nominee. Nominations should include specific facts and examples to distinguish the airmen from their peers. Nomination packages will be coordinated through the state Adjutant General. Nomination packages must be submitted electronically by 1 February to ANG/SVX.

8.3.1. (Added-ANG) Nominations Must Address:

8.3.1.1. (Added-ANG) Leadership and Job Performance in Primary Duty. Describe significant leadership accomplishments and how well the member performed assigned primary and additional duties. Define the scope and level of responsibilities and the impact on the mission and unit. Include any new initiative or techniques developed by the member that positively impacted the unit and or mission.

8.3.1.2. (Added-ANG) Significant Self-Improvement. Show how the member developed or improved skills related to primary duties, e.g., formal training, career Development Course enrollment or completion, on-the-job training, certifications, and off-duty education related to primary duties. Cite any other relevant training or activity that significantly enhanced the member's value as a military citizen.

8.3.1.3. (Added-ANG) Base or Community Involvement. Define the scope and impact of the member's positive leadership and involvement in both the military and civilian community. Include leadership, membership, or participation in unit advisory councils, professional military organizations, associations, and events.

8.4. (Added-ANG) Selection Process. ANG/SVX appoints a five person Awards Selection Board to evaluate nominations based on AF 1206 content. Upon completion of scoring, The Board staffs its recommendations to NGB/CF for approval. Winners will be announced ANG wide through DMS message.

Chapter 9 (Added-ANG)

AIR NATIONAL GUARD YOUTH OF THE YEAR AWARD

9.1. (Added-ANG) Purpose and Eligibility. The ANG Youth of the Year Award Program recognizes teen family members who have made significant contributions to their communities. Nominees must be a family member of an ANG military member or Civilian employee aged 14-18 years old. The Boys and Girls Club of America sponsor this Air Force award. Each state or territory is authorized to nominate one youth to the ANG Competition. Each installation is encouraged to select their own nominee to compete at a state level board

9.1.1. (Added-ANG) Family Member Definition. An unmarried child under 18 years of age, another person related by blood or marriage who depends upon the military member for over half of his or her support and resides in the household of the member.

9.2. (Added-ANG) Award Year. Achievements relevant to each award as described in the award nomination package must occur during the award year of 1 January through 31 December.

9.3. (Added-ANG) Nomination Procedures. The Boys and Girls Club nomination packages must be completed with the applicable documentation attached. Each State must interview the nominee and verify the information included in the nomination package. Nomination packages must be submitted electronically by 1 March to ANG/SVX.

9.4. (Added-ANG) Selection Process. ANG/SVX appoints a five person Awards Selection Board to evaluate nominations based on nomination content. Upon completion of scoring, The Board staffs its recommendations to NGB/CF for approval. Winners will be announced ANG wide through DMS message.

9.5. (Added-ANG) Youth Recognition. ANG Youth of the Year will be recognized with the Air Force Youth of the Year award winners in a pentagon ceremony in June of each year.

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

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-28, *Awards and Decorations*

AFI 34-262, *Services Programs and Eligibility*

AFI 34-217, *AF Aero Club Program*

AFI 36-2833, *Safety Awards*

Abbreviations and Acronyms

AF—Air Force

AFI—Air Force Instruction

AFISC—Air Force Inspection and Safety Center

AFPD—Air Force Policy Directive

AFSVA—Air Force Services Agency

AH & MA—American Hotel & Motel Association

APF—appropriated fund

CC—Commander

CSAF—Chief of Staff of the Air Force

DRU—Direct Reporting Unit

FOA—Field Operating Agency

HQ—Headquarters

IH/M&RS—International Hotel/Motel & Restaurant Show

ILV—HQ USAF Services, DCS/Installations & Logistics

ILVQ—HQ USAF Services, DCS/Installations & Logistics - Strategic Plans & Evaluations

MAJCOM—Major Command

NAF—nonappropriated fund

NGB—National Guard Bureau

ORI—Operational Readiness Inspection

QAFA—Quality Air Force Assessment

SVO—Directorate of Operations

SVOHL—Lodging and Laundry Branch

SVP—Directorate of Programs

SVPAF—Fitness and Sports Branch

SVPAR—Recreation and Business Branch

SVPCO—Operations Support Branch

USAF—United States Air Force

Attachment 1 (ANG)**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION***Abbreviations and Acronyms*

AGR—Active Guard and Reserve

ANG—Air National Guard

ANG/SVX—Air National Guard Services Division

DMS—Defense Message System

NGB/CF—Director, Air National Guard

TAG—The Adjutant General

UTA—Unit Training Assembly

Attachment 2

LEMAY AND EUBANK EVALUATION CHECKLIST

Table A2.1. LeMay and Eubank Evaluation.

ACTIVITY CHECKLIST				Page 1 of 3
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
1. PROGRAMS				
a. To what extent does the activity assess customer desires? (How do they find out what their customers want? How effective are their methods in gathering useful information? To what extent have they improved this process over time to get better information for decision making?)	50			
b. How does the activity evaluate what customers want and translate their desires into program/service decisions? (How do they analyze and act on customer desires to introduce new, or change existing, programs/products/ services--on a whim, or based on their customer desires?)	50			
c. Does the activity provide a variety and quantity of programs that customers want? Are their programs within the scope of the activity's mission? (Have they addressed the needs of the entire market, or only a few segments? Are they working within their core competency?)	40			
d. How well are they executing their programs and services--good attention to detail, innovative customer services, efficiently managed? (What is the quality of their programs? How does the manager know if they are executing well--measurement?)	180			
e. To what extent does the activity measure results with respect to customer desires? (What are they measuring? Are they measuring things that don't contribute to customer satisfaction, or are they measuring things to see how well they're doing what the customers want? Do measurements promote positive behavior/results? Are they meeting goals?)	30			
<i>Program Rating</i>	350			
2. MANAGEMENT				
a. Is management customer focused--actively seeking to know the customers, understand their desires, and adjust services and programs to meet their needs?	20			
b. How well does management understand and apply current trends in the industry? (measurements, new technology, service methods, new products, etc.)	40			

ACTIVITY CHECKLIST				Page 1 of 3
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
c. Is the activity manager aware of his/her program's contribution to the overall direction and strategy of the Services Squadron? To what extent is the activity's strategic plan aligned with the squadron's strategic plan?	15			
d. How well does management encourage high performance objectives? (How does management organize workers (work teams, departments, etc.) and assign duties (capability, position, rank, spread the workload, etc.) to help create opportunities for initiative, empowerment, and teamwork? How does management promote high performance (e.g., pay, reward and recognition systems; benefits; communication; leave policy; etc.) Do workers know what they are empowered to do? How does management communicate this?	25			
e. How does management use education and training programs to build employee's and the activities' capabilities? (How well do training programs cover job tasks/skills including improving responsiveness to customers? How do training programs motivate employees and provide for progression and development of all employees? Do available metrics track training effectiveness and show impacts of training on operational results?)	40			
f. How does management create a work environment and a climate conducive to the well-being and development of all employees? (safety, flex hours, work conditions, career opportunities, 401K participation, etc.) How does management measure employee satisfaction? (Might measure absenteeism, turnover, grievances, etc.)	25			
g. How effectively does management communicate goals, objectives, vision, etc., to the workforce? (Do workers know and share management's goals, objectives, visions?) Do workers understand their role in the squadron mission?	15			
<i>Management Rating</i>	180			
3. PERSONNEL				
a. To what extent are employees motivated, knowledgeable, enthusiastic, and courteous?	55			

ACTIVITY CHECKLIST					Page 1 of 3
<i>Evaluation Elements</i>	Value	Rating	Score	Comments	
b. How do employees contribute to improving the program? Are they active in identifying ways to improve programs and services to meet customer desires? Do they seek out ways to better utilize resources? Are worker's new ideas welcomed? Solicited? Implemented?	35				
c. To what extent do workers understand their individual role in delivering successful programs? Do they work as a team towards a common objective?	25				
d. Do workers demonstrate the capability to do their job proficiently?	45				
<i>Personnel Rating</i>	160				
4. FACILITIES					
a. Are the facilities clean, attractive, comfortable, and well maintained? (Inside and out, appropriate signage, nice landscaping, etc.)	60				
b. How does the activity prevent system failures and keep facilities in good order so they can serve their purpose, meet demands, serve customers, etc.? (Is there a building maintenance plan or some other method to track routine maintenance needs? Short-and long-term planning?)	25				
c. What process is there to determine when improvements (renovations or additions) are necessary? (How do they know when to make facility changes? When to change the decor; the theme; replace the carpets, etc.?) Is there a 5-year plan which ties into the overall squadron strategic plan?	50				
d. Is the facility customer friendly? (handicap access, location, lighting, parking, etc.)	25				
<i>Facility Rating</i>	160				
5. EQUIPMENT					
a. Is the equipment modern and appropriate for the task? (What process do they use to ensure they have the right number and type of equipment? Do they have unnecessary equipment or equipment that's overkill for the job?)	50				
b. Is the equipment clean and in good, safe working order? How do they make sure it stays in good order?	50				

ACTIVITY CHECKLIST				Page 1 of 3
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
c. How do they know when to replace or purchase new equipment? How do they identify needs (customer requests, new capability, wait until it breaks, hottest thing on the market, etc.?) Is there a process in place to work funding for the equipment? Do they use the right fund source? Is there a 5-year plan? Does it tie into the overall squadron strategic plan?	50			
<i>Equipment Rating</i>	150			
TOTAL	1000			

Table A2.2. LeMay and Eubank Evaluation Checklist.

SUPPORT FUNCTION CHECKLIST				Page 1 of 3
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
1. PROGRAMS				
a. To what extent does the activity assess customer desires for services? (How do they find out what their customers want--what they can do better for the activities they serve? Are their methods effective for gathering useful information? To what extent have they improved this process over time to get better information for decision making?)	50			
b. How does the activity analyze and act on customer desires to introduce new, or change existing, programs/products/services? (How effective are the processes used to design and implement changes or new services?)	50			
c. Does the activity provide the variety and quantity of programs and services that customers want--or just what's required by regulation?	40			
d. How well are programs and services executed?--attention to detail, innovative customer services, efficiently managed, accurate, timely, cost effective? (What is the quality of programs? How does the manager know they are well executed?)	180			
e. To what extent does the activity measure results with respect to customer desires? (What are they doing to ensure their processes are efficient and producing desired results--benchmarking, process analysis, etc.? Are they measuring things that don't contribute to customer satisfaction, or are they measuring things to see how well they're doing what the customers want? Are they meeting goals--improving?)	30			
<i>Program Rating</i>	350			
2. MANAGEMENT				
a. Is management customer focused--actively seeking to know the customers, understand their desires, and adjust services and programs to meet their needs?	20			
b. How well does management understand and apply current trends in the industry? (measurements, technology, service methods, new products, etc.)	40			
c. Is the activity manager aware of his/her program's contribution to the overall direction and strategy of the Services Squadron? To what extent is the activity plan aligned with the squadron strategic plan?	15			

SUPPORT FUNCTION CHECKLIST				Page 1 of 3
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
d. How does management encourage all employees to contribute effectively to achieving high performance objectives? (How does management organize workers (work teams, departments, etc.) and assign duties (by capability, by position, spread the workload, etc.) to help create opportunities for initiative, empowerment, and teamwork? How does management promote high performance (e.g., pay, reward and recognition systems; benefits; communication; leave policy, etc.)?)	25			
e. How does management use education and training programs to build employee's and activities' capabilities? (How well do training programs cover job tasks/skills to include improving responsiveness to customers? How do training programs motivate employees and provide for progression and development of all employees? Do available metrics track training effectiveness and show impacts of training on operational results?)	40			
f. How does management create a work environment and a climate conducive to the well-being and development of all employees? (safety, flex hours, work conditions, 401K participation, etc.) How does management measure employee satisfaction (Might measure absenteeism, turnover, grievances, etc.)	25			
g. How effectively does management communicate goals, objectives, vision, etc., to the workforce? (Do workers know and share management's goals, objectives, & vision?)	15			
<i>Management Rating</i>	180			
3. PERSONNEL				
a. To what extent are employees motivated, knowledgeable, enthusiastic, and courteous?	55			
b. How do employees contribute to improving the program? Are they active in identifying ways to improve programs and services to meet customer desires? Do they seek out ways to better utilize or conserve resources?	35			
c. To what extent do workers understand their individual role in delivering successful programs? Do they work as a team towards a common objective?	25			
d. Do workers demonstrate the capability to do their job proficiently?	45			
<i>Personnel Rating</i>	160			

SUPPORT FUNCTION CHECKLIST				Page 1 of 3
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
4. FACILITIES				
a. Are the facilities clean, attractive, comfortable, and well maintained? (Inside and out, appropriate signage, nice landscaping, etc.)	60			
b. How does the activity prevent system failures and keep facilities in good order so they can serve their purpose, meet demands, and serve customers, etc.? (Is there a building maintenance plan or some other method to track routine maintenance needs? Short-and long-term planning?)	25			
c. What process is there to determine when improvements (renovations or additions) are necessary? (How do they know when to make facility changes/improvements?)	50			
d. Is the facility customer friendly? (For internal and external customers, handicap access, location, lighting, parking, etc.)	25			
<i>Facility Rating</i>	160			
5. EQUIPMENT				
a. Is the equipment modern and appropriate for the task? (What process do they use to ensure they have the right number and type of equipment? Do they have unnecessary equipment or equipment that's overkill for the job?)	50			
b. Is the equipment clean and in good, safe working order? How do they make sure it stays in good order?	50			
c. How do they know when to replace or purchase new equipment? How do they identify needs (customer requests, new capability, wait till it breaks, hottest thing on the market, etc.?) Is there a process in place to work funding for the equipment? Do they use the right fund source?	50			
<i>Equipment Rating</i>	150			
TOTAL				
	1000			

Table A2.3. LeMay and Eubank Evaluation Checklist.

COMMAND SUPPORT AND LEADERSHIP CHECKLIST				Page 1 of 2
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
1. COMMAND SUPPORT				
a. How are the installation, group, and squadron commanders involved in setting directions and working to build and improve the organization's performance and capabilities?	125			
b. How do commanders set clear values and high expectations for the organization? How are they communicated to each level of the squadron?	100			
c. How do commanders review overall squadron performance, capabilities, and organization? How do they use these reviews to set expectations and help develop leadership?	125			
d. How effective is the NAFs Council? How does it contribute to improving the organization? Does the membership the NAF Council depict its level of importance?	50			
e. Are commanders providing adequate resources to the organization to ensure it meets its goals and customer expectations?	100			
<i>Command Support</i>	500			
2. LEADERSHIP				
a. How customer focused are the squadron commander/director and flight chiefs--actively seeking to know the customers, understand their desires, and adjust services and programs to meet their needs? Are there examples of services and products that have been adjusted or adopted to meet customer needs? How do they do they determine future customer expectations?	75			
b. How effective has the commander been in setting the values, expectations, and overall direction of the Services Squadron? Are these values and expectations reflected in the leadership system? How effectively does leadership communicate goals, objectives, vision, etc., to the workforce? (Do workers know and share management's goals, objectives, and visions?) Is there a plan? What is their strategic planning process?	75			

COMMAND SUPPORT AND LEADERSHIP CHECKLIST				Page 1 of 2
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
c. How does leadership work to achieve organization-wide customer focus and commitment to high performance? How well do they function as a team--common understanding of priorities, actively support each other and work projects as a team?	50			
d. How does leadership create a work environment and a climate conducive to the well-being and development of all employees? (safety, flex hours, work conditions, career opportunities, 401K participation, etc.)	50			
e. To what extent does leadership manage information to determine how well the organization is meeting plans, financial goals, customer expectations, and other critical success factors? (Are they encouraging managers to make sure their processes are performing at peak efficiency and producing desired results--benchmarking, process analysis, use of alternative technology, etc.? Do the measurements promote positive behavior/results? Are they meeting goals--improving? How do they measure and track results? Do squadron personnel know when results have been achieved?	75			
f. How effective is the organization's recognition program? Are all (APF, NAF, and military) recognition programs viable? Do workers think recognition program is viable?	50			
g. How effective is the organization's overall training/orientation program? Are workers trained in key areas that help them to improve work abilities and processes and achieve results.	50			
h. To what extent has leadership utilized the results of previous evaluations to improve the squadron? Are areas for improvement identified in goals, plans and measurements? Are items corrected—action plan in place?	25			
i. How does the leadership ensure sustained performance vice "sporadic" performance?	25			
j. How well does the leadership manage its combat support mission? Is squadron combat ready? What process does the leadership use to maintain a focus on readiness? How is it communicated to the entire squadron?	25			

COMMAND SUPPORT AND LEADERSHIP CHECKLIST				Page 1 of 2
<i>Evaluation Elements</i>	Value	Rating	Score	Comments
<i>Leadership Rating</i>	500			
TOTAL	1000			

Table A2.4. SCORING GUIDE.

SCORE	NORMATIVE BEHAVIOR
0%	No system in place; anecdotal information No results or poor results
10% to 30%	Early stages of developing and implementing good systems. Early stages of transition from reacting, to proactive problem solving Major gaps existing in execution Results show only early stages of developing trends Little substantiation
40% to 60%	Sound systematic approach is in place and responsive to the purpose of the item evaluated Fact-based improvement process in place--less emphasis on reacting In early stages of execution or no major gaps in execution Improvement trends and/or good performance levels reported in key areas--no adverse trends or poor performance Some trends and/or current performance levels--shows areas of strength and/or good to very good performance levels when compared to benchmarks
70% to 90%	Sound systematic approach responsive to the overall purpose of the item being evaluated Fact-based improvement process is a key management tool; clear evidence of refinement and improved integration as a result of improvement cycles and analysis Approach is well-deployed (almost fully implemented) with no major gaps Current performance is good to excellent in most areas of importance--sustained trends Many improvement trends when evaluated against relevant comparisons/benchmarks
100%	Fully responsive to all requirements of the item Very strong fact-based improvement process (backed by excellent analysis) Fully executed system without any significant gaps or weaknesses Excellent performance in most areas of importance Excellent improvement trends Strong evidence of industry and benchmark leadership demonstrated

Attachment 3

SAMPLE CITATION, GENERALS CARNS AND LEZY AWARDS

CITATION TO ACCOMPANY

THE GENERAL MICHAEL P. C. CARNS SERVICES AWARD

1 January 1997 - 31 December 1997

TO

LIEUTENANT COLONEL THOMAS J. SMITH

Lieutenant Colonel Smith distinguished himself as an outstanding Services Officer while assigned to Headquarters United States Air Force, Directorate of Services, Washington, District of Columbia, from 1 January 1995 to 31 December 1995. During this period, Colonel Smith displayed outstanding leadership, ingenuity, creativity, and professional skill in the staffing and development of the "Quality Customer Care" customer service training network adapted for use Air Force-wide as the standard for providing quality customer care training to all Services personnel. In one year's time, his development of the training curriculum and creation of regularly scheduled training classes enabled the entire Air Force Services work force to be trained in quality customer service. The distinctive accomplishments of Colonel Smith as an outstanding Services Officer reflect credit upon himself and the United States Air Force.

LIEUTENANT COLONEL THOMAS J. SMITH

AFSC and Title, or Job Title and Series

Lt Col Tom Smith is a Services Officer assigned to Headquarters United States Air Force, Directorate of Services, Washington DC.

Col Smith was born in Rome, New York, and graduated from Central High School in 1974. He received a Bachelor of Science degree from Purdue University in 1978.

He was commissioned through Officer Training School at Lackland Air Force Base, Texas, in March 1979. His initial assignment was as Operations Officer, and later Chief of Services, Dover AFB, Delaware.

Col Smith completed Squadron Officer School in residence as an honor graduate in November 1981. He completed Air Command and Staff College in 1989 as a distinguished graduate and also completed Air War College in residence in 1994. His decorations include the Air Force Meritorious Service Medal, the commendation Medal with one oak leaf cluster, and the Air Force Achievement Medal.

Upon graduation from Air War College, Col Smith was assigned as Chief, Plans, and Issues Division, Headquarters United States Air Force, Directorate of Services, Washington DC.

Col Smith is married to the former Lyn Chusman of Lubbock, Texas. They have two daughters, Joanne and Teri.

Attachment 4**IC 99-1 TO AFI 36-2852, AIR FORCE SERVICES AWARDS PROGRAM****1 MAY 1999*****SUMMARY OF REVISION***

This IC 99-1 provides guidance for the Air Force Services Awards Program. **Table 1.2.**, Squadron Awards (column 4), is revised to require MAJCOM submission of an AF Form 1206, Nomination for Award, in addition to a nomination letter for LeMay and Eubank Award nominations. **Table 1.3.**, Individual Awards numbers 2 and 4, are revised to expand the nomination eligibility criteria for Senior Civilian and Civilian Manager Awards. Paragraph **2.1.** inserts reference to **Table 1.2.** Paragraph **2.2.** is changed to "Nomination Procedures" to include procedures for nominations for General Curtis E. LeMay and Major General Eugene L. Eubank Awards. "Review Process" paragraph is renumbered to paragraph **2.3.** Paragraph **2.4.** "Selection Procedures" is added and "Awards" paragraph is renumbered to paragraph 2.5. Paragraph **3.1.** is changed to add a note for clarification on nomination eligibility. Paragraph **3.3.** is changed to include selection procedures. Paragraph **3.6.2.4.** is changed to read 3.6.5 to correct paragraph numbering. Paragraph **4.2.5.** is changed to read "**4.4.** Awards Presentation." Paragraph **4.3.** is changed to read "**4.3.** Selection Procedures," and includes those procedures. All subsequent remaining paragraphs in **Chapter 4** are renumbered accordingly.

Table 1.2. Squadron Awards. MAJCOM sends nomination letter, an AF Form 1206, Nomination for Award, (not to exceed two pages) and a list of key-personnel to.

Table 1.3. Individual Awards. Senior Civilian Manager (GS-12-15 & NF-V). Civilian Manager (GS-9-11 & NF-IV).

2.1. General Curtis E. LeMay and Major General Eugene L. Eubank Services Awards. The General Curtis E. LeMay (large base, over 5,000 assigned military and civilian work force) and the Major General Eugene L. Eubank Services Awards (small base, 5,000 or fewer assigned military and civilian work force) were established by the Order of the Daedalians in 1965 and 1990 respectively to recognize the best AF Services Program. The Daedalians present a traveling trophy and engraved plaque annually to each winner. Population is computed by adding military (includes Reserves), civilian, local nationals, students/cadets, and contractor employees numbers. Each MAJCOM may nominate one base in each category as indicated in **Table 1.2.**

2.2. Nomination Procedures. MAJCOM submits a letter of nomination along with an AF Form 1206, Nomination for Award, not to exceed 2 pages. Double space between bullets in the award narrative. Also submit a list of key-personnel to include DSN phone numbers, email addresses, and squadron/division fax

number. All documents (letter typed in WORD, AF Form 1206 typed in FormFlow) may be emailed to Error! Bookmark not defined..

2.3. Review Process. MAJCOM nominees are evaluated based on a 2-part process, i.e., 1) an on-site visit by an evaluation team, and 2) the results of the Air Force Services Customer Feedback Survey (the survey is administered to all AF installations annually by HQ AFSVA/ SVPCM). The team uses the checklist at **Attachment 1** as a guide to evaluate nominees.

2.3.1. An evaluation team appointed by HQ USAF/ILV visits each base. Separate teams are appointed for LeMay and Eubank Award evaluations.

2.3.1.1. A conservative no-host social is permitted on the team's arrival. Team members are on official travel orders and are drawing per diem and will pay their own way. Amenities/mementos and non-evaluation scheduled events are inappropriate, costly to the base in dollars and man-hours, and are prohibited. These items detract from the time the team has to evaluate the base and do not add to the evaluation process.

2.3.1.2. Evaluation team chiefs provide an after-action report to HQ USAF/ILV not later than 30 days following the evaluations.

2.3.1.3. The after-action report includes program highlights (for example, trends and good ideas for information sharing).

2.3.1.4. AFSVA/CC and HQ USAF/ILV distribute good ideas for information sharing at the annual AF Services Commanders' Workshop.

2.3.2. The Services Commander or Division Chief presents a simple, low-cost team orientation briefing to the evaluation team using slides at the outset of the evaluation. The briefing covers the following areas:

2.3.2.1. Mission of the base and the squadron's/division's role in accomplishing the mission.

2.3.2.2. The Services Squadron/Division mission and what the squadron had done to meet its mission.

2.3.2.3. The squadron's/division's strategic plan in accordance with AFI 34-262, *Services Programs and Eligibility*.

2.3.2.4. Market data, customer satisfaction information, program use, appropriated fund (APF) and non-appropriated fund (NAF) support, etc., information normally briefed to the installation commander.

2.3.3. The Services Commander or Division Chief will provide a tentative evaluation schedule (for the team to visit each activity) to HQ AFSVA/SVPCO prior to the team's visit. The schedule will be finalized after completion of the in-briefing.

2.3.4. Following all nominee evaluations, the team chief tallies score sheets and forwards them to HQ USAF/ILV. The Chief of Staff of the Air Force approves the winners and notifies the winning MAJCOM Commanders. Results are released AF-wide via AIG message.

2.4. Awards. A representative of the Order of the Daedalians presents the traveling trophy and plaque to each winning base at the annual AF Services Awards Banquet.

2.4.1. The traveling trophy is for public display at the winning base until 1 Jul, after which the base returns the trophy to HQ AFSVA/SVP. (If a base closes before 1 Jul, the Services Commander/Division Chief returns the trophy to HQ AFSVA/SVP.) Following notification of shipping procedures, each winner receives an engraved replica trophy for permanent display at the base.

3.1. Purpose and Eligibility. The AF Services Individual Awards Program recognizes people who make outstanding contributions to the AF Services Program. Nominees must be military or civilian employees working in base-level or MAJCOM Services organizations, AF Services Agency, or HQ USAF/ILV. **Table 1.1.** and **Table 1.3.** indicate the 12 individual Services award categories. MAJCOMs may nominate one individual in the MAJCOM category and one individual in each base category. NOTE: It is possible for an individual who meets the grade requirement to be eligible to compete in a "Supervisor" category without possessing the "supervisor" job title or without supervising employees.

3.3. Selection Procedures. HQ USAF/ILV will appoint a five-person Awards Selection Board which evaluates nominations based on the AF Form 1206 content. Upon completion of scoring, the Board makes its recommendation to HQ USAF/ILV for approval.

3.6.5. The award winner will receive an engraved crystal pillar and is authorized to wear the AF Recognition Ribbon (military) or Lapel Pin (civilian). The Award is presented at the annual AF Services Awards Banquet.

4.3. Selection Procedures. HQ USAF/ILV will appoint a five-person Awards Selection Board which evaluates nominations based on the AF Form 1206 content. Upon completion of scoring, the Board makes its recommendation to HQ USAF/ILV for approval.

4.4. Awards Presentation. Each winner receives an engraved plaque. Plaques are presented to the winners at the annual AF Services Awards Banquet.

4.5. John L. Hennessy Trophy Awards. This program recognizes excellence in AF food service. The award is named for John L. Hennessy, a hotel- and food-service-industry leader and advisor to presidents on military food-service issues.

4.5.1. Any AF installation (except medical facilities) providing food service from APFs and nominated by the MAJCOM is eligible to compete in one of the following base categories:

4.5.1.1. Single Category: a base that has one main dining facility.

4.5.1.2. Multiple Category: a base that has two or more main dining facilities. The facilities must be open for at least three meals per day, five days per week.

4.5.2. MAJCOMs may nominate one base in each category if they have five or more bases.

4.5.3. HQ AFSVA:

4.5.3.1. Recommends composition of single- and multiple-category evaluation teams. Teams consist of HQ USAF/ILV and HQ AFSVA personnel, assisted by advisors from the National Restaurant Association (NRA), Society for Food Service Management (SFA), and/or International Food Services Executive Association.

4.5.3.2. Develops schedule for the single- and multiple-category evaluation teams and provides a standard itinerary for competing bases.

4.5.3.3. Is the OPR for the evaluation process using AF Form 1038, Food Service Evaluation Record.

4.5.3.4. Provides HQ USAF/ILV with the team's recommendation for winning bases. The CSAF approves award winners.

4.5.3.5. Budgets for the Hennessy Program.

4.5.3.6. The Air Force presents the Hennessy Trophy at the annual National Restaurant Association Banquet.

4.6. AF Innkeeper Award. This award program recognizes excellence in AF lodging service for transient personnel.

4.6.1. Installations compete in each of the following categories:

4.6.1.1. Large installation - at least 285 transient bed spaces.

4.6.1.2. Small installation - fewer than 285 transient bed spaces.

4.6.2. MAJCOMs may nominate one base in each category.

4.6.3. HQ AFSVA/Lodging and Laundry Branch (SVOSL):

4.6.3.1. Recommends composition of large and small installation evaluation teams. Teams can consist of HQ USAF/ILV, HQ AFSVA, and MAJCOM personnel, assisted by advisors from the American Hotel & Motel Association (AH&MA) industry advisors, and any past winning Innkeeper lodging manager not competing.

4.6.3.2. Develops schedule for the large and small installation evaluation teams and provides a standard itinerary for the competing bases.

4.6.3.3. Is the OPR for the evaluation process using the Innkeeper checklist.

4.6.3.4. Provides HQ USAF/ILV with the team's recommendation for the winning bases. The CSAF approves the award winners.

4.6.3.5. Budgets and purchases all plaques and trophies for winning bases.

4.6.4. Awards:

4.6.4.1. Awards are presented for winners in each category (large and small installations).

4.6.4.1.1. A traveling trophy is presented to the winner in each category. A permanent trophy is also awarded by the AH&MA.

4.6.4.2. Large and small installation evaluation teams select four traveler award winners, two for each category. Traveler award winners are selected based on demonstrated professionalism, personal appearance, and customer service observed by the evaluation teams.

4.6.4.2.1. The traveler award winners in each category receive a plaque from the AH&MA.

4.6.4.3. Awards for winning bases and traveler award winners from both categories are presented at the annual International Hotel/Motel & Restaurant Show (IH/M&RS).

4.7. AF Aero Club Safety Certificate. This award gives special recognition to aero clubs that have had no mishaps for 5- and 10-consecutive years.

4.7.1. HQ AFSC/SE:

4.7.1.1. Reviews and verifies all submissions.

4.7.1.2. Notifies HQ AFSVA/SVP of all winning aero clubs and provides certificates for each club.

4.7.2. HQ AFSVA notifies the MAJCOM Services of winners and forwards citations for presentation to the winners.

4.7.3. HQ AFSVA/Recreation and Business Branch (SVPAR) sends all eligible nominations to HQ AFSC/SE by 15 Dec and presents approved certificates.

Attachment 5 (Added-ANG)

**AIR NATIONAL GUARD OUTSTANDING SERVICES FLIGHT AWARD NOMINATION
PACKAGE CONTENT**

A5.1. (Added-ANG) Administrative

- Tab A Nomination Letter endorsed by TAG
- Tab B Nomination Summary (Why the Services Flight is the best in the ANG)
- Tab C Key Personnel List:
 - Installation Commander
 - Mission Support Group Commander
 - Services Flight Commander
 - Services Superintendent
 - Services Technician

A5.2. (Added-ANG) Activities

- Tab D Readiness
- Tab E Training
- Tab F Fitness
- Tab G Food Service
- Tab H Mortuary
- Tab I Honor Guard
- Tab J Lodging
- Tab K Other Activities

A5.3. (Added-ANG) Support Functions

- Tab L Base Support and Leadership

NOTE: Limit each tab to one AF 1206, front and back, and single-spaced.