



## UNITED STATES MARINE CORPS

HEADQUARTERS MARINE CORPS AIR STATION MPMAR  
PO BOX 452000  
SAN DIEGO CA 92145-2000

StaO 12451. 1  
HRO

**30 AUG 2000**

### STATION ORDER 12451.1

From: Commanding General  
To: Distribution List  
Subj: INCENTIVE AWARDS PROGRAM  
Ref: (a) 5 CFR 451 (NOTAL)  
(b) 5 U.S.C., Chapter 45  
(c) 5 CFR 430 (NOTAL)  
(d) MCO 12451.2C  
(e) MCO 1650.17F

Encl: (1) Incentive Awards Definition  
(2) Processing Incentive Awards for Employees  
(3) Scale of Award Amounts Based on Tangible and Intangible Benefits  
(4) Time Off Award Recommendation Form  
(5) Awards Review Panel Procedures

1. Purpose. To establish the Incentive Awards Program to recognize the positive performance and contributions of the Marine Corps Air Station (MCAS) civilian employees.

2. Background. The Incentive Awards Program establishes guidelines on incentive awards for civilian employees who are paid from appropriated funds. In accordance with references (a) through (d), the program establishes a variety of awards to recognize specific types of accomplishments achieved by the organization's personnel.

3. Policy. Awards will be given on the basis of merit under systematic and equitable procedures. There will be no discrimination in the recommendation/approval phase of the award process, for any nonmerit reason, such as race, religion, sex, color, age, national origin, marital status, politics, labor organization affiliation or nonaffiliation, or qualifying physical handicap.

4. Goals. The goals of the Incentive Awards Program are as follows:

a. To encourage all employees to share actively in improving operations and services.

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b. To motivate employees to increase productivity.

c. To recognize and reward appropriately on the basis of worthiness, individuals and groups for personal efforts that substantially exceed normal standards or expectations and result in improved productivity and/or services to all levels of the mission.

5. Authority to Pay Cash Awards

a. Per reference (e) the Commandant of the Marine Corps (CMC) has delegated the Commanding General the authority to approve payment of awards up to and including \$5000. Recommendations involving cash awards in excess of \$5000 will be forwarded to CMC (MPC) for consideration.

b. Authority to approve payment of Special Act awards up to and including \$5000 is further delegated by this Order to the Chief of Staff.

c. Authority to approve payment of On-the-Spot awards up to and including \$750 is further delegated by this Order to each department head.

6. Action

a. Human Resources Manager. The Human Resources Manager will advise the CG of all aspects of the Incentive Awards Program and is responsible for administering, evaluating, and revising the Incentive Awards Program in accordance with applicable directives. Specifically, the Manager will:

(1) Ensure that an active awards program in accordance with the references and the enclosures are in place and working effectively.

(2) Ensure that adequate funds are available to assure prompt action on awards and that awards are paid within budgetary limits set by law and regulation.

(3) Determine review and/or approval levels for awards.

(4) Ensure that department heads are recognizing and rewarding eligible employees' accomplishments and contributions throughout the year.

(5) Administer, direct and coordinate the Incentive Awards Program operations to include implementing changes in regulatory and statutory requirements as they occur.

(6) Provide advice and assistance to operating officials, supervisors, and employees in the utilization of the program.

(7) Evaluate the Program's effectiveness, recommend and implement changes to make the Program more efficient, effective, and responsive to activity needs. As part of the evaluation, the views of employee organizations and management will be solicited.

(8) Ensuring that managers and supervisors are recognizing and rewarding eligible employees' accomplishments and contributions throughout the year through the awards program.

b. Chief of Staff (C/S). The C/S is the principal staff officer for the Command's Incentive Awards Program. The C/S will oversee the following:

(1) Will chair the Awards Review Panel, which reviews nominations for Special Act Awards in excess of \$750 and for Quality Step Increases, as outlined in enclosure (5). The C/S acts as the approving authority for these actions.

(2) Will administer the awards program (Special Act Awards, On-the-Spot Awards, Performance Awards, and Quality Step Increases) for the Command's GS-15 employees.

(3) Acts as the approving authority for all time-off awards in excess of one work day per employee per fiscal year.

c. Assistant Chief of Staff (AC/S), G-8. The AC/S, G-8 will establish departmental cash award ceilings for the fiscal year. Each ceiling will be set at a level that is no less than 1.5 percent of the aggregate salaries of the department's on board strength as of 1 October. The AC/S, G-8 will provide the appropriate ceiling to each department head and the Human Resources Manager no later than 31 October.

d. Department Heads and Supervisors. Department Heads and Supervisors play a key role in the success of the Incentive Awards Program. Specifically, they will:

(1) Comply with the policies and procedures outlined in this Order; and

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(2) Motivate, recognize and reward eligible employees' accomplishments and contributions throughout the year through the awards program.

(3) Stay within the department's cash award fiscal year ceiling when nominating employees for Special Act Awards, On-the-Spot Awards and Performance Awards.

e. Awards Review Panel. This panel will convene on an ad-hoc basis to review nominations for Special Act Awards in excess of \$750 and for Quality Step Increases. Procedures are detailed in enclosure (5).



P. A. CAUGHLAN  
Chief of Staff

DISTRIBUTION: A

## INCENTIVE AWARDS DEFINITIONS

An award is cash or time-off granted for an achievement or contribution, or it may be non-cash recognition in the form of letters of commendation or appreciation, appropriate certificates or citations. The following types of awards are available to recognize civilian employee contributions to the Marine Corps and the Department of the Navy (DON):

1. HONORARY AWARDS FOR ACHIEVEMENT. Honorary awards for achievement are intended to recognize employees for exceptional performance of duties.

a. Distinguished Civilian Service Award (DCSA), Superior Civilian Service Award (SCSA), or Meritorious Civilian Service Award (MCSA). Eligibility for these awards includes nonappropriated fund employees. Further guidance is available in reference (d) and enclosure (2) of this Order.

a. Letter/Certificate of Appreciation. May be given by any customer, supervisor, employee or military member who wishes to thank and recognize an employee. These letters/certificates should be sent to the employee through the first line supervisor. This type of recognition can be given directly and does not require processing through the HRO. This award is not maintained in the OPF.

c. Commanding General's Letter/Certificate of Commendation. Given to civilian personnel whose contributions are above and beyond job requirements. Can be given at any time during the year. Recommended by the first line supervisor. Approved by the Chief of Staff. A copy is maintained in the employee's OPF.

d. Employee of the Month/Quarter. This award is optional. Each organization may establish this award to recognize exceptional employees who have made notable contributions to the mission and the organization.

2. HONORARY AWARDS FOR SERVICE

a. Federal Length of Service Awards. Federal Length of Service awards will be given upon the completion of 10, 20, 30, 40, and 50 years of federal service. Procedures are outlined in enclosure (2) of this Order.

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b. Marine Corps Length of Service Awards. These awards recognize faithful service by Marine Corps civilian employees when they have completed 10, 20, 30, 40, or 50 years of service.

c. Sick Leave Awards. Sick Leave certificates may be awarded to employees who accumulate 500, 1000, 1500, 2000, 2500, and 3000 hours of sick leave.

d. Retirement Awards. Retirement awards will be presented to civilian employees who are retiring from Civil Service.

### 3. MONETARY AND OTHER AWARDS

a. Special Act Award. This award may be used to recognize a group or individual effort that goes beyond expected job performance. Special Act Awards are used to recognize exceptional accomplishments, such as outstanding achievement, and may be given at any time throughout the year. The appropriate award amount is based on the tangible and intangible benefits scales, as outlined in enclosure (3).

b. On-The-Spot Award. This is a "Special Act or Service" award designed to quickly recognize and provide immediate reinforcement of one-time achievements by employees. These achievements have resulted in service of an exceptionally high quality or quantity. This award is particularly appropriate for rewarding efforts that might go unrecognized. On-the-Spot awards range from \$25 to \$750, commensurate with the nature of the service or act being recognized.

c. Time-Off Awards. An award that is given as time off without charge to accrued leave in recognition of superior accomplishment or achievement and may be given at any time throughout the year.

d. Quality Step Increase (QSI). A QSI is a faster than normal within-grade increase to reward employees at all General Schedule (GS) grade levels who display high quality performance. Careful consideration should be given before granting a QSI. An employee is eligible for only one quality step increase within any 52-week period. To be eligible for a QSI, General Schedule employees must meet the following criteria required by 5 CFR 531.504(b)(2):

- (1) Received a rating of record of "Acceptable;"

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(2) Demonstrated sustained performance of high quality significantly above that expected at the "Acceptable" level (i.e., exceeded the "Acceptable" criteria depicting unusually good or excellent quality or high quantity of work provided ahead of schedule and with less than normal supervision); and

(3) Made a significant contribution to the organization's mission; and

(4) There must be an expectation that the high quality of performance will continue in the future. (DoD 1400.25-M, Subchapter 451, J.2.)

e. Performance Awards. May be granted to employees for demonstrated sustained performance for individual, team, or organizational achievements of high quality, significantly above that expected at the "Acceptable" level. This type of recognition is appropriate when an employee performs substantially beyond expectations on a regular or continuing basis.

4. Nepotism. A relative of an employee is prohibited from recommending, nominating or approving an award for any relative. A relative includes a spouse, child, parent, grandparent, grandchild, aunt, uncle, niece, nephew, cousin, or sibling.

5. Tangible Benefits. Tangible benefits are those measured and expressed in terms of dollar value, generally based on labor and materials savings.

6. Intangible Benefits. Intangible benefits are those, which cannot be expressed, in a specific monetary value.

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## PROCESSING INCENTIVE AWARDS FOR EMPLOYEES

1. HONORARY AWARDS FOR ACHIEVEMENT

a. Navy Distinguished Civilian Service Award (DCSA). This is the highest honorary award that the Secretary of the Navy can confer on a DON civilian employee. The DCSA is granted only to those employees who have given distinguished and/or extraordinary service to the DON. The DCSA is reserved only for contributions that are so exceptional and/or significant that recognition from the Secretary of the Navy is appropriate. Nominations submitted by the department head in accordance with reference (d) will be sent to the Human Resources Office (HRO). The HRO will prepare a forwarding endorsement for the Commanding General's (CG) signature. The CG's authority may not be delegated.

b. Superior Civilian Service Award (SCSA). This is the highest level award, which the Commandant of the Marine Corps (CMC) may bestow on a civilian employee. This award recognizes employee contributions that are exceptionally high in value but which reflect a Marine Corps wide or command wide contribution rather than a Navy wide contribution. Nominations submitted by the department head in accordance with reference (d) will be sent to the HRO. The HRO will prepare a forwarding endorsement for the CG's signature. The CG's authority may not be delegated.

c. Meritorious Civilian Service Award (MCSA). The MCSA is approved by the CG MCAS Miramar for meritorious service or contributions resulting in high value or benefit to the Corps. It is appropriate for a contribution that benefits a single command or staff agency. The recommendation package should be processed through the organization's chain of command and forwarded to the HRO. Upon receipt the HRO will prepare the package for the CG approval/disapproval and signature. The package must include: 1) Nomination for the MCSA with First Endorsement; 2) Proposed Citation; and 3) Citation for a Certificate. After the CG approves the award, the HRO will return the completed recommendation package, the certificate and the MCSA medal set to the organization for presentation.

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2. HONORARY AWARDS FOR SERVICE

a. Federal Length of Service (LOS) Awards. These awards recognize significant milestones in employee's careers and emphasize service to the government. Credit is given for total Federal Service, including civilian and all honorable active duty military service.

(1) LOS awards at the 10 and 20 year levels are created, signed and presented at the organizational level. A quarterly LOS report will be provided to each organization by the HRO for award preparation.

(2) LOS awards at the 30 year level will be prepared for the CG's signature and presented at the organizational level. A quarterly LOS report will be provided to each organization by the HRO for award preparation.

(3) LOS awards at the 40 and 50 year levels will be requested from the Secretary of the Navy by HRO and delivered to the organizational level for presentation at that level. This award consists of a certificate signed by the Secretary of the Navy and a personal letter from the CMC.

b. Marine Corps LOS Awards. All civilian service with the Marine Corps is creditable toward these awards. Granting Marine Corps LOS awards is optional. They are given in addition to any Federal LOS awards to which Marine Corps employees are entitled. Reference (d) applies.

c. Sick Leave Awards. Sick Leave certificates will be awarded to employees who accumulate 500, 1000, 1500, 2000, 2500, and 3000 hours of sick leave. These certificates will be presented at the organizational level. Using the Leave Usage Report provided by Payroll, management will notify the HRO when an employee becomes eligible for the appropriate Sick Leave Award. HRO will prepare the certificate for presentation at the organizational level.

d. Retirement Awards. Retirement awards include a Federal retirement pin, letter, and certificate signed by the CG. The letter and certificate are prepared by the HRO and forwarded for the CG's signature. After signature, the HRO will forward the letter and certificate to the employee's organization for

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presentation. HRO requires a minimum of 30 days notice to prepare the certificate. Employees retiring with a minimum of 30 years of service and all GS-13's and above are entitled to a letter from the CMC. This type of an award requires a minimum of 90 days notice. Reference (d) applies.

3. MONETARY AND OTHER AWARDS

a. Special Act Awards

(1) These awards may be used to recognize a group or individual effort that goes beyond expected job performance. Special Act Awards are used to recognize exceptional accomplishments, such as an outstanding achievement, and may be given at any time throughout the year. The appropriate award amount is based on the tangible and intangible benefits scales provided in enclosure (3) of this Order. Nominations must be submitted and processed within 60 calendar days of the act or accomplishment. The following criteria may be used as examples in determining qualifications for a Special Act Award.

(a) Performance which has involved overcoming unusual difficulties.

(b) Creative efforts that make important contributions to science or research.

(c) Performance of assigned duties with special effort or special innovation that results in significant increases in productivity, economy or other highly desirable benefits.

(d) Exemplary or courageous handling of an emergency situation related to official employment.

(e) An act of heroism.

(f) The elimination of fraud, waste or abuse.

(2) The nomination narrative should describe:

(a) A complete narrative justifying the special act. This includes a concise and factual account of the nominee's accomplishment. For example, how it exceeded the employees job requirements.

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(b) The impact of the special act on the nominee's organization. For example, has the activity benefited?

(c) The tangible and/or intangible benefits to the nominee's organization.

(d) A recommended award amount based on the Tangible and Intangible Awards scale found in enclosure (3) of this Order;

(e) Endorsement by the department head; and

(f) An electronic PPI submission.

(3) Special Act Award nomination packages are forwarded to the HRO for:

(a) Verification of exceeded performance;

(b) Justification of the award amount;

(c) Forwarding the nomination package to the Chief of Staff and the awards review panel for approval/disapproval;

(d) Verifying that there is sufficient funding in the department's award account to cover the award;

(e) Processing the award for payment;

(f) Preparing a certificate to accompany the SF-50 for preparation by the organization.

b. Time-Off Awards. Time off from duty can be granted, without loss of pay or charge to leave, in recognition of superior accomplishment or other personal effort that contributes to the quality, efficiency, or economy of government operations.

(1) Authority to Approve. Supervisors may grant time-off awards not to exceed one workday without further review and approval. This is limited to one award per year for each employee supervised. Awards recommended after the initial 8 hour award must be forwarded to the Chief of Staff for approval. Time-off award recommendations in excess of 1 work day must be reviewed and approved by the Chief of Staff.

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(2) Limitations on Time-Off Awards:

(a) The total amount of time-off which may be granted to an employee during one leave year is 80 hours. For part-time employees or those with an uncommon tour of duty, the total time which may be granted during any calendar year is the average number of hours of work in the employee's biweekly scheduled tour of duty.

(b) The maximum amount of time-off which may be granted for any single contribution is 40 hours. For part-time employees or those with an uncommon tour of duty, the maximum award for any single contribution is one-half the maximum amount of time that could be granted during the year.

(c) The use of a time-off award is subject to scheduling and supervisory approval in accordance with StaO 12630.1. Time off granted as an award must be scheduled and used within one year after the effective date of the award.

(d) A time-off award does not convert to cash under any circumstances.

(e) A time-off award cannot be transferred when an employee transfers to another DoD component or outside DoD. To avoid the loss of the award, the employee should be allowed to use the incentive prior to the transfer. The time-off award may be transferred within the Department of the Navy.

(3) Documentation, approval and record keeping:

(a) All time-off awards must be supported by appropriate written justification which shall include a description of the reason for granting the award. To document nominations and approvals, use the Time-Off Award form provided in enclosure (4) of this Order.

(b) The time-off award nominations not to exceed 1 work day and an electronic PPI submission must be sent to the HRO for processing.

(c) Time-off award nominations in excess of 1 work day must be routed to the Chief of Staff for approval.

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(d) Approved time-off awards are routed to the Human Resources Office for documentation and processing.

c. On-The-Spot Awards. This award is a "Special Act or Service" recognition designed to quickly recognize and provide immediate reinforcement of one-time achievements by employees that have resulted in service of an exceptionally high quality or quantity. This award is particularly appropriate for rewarding employee efforts that might go unrecognized. On-the-Spot awards range from \$25 to \$750, commensurate with the nature of the service or act being recognized. Provided there is sufficient funding in the department's award account, the department head may approve On-the-Spot Awards up to and including \$750. The department head's authority may not be delegated. On-the-Spot Award nomination packages are submitted by the department head to the HRO for:

- (1) Verification of exceeded performance;
- (2) Justification of the award amount;
- (3) Verification that there is sufficient funding in the department's award ceiling to cover the award;
- (4) Processing the award for payment; and
- (5) Preparing a certificate to accompany the SF-50 for presentation by the organization.

d. Quality Step Increase (QSI). A department head may submit a QSI nomination package to the HRO at any time of the year. The nomination package will include a narrative that details how the employee has demonstrated sustained performance of very high quality. The HRO will:

- (1) Verify the sustained high quality performance;
- (2) Verify that the employee is eligible for a QSI and would enjoy the benefit of an additional within-grade increase for a sufficient time;
- (3) Forward the nomination package to the Chief of Staff and the awards panel for approval/disapproval;
- (4) Process all approved QSI's for implementation; and

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(5) Keep the Chief of Staff and the awards review panel advised of the number of QSI's processed each fiscal year.

e. Performance Awards. Performance awards may be given at the end of the annual rating period. The department head submits a nomination package to HRO that includes:

- (1) The year-end performance appraisal;
- (2) A short narrative justification explaining how the employee's performance exceeded the "Acceptable" level criteria;
- (3) Verification that payment of the award will not exceed the department's fiscal year cash ceiling; and
- (4) An electronic PPI submission.

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ENCLOSURE (2)

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SCALE OF AWARD AMOUNTS BASED ON  
INTANGIBLE BENEFITS

VALUE OF BENEFIT				
	LIMITED	EXTENDED	BROAD	GENERAL
	Affects functions, mission, or personnel of one facility, installation, regional area, or an organizational element of headquarters. Affects small area of science or technology.	Affects functions, mission, or personnel of an entire regional area, command or bureau. Affects an important area of science or technology.	Affects functions, mission or personnel of several regional areas or commands, or an entire department or agency. Affects an extensive area of science or technology.	Affects functions, mission or personnel of more than one department or agency, or is in the public interest throughout the Nation and beyond.
<b>MODERATE</b>  Change or modification of an operating principle or procedure with limited use or impact.	\$25 - \$500	\$501 - \$750	\$751 - \$1,000	\$1,001 - \$1,500

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<p><b>SUBSTANTIAL</b></p> <p>Substantial change or modification of procedures. Important improvements to the value of a product, activity, program, or service to the public.</p>	<p>\$501 - \$750</p>	<p>\$751 - \$1,000</p>	<p>\$1,001 - \$1,500</p>	<p>\$1,501 - \$3,150</p>
<p><b>HIGH</b></p> <p>Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product or service.</p>	<p>\$751 - \$1,000</p>	<p>\$1,001 - \$1,500</p>	<p>\$1,501 - \$3,150</p>	<p>\$3,151 - \$6,300</p>

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<b>EXCEPTIONAL</b>				
Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program, or service to the public.	\$1,001 - \$1,500	\$1,501 - 3,150	\$3,151 - \$6,300	\$6,301 - \$10,000

ENCLOSURE (3)

SCALE OF AWARD AMOUNTS BASED ON TANGIBLE BENEFITS

Tangible Benefits: To be used when specific dollar savings for a one year period can be attributed to the contribution being recognized:

Savings of Less than \$10,000: 10 percent of estimated value of one year's savings.

Savings of between \$10,000 and \$100,000: 3 percent of estimated value of one year's savings. 5 percent if the contributor was responsible for development and implementation.

Savings above \$100,000: 0.5 percent of one year's savings.

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TIME-OFF AWARD  
RECOMMENDATION

Name of Awardee: \_\_\_\_\_

SSN: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Organization: \_\_\_\_\_

Number of Hours Awarded: \_\_\_\_\_

Awarded by: \_\_\_\_\_  
Printed Name & Title

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Approved by: \_\_\_\_\_  
Printed Name & Title

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reason for Award:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\*Note: The immediate supervisor may approve Time-Off Awards not to exceed one workday without further approval. Time-Off Awards in excess of one day must be approved by the Commanding General.

ENCLOSURE (4)

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REVIEW PANEL PROCEDURES

1. The Chief of Staff will chair the Awards Review Panel. The Assistant Chief of Staff's, G-1, G-8 and the Human Resources Manager will act as standing members of the Panel. The Chief of Staff may appoint an alternate department head to act as member when the award nominee is from the G-1 or G-8 staff, or when other duties preclude participation by a primary member.

2. The Awards Review Panel will review Special Act Awards above the monetary value of \$750 for consistent application, content, and appropriateness.

a. When a Special Act Award recommendation exceeds \$750, the HRO will forward the awards package to the panel for their concurrence/nonconcurrence. Each Review Panel Member may review the award separately and route it to the next member, or the panel can call a meeting to discuss the award as a group.

b. Once each panel member has reviewed the award and made their recommendations, a consolidated review will be submitted to the Chief of Staff for final approval.

c. Upon final approval, the awards package will be sent to the Human Resources Office for final processing.

3. The Awards Review Panel will review all Quality Step Increase nominations for consistent application, content, and appropriateness. Once the number of approved QSI's reaches five percent of personnel on-board as of 1 October, the Panel will not review any additional nominations until the start of the next fiscal year.

a. The HRO will forward the QSI package to the panel for their concurrence/nonconcurrence. Each Review Panel Member may review the award separately and route it to the next member, or the panel can call a meeting to discuss the award as a group.

b. Once each panel member has reviewed the award and made their recommendations, a consolidated review will be submitted to the Chief of Staff for final approval.

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c. Upon final approval, the awards package will be sent to the Human Resources Office for final processing.

4. The Awards Review Panel will meet in May of each year to determine a recommended percentage of base salary (between one and three percent) that department heads may give as a performance award.

ENCLOSURE (5)



UNITED STATES MARINE CORPS

HEADQUARTERS MARINE CORPS AIR STATION MIRAMAR  
PO BOX 452000  
SAN DIEGO CA 92148-2000

StaO 12451.1 Ch 1  
HRO

13 FEB 2001

STATION ORDER 12451.1 CH 1

From: Commanding General  
To: Distribution List

Subj: INCENTIVE AWARDS PROGRAM

1. Purpose. To direct pen changes to the basic Order.

2. Action

a. Enclosure (2), page 6, paragraph 3d, change "at any time of the year" to read "during the month of April."

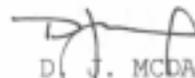
b. Enclosure (5), page 1, paragraph 3, delete the second sentence in its entirety.

c. Enclosure (5), page 1, paragraph 3a, change to read "The HRO will forward all QSI packages to the panel in early May for review. While the notational annual limit on QSI's is five percent of aggregate 1 October on-board personnel, equitable distribution among departments must be assured. Cases requiring adjudication will be elevated to the Chief of Staff."

d. Enclosure (5), page 1, paragraph 3b, change to read "The panel will send a consolidated QSI recommendation package to the Chief of Staff for approval. When approved, the Chief of Staff will send the package to the HRO for final processing."

e. Enclosure (5), page 2, delete, paragraph 3c in its entirety.

3. Filing Instructions. File this Change transmittal directly behind the signature page of the basic Order.

  
D. J. MCDANIEL  
Chief of Staff

DISTRIBUTION: A