

**VOLUME 1, CHAPTER 6: “UNDER SECRETARY OF DEFENSE (COMPTROLLER)  
FINANCIAL MANAGEMENT AWARDS PROGRAM”**

**SUMMARY OF MAJOR CHANGES**

All changes are denoted by **blue font**.

Substantive revisions are denoted by an \* symbol preceding the section, paragraph, table, or figure that includes the revision.

Unless otherwise noted, chapters referenced are contained in this volume.

Hyperlinks are denoted by ***bold, italic, blue and underlined font***.

The previous version dated November 2012 is archived.

<b>PARAGRAPH</b>	<b>EXPLANATION OF CHANGE/REVISION</b>	<b>PURPOSE</b>
060201	Applicability and Scope B. - word additions	Update
060202	Award categories – Name change to (C)	Update
060202	Award categories – add “or” (D)	Update
060203	Award Levels – Number of awards changed	Update
060203	Award Levels – Number of awards/Para Id changed	Update
060203	Award Levels – Number of awards/Para Id changed	Update
060203	Award Levels – Number of awards/Para Id changed	Update
060203	Award Levels – Added E. to identify merged category	Update
060401	Award Criteria – redefined criteria	Update
Fig 1-1 orm – Category	Nomination Form – Category word addition/deletion	Update
Fig 2-1	Nomination Form – Category word addition/deletion	Update

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## CHAPTER 6

**UNDER SECRETARY OF DEFENSE (COMPTROLLER) FINANCIAL  
MANAGEMENT AWARDS PROGRAM**

## 0601 PURPOSE

The purpose of the Under Secretary of Defense (Comptroller) (USD(C)) Financial Management Awards Program is to recognize significant contributions of individuals or teams to financial management improvement.

## 0602 APPLICABILITY AND SCOPE

The Program applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense (DoD), the Defense Agencies, and the DoD Field Activities, and all other organizational entities within the DoD (hereafter referred to collectively as “the DoD Components”).

060201. It is DoD policy that:

A. Military and civilian members who make outstanding contributions to the improvement of DoD financial management should be recognized.

B. Recognition, in the form of an engraved plaque and certificate, shall be presented to, and retained by, the individual and team deemed to have achieved the most outstanding contribution(s) to the **improvements** of financial management internal controls, **improvements in** budget formulation and execution, **innovations in** financial management (**excluding budget**), or **innovations in** financial management processing in combat zones, during the preceding calendar year.

060202. Award Categories.

The following (A through D, below) are the four award categories in the USD(C) Financial Management Awards Program.

A. **Improvements to Financial Management Internal Controls.** This category recognizes one individual and one team who have made significant achievements to improve financial management internal controls. Good internal controls help the Department effectively achieve its objectives by ensuring (1) obligations and costs comply with applicable law; (2) funds, property, and other assets are not wasted, lost, misused, or misappropriated; and (3) revenues and expenditures are properly recorded and allow for preparation of reliable financial reports. Examples of appropriate efforts to improve internal controls include:

1. Resolving systemic weaknesses in financial management internal controls.
2. Improving techniques used to discover weaknesses in the current financial environment.
3. Executing action plans to correct internal controls deficiencies that are consistent with laws, regulations, and administrative policy.
4. Ensuring effective controls are sustainable.
5. Achieving audit readiness for an end-to-end business process.
6. Providing documented quantitative and qualitative measures of improvement (e.g., return on investment, cost savings, and cost avoidance).
7. Ensuring that adequate determination (validation or metric) is made prior to reporting a material weakness as resolved.

B. Improvements in Budget Formulation and Execution. This category recognizes one individual and one team who make significant contributions in improving the budget build process and execution of DoD funds. Improved execution of budgets serves to minimize Anti-Deficiency Act violations and ensure protection of Departmental assets. Improvements can be in budgeting, accounting, financial analysis, auditing, and other fields related to execution. Examples of appropriate efforts include:

1. Identifying and correcting deficiencies in administrative control of funds.
2. Reducing problem disbursements.
3. Reducing aged accounts receivable and payable.
4. Prompt recording of commitments and obligations.
5. Improving funds control.
6. Training to improve knowledge of performance in budget execution.
7. Refinement of metrics used to determine funding impacts on program performance.
8. IT System improvements that support reliable cost projections for building budgets.

C. Innovations to Financial Management (excluding Budget). This category recognizes one individual and one team who make significant contributions to modernize and improve financial management processes in financial management areas to include accounting, cost, audit, workforce development, and training and education. Examples of appropriate efforts include:

1. Documenting an existing process to determine how the process can be improved.
2. Changing a process or steps of a process from a manual to an automated operation by using technology as an enabler, such as: (a) using electronic commerce/electronic data, or (b) developing and implementing electronic interfaces between systems to reduce manual entry of data.
3. Improving a process using “Lean Six Sigma.”
4. Reengineering a process to make the process better, faster, and/or cheaper.
5. Eliminating processes that do not add value.
6. Developing and reengineering a process or processes to implement an enterprise resources planning system.

D. Innovations in Financial Management Processing in a Combat Zone. This category recognizes one individual or one team who makes significant contributions to improve financial management processing while deployed to a combat zone. Examples of appropriate efforts include:

1. Recommending improvements to an existing process that facilitate expenditure and tracking of funds in a combat zone.
2. Changing a process or steps of a process that results in greater transparency of funds provided directly to foreign nationals (e.g., pay, reconstruction funds, etc.).
3. Implementing controls that improve auditability of funds managed in the theater.

060203. Award Levels

Thirteen separate awards can be awarded in the following categories:

A. Individual Nominee, Headquarters and Major Command Level: One individual from a Headquarters and Major Command element of an organization will receive an award in each of the **three** award categories defined in paragraphs 060202 A through C above. Headquarters level is defined as the Headquarters of a Military Service or a Defense Agency.

Major Command level is defined as the highest level of command below the Headquarters level, within the Military Service. Contractors cannot be nominated for individual awards.

B. Team Nominee, Headquarters and Major Command Level: Two or more individuals working together as part of a team from a Headquarters and Major Command element of an organization will receive an award in each of the [three](#) award categories defined in paragraphs 060202 A through [C](#) above. Headquarters level is defined as the Headquarters of a Military Service or a Defense Agency. Major Command level is defined as the highest level of command below the Headquarters level, within the Military Service. See paragraph 060205 for Team Criteria and inclusion of contractors in award nominations.

C. Individual Nominee, Below Headquarters and Major Command Level: One individual from Below Headquarters and Major Command element of an organization will receive an award in each of the [three](#) award categories defined in paragraphs 060202 A through [C](#) above. Organizations that do not fall into the Headquarters and Major Command category should be included in this category. Contractors cannot be nominated for individual awards.

D. Team Nominee, Below Headquarters and Major Command Level: Two or more individuals working together as part of a team from Below Headquarters and Major Command element of an organization will receive an award in each of the [three](#) award categories defined in paragraphs 060202 A through [C](#) above. Organizations that do not fall into the Headquarters and Major Command category should be included in this category.

E. [There will be one award \(individual or team\) in the award category defined in paragraph 060202 D. Nominee can come from either Headquarters and Major Command or Below Headquarters and Major Command.](#)

060204. Eligibility

Any military member or civilian employee of the DoD (to include Reserve Components) is eligible for nomination. General/Flag Officers, Senior Executive Service, and contractors cannot be nominated for individual awards. However, they can be part of a team award.

060205. Team Criteria

For purposes of these awards, a team is considered as a group of individuals, made up of 2 to 20 individuals, brought together to perform a specific task within a specific time frame. Teams of greater than 20 individuals are not eligible for these awards. Contractors cannot comprise more than 20 percent of the team. Contractors cannot use these awards as support for performance clauses in contracts.

## 0603 RESPONSIBILITIES

## 060301. The USD(C):

Will select awards recipients for each award category and present awards to each recipient in an annual ceremony.

## 060302. The OUSD (Comptroller)'s Human Capital Resource Management Directorate (HCRM) annually:

Will convene a Financial Management Awards Program Board to receive nominations from the DoD Components and to make award recommendations to the USD(C).

## 060303. The Financial Management Awards Program Board shall:

A. Be comprised of the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) Director, Human Capital and Resource Management, or designee, (Chair) with voting representatives from each of the Military Departments, the Defense Finance and Accounting Service (DFAS), and one from the Defense-wide community--which encompasses all other Defense Agencies and DoD Field Activities. Board nominees should be members of the Senior Executive Service, or general/flag officers, and should not have been nominators for any of the award nominations to be considered.

B. Convene annually to evaluate nominations and make recommendations for winners in each award category.

C. Recommend award winners for each award category based on the criteria in paragraph 060401.

## 060304. Heads of the Military Departments and the DFAS:

Each shall select a representative to the Financial Management Awards Program Board and notify the Director, HCRM by the first week in March, each year, of the representative selected from their Component. The Director, HCRM, shall appoint a representative of the Defense Agencies and DoD Field Activities (other than the DFAS) from among nominees submitted.

## 060305. Heads of DoD Components:

Each year shall nominate individuals for the Financial Management Awards in accordance with the procedures and criteria in section 0604.

060306. Heads of DoD Components are responsible for:

Vetting the nominations prior to submission to the Director, HCRM. Nominations should be examined for duplications, incomplete submission, and noncompliance with instructions.

#### 0604 DOD FINANCIAL MANAGEMENT AWARD CRITERIA AND PROCEDURES

The procedures and criteria for the DoD Financial Management Award are:

060401. Award Criteria

Nominations for DoD Financial Management Awards shall be based on individual or team achievements during the preceding calendar year and evaluated using the following criteria:

- A. **Scope and Significance**  
For example:
  - a. Cost/People savings/avoidances
  - b. Magnitude of Impact
- B. Improving and standardizing policies, procedures, and systems
- C. Enhancements of audit readiness.

060402. Nomination Format

Follow Figures 1-1 and 2-1 for individual and team nominations, respectively.

A. The first section includes the calendar year of the accomplishment, award category, nominee(s) data, and nominating official data.

B. The second section includes the nominee or team name, a brief description of the problem, project, or effort; a summary of the actions and activities performed by the individual to warrant consideration for a Financial Management Award; and a summary of the benefits or results realized by the nominee's or team's effort.

C. Nominations should be written to a broad and diversified audience. Limit the use of acronyms and excessive superlatives. Nominations should be written in a clear and concise manner.

060403. Submission of Nominations

Heads of DoD Components must submit nominations to the OUSD(C)'s HCRM Directorate online via the OUSD(C) annual awards nomination program at <https://fmonline.ousdc.osd.mil/FMAwards/>. Specific details will be provided in USD(C) memorandum announcing the annual awards. Also, nominations must be received by the date designated in the memorandum that is sent to the Components.

0605 AWARD DESCRIPTION (PLAQUES AND CERTIFICATES)

060501. For an individual award

The award recipient shall receive an engraved plaque and a certificate signed by the USD(C).

060502. For a team award

The team shall receive a single engraved plaque and each team member shall receive a certificate signed by the USD(C).



\*Figure 1-2: Nomination Form for Individual Awards (cont'd)

**UNDER SECRETARY OF DEFENSE (COMPTROLLER)  
FINANCIAL MANAGEMENT AWARDS PROGRAM**

**Nomination Form for INDIVIDUAL Awards**

**A. Nominee's Name & Component/Organization:** \_\_\_\_\_

**B. Name of Problem/Project/Effort:**

\_\_\_\_\_  
(Please limit to 60 characters)

**C. Describe the PROBLEM/PROJECT/EFFORT** (summarize the project in 2-3 sentences):

**D. Summarize the ACTIONS and activities of the individual that warrant an award** (what did the individual do to earn this award; what analytics were involved; please use bullets and concrete examples):

**E. Summarize the RESULTS** (what benefits or results were realized, why or how did these benefits significantly improve financial management; please be specific in terms of cost or time savings; please use bullets and concrete examples):

(Limited to one page; please use 12 pitch font)



\*Figure 2-2: Nomination Form for Team Awards (cont'd)

**UNDER SECRETARY OF DEFENSE  
(COMPTROLLER) FINANCIAL MANAGEMENT  
AWARDS PROGRAM Nomination Form for TEAM  
Awards**

**E. Team Name & Component/Organization:** \_\_\_\_\_

**F. Name of Problem/Project/Effort:**  
\_\_\_\_\_  
(Please limit to 60 characters)

**G. Describe the PROBLEM/PROJECT/EFFORT** (summarize the project in 2-3 sentences):

**H. Summarize the ACTIONS and activities of the team that warrant an award** (what did the team do to earn this award; what analytics were involved; please use bullets and concrete examples):

**E. Summarize the RESULTS** (what benefits or results were realized, why or how did these benefits significantly improve financial management; please be specific in terms of cost or time savings; please use bullets and concrete examples):

(Limited to one page; please use 12 pitch font)