

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

AIR FORCE INSTRUCTION 36-2868



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Personnel

**CHIEF OF STAFF TEAM EXCELLENCE
AWARD**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(Mr. William H. Booth)
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This instruction implements Air Force Policy Directive 36-28, Awards and Decorations Programs. It prescribes the eligibility rules and nomination procedures for the annual Chief of Staff Team Excellence Award Program. It applies to individuals at all levels, including Air Force Reserve Command (AFRC) and Air National Guard (ANG) units. The program, sponsored by the Chief of Staff of the Air Force and administered by the Air Force Manpower Agency (AFMA), recognizes outstanding team performance and shares best practices within the Air Force. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF IMT 847, *Recommendation for Change of Publication*; route AF IMT 847s from the field through the appropriate functional's chain of command. Field activities must send implementing publications to the higher headquarters functional OPR for review and coordination before publishing. OPR determines that no waivers may be granted for any part of the publication. This publication requires the collection and or maintenance of information protected by the Privacy Act (PA) of 1974. The authorities to collect and or maintain the records prescribed in this publication are Title 10 United States Code, Section 1125 and AFPD 36-28, Awards and Decorations. Forms affected by the PA have an appropriate PA statement. The applicable Privacy Act System Notice(s) F036 AF PC V is available online at: <http://www.defenselink.mil/privacy/notices/usaf>. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363), *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://afirms.amc.af.mil>.

SUMMARY OF CHANGES

Recent changes to AFI 36-2868 include elimination of the requirement for the Technical Review Team (TRT), TRT scoring of the team packages, and subsequent feedback comments; condensing the 10-page nomination package to a two page AF Form 1206, *Nomination for Award*; and inclusion of a glossary of references and supporting information.

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

2. Eligibility. Competing teams must have completed a performance improvement within the last two years. The award eligibility cut-off date is two years prior to 1 September of the current year. Eligible nominations are as follows:

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

NOTES:

1. A team is defined as a group of thirty or less people, organized for a common purpose. The team construct can include supporting contractor personnel. Air Force leadership (e.g., wing commanders, directors) and management are generally not part of the team; usually they empower and provide resources but do not actively participate in the day-to-day activities of the team during the process improvement effort. Although several related teams may be working several different efforts in order to achieve a larger common goal, these are viewed as two or more teams. If these teams are viewed by management as deserving nomination for the CSTEA, they should be submitted as separate teams.

2. A process improvement may be nominated for this award more than once, provided it meets the following eligibility requirements; however, a process improvement can win only once.

- a. Be implemented within the applicable two-year completion period
- b. Nomination package includes most current data which shows the process has improved over the previous year's submission
- c. New/additional resource savings must be validated by an independent office
- d. Includes data to prove the improvement is sustainable (not a one-time fix)

3. Criteria. The criteria are in Attachment 2, AF Form 1206, *Nomination for Award*. They are divided into three sections: Process, Impact and Results, and Sustainment and Standardization.

4. Schedule. AFMA will begin each CSTEA cycle by publishing a schedule of events. Each year's schedule will be published under separate cover. The T-minus numbers in the process flowchart in Attachment 3 are only guidelines.

5. Nomination Package.

5.1. The application package will be completed by the team and stand on its own. Information should be concise and quantitative. Statements should be supported by facts and other data. Non-standard acronyms should be spelled out the first time used, and terminology specific to the applicant's organization should be fully defined. The nomination will not contain any classified information.

5.2. The nomination package will include the following:

5.2.1. Nomination Memorandum: Teams are limited to 30 team members. All team members must be included on the nomination memorandum when submitted. **Teams will not be allowed to add members once their package has been received by AFMA.** See Attachment 2 for format and requirements.

5.2.2. AF Form 1206, *Nomination for Award*: Must not exceed two pages. See Attachment 2 for required categories. Do not include the identification of points or the subparagraph numbers. Do not use binders, covers, tabs, photographs, or attachments.

6. Submission of Application.

6.1. HAF/HR, MAJCOM, and ANG coordinating offices will disseminate the schedule of events published by AFMA to their subordinate organizations and determine the procedures for collecting CSTEAs nomination packages from their subordinate units. Organizations wishing to compete for the CSTEAs will contact the installation Manpower and Organization Office or coordinating office for submission guidance.

6.2. Each HAF/HR, MAJCOM, and ANG coordinating office will ensure: (1) the number of nominations sent to AFMA does not exceed the number allowed, (2) applicants meet eligibility requirements, and (3) an electronic or CD copy of the application package is provided to AFMA by the suspense date. Send CD copy submissions to AFMA/MAPI (Attn: Chief of Staff Team Excellence Award), 550 E Street East, Randolph AFB TX 78150-4451 and electronic submissions to afma.performanceawards@randolph.af.mil. Application packages received in the wrong format will not be accepted and will be returned for correction. Applications or corrected applications received after the cut-off date will not be accepted.

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

7. Process Support Requirements.

7.1. The Air Force General Officer Management Office, AF/DPG, and the Air Force Senior Executive Management Office, AF/DPS, will identify five general officer/senior executive service personnel to serve as judges. To ensure that judges are not in the chain of command of any competing team, AFMA will provide a list of competing teams to AF/DPG and AF/DPS. HQ USAF Deputy Chief of Staff for Manpower and Personnel will serve as approval authority for the membership of this panel. Judges will include four judges from HQ USAF and one from either the Air National Guard or Air Force Reserve Command. Three judges should be operational and two nonoperational. AFMA will fund all judges' TDY expenses. Units/MAJCOMs will fund all required man-day allocations if required for the judges. No CSTEAs panel judge may repeat in consecutive years. This is to reduce the chance of a judge scoring a team who competes in consecutive years.

7.2. The sponsoring unit will fund all associated costs, to include TDY costs, for all competing teams.

8. Evaluation Process.

8.1. Each team will make a 15-minute presentation and answer questions from the judges for a 10-minute period following their presentation. Judges will award points for the presentation based on the three categories and point distribution listed in Table 1 below. After the last team presentation, judges will finalize team scores and select up to five teams for the CSTEAs. Final team scores will not be released.

Table 1. Point Distribution Table.

Criteria	Presentation Points
Process	10
Impact and Results	25
Sustainment and Standardization	15
TOTAL	50

9. Team Presentations.

9.1. The presenters will be limited to team members listed in the nomination package. Substitutions to the team, for presentation purposes only, may be made when sufficient team members (a minimum of two) are not available because of separation from the service, PCS, TDY, hospitalization, or other valid reasons. Names of substitutions must be provided to AFMA prior to live presentations in Washington DC.

9.2. The presentation should explain information contained in the nomination package and address any new data collected since submission of the application. No equipment, display materials, or handouts will be allowed during the presentation competition.

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

10. Display Booths. Each team will be required to set up a display booth in a designated area to share their success stories with others. Each team will be provided an 8 x 10-foot area, funded by AFMA, for their display booth. Each booth will be equipped with one six-foot table, two chairs, one trashcan, and one 110v outlet. Equipment and materials on display at the team's display booth will not be removed for any reason. The display booth will not be scored in the judging process.

11. Best Practices.

11.1. The MAJCOM coordinating office is encouraged to provide copies of their field-nominated award packages to MAJCOM functionals for consideration as Best Practices and for possible command-wide implementation. If the improvement has possible Air Force-wide applicability, the functional should notify the coordinating office and forward the package to the appropriate HQ USAF functional for Air Force-wide implementation consideration.

11.2. The CSTEAs judges will evaluate all command-nominated team improvements for possible selection/validation as a Best Practice. Validated Best Practices will be recognized by the CSAF at the CSTEAs presentation ceremony. AFMA will enter validated candidates into the Air Force "Best Practices" database.

12. Recognition.

12.1. All team members competing at the Air Force-level will receive a CSTEAs coin and a certificate.

12.2. The Air Force Chief of Staff or his designee will present a CSTEAs team trophy to each winning team. In addition, each team member identified in the nomination package of winning teams will be authorized to wear the Air Force Recognition Ribbon (military) or lapel pin (civilians)

IAW AFI 36-2805, *Special Trophies and Awards*. They will also receive a memento and a certificate signed by CSAF.

13. Questions and Additional Information. The supporting HQ USAF, MAJCOM, or ANG coordinating office is the team's primary source of information for the CSTEAs. You may also call the CSTEAs office at AFMA, DSN 487-4331, commercial (210) 652-4331.

14. Prescribed and Adopted Forms.

14.1. Prescribed Forms. None

14.2. Adopted Forms.

AF IMT 847, Recommendation for Change of Publication

AF Form 1206, Nomination for Award

RICHARD Y. NEWTON III, Lieutenant General, USAF
DCS, Manpower and Personnel

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

AFPD36-28, *Awards and Decorations Programs*, 1 August 1997

AFI 36-2805, *Special Trophies and Awards*, 29 June 2001

AFI 65-601 V1, *Budget Guidance and Procedures*, 3 March 2005

AFMAN 33-363, *Management of Records*, 1 March 2008

Abbreviations and Acronyms

AFRC— Air Force Reserve Command

AFI— Air Force Instruction

ANG— Air National Guard

CD— compact disc

CSTEA— Chief of Staff Team Excellence Award

DRU— Direct Reporting Units

FOA— Field Operating Agencies

MAJCOM— Major Commands

OPR— Office of Primary Responsibility

RDS— Air Force Records Disposition Schedule

TDY— temporary duty

TRT— Technical Review Team

Attachment 2

SAMPLE NOMINATION MEMORANDUM FORMAT

Figure A2.1. Sample Nomination Memorandum Format.

MEMORANDUM FOR (MAJCOM POC OFFICE) (ATTN: CSTE A)

FROM: (Submitting Unit)

SUBJECT: Nomination for Chief of Staff Team Excellence Award

1. Team Name:
2. Applicant Organization:
Address:
City, State, Zip:
3. Team Member POC: (This person will be the single point of contact for coordinating team issues before, during and after the team presentation.)
Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]
Duty Title:
Organization and Office Symbol:
Mailing Address:
City, State, Zip:
DSN Telephone:
Commercial Telephone:
DSN FAX:
Commercial FAX:
E-mail Address:
4. Alternate Team Member POC: (This person will replace the lead POC in case of PCS, retire, separate, etc.)
Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]
Duty Title:
Organization and Office Symbol:
Mailing Address:
City, State, Zip:
DSN Telephone:
Commercial Telephone:
DSN FAX:
Commercial FAX:
E-mail Address:
5. Other Team Members: (Include the following information on all team members. Include those who have retired, PCS'd, or otherwise no longer in the organization. Include last known duty address for retired and separated individuals.)
Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]
Duty Title:
Position on Team: (Leader, facilitator, scribe, member, etc):

Organization:
 Duty Mailing Address:
 City, State, Zip:
 Duty DSN Telephone:
 Commercial duty Telephone:
 E-mail Address:

Note: Teams are limited to 30 team members. All team members must be included on the nomination memorandum when submitted. **Teams will not be allowed to add members once their package has been received by AFMA.** Special care must be taken to identify all team members with the proper spelling of their names. Civilians must be identified by grade and proper title, e.g., Mr., Ms., Dr. Place the person's gender in parentheses after their name if the title/name does not make it clear, e.g., Terry, Tracy, Bobby, Chris, Toni.

6. Coordinating POC in Installation Manpower and Organization Office:
 Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]
 Duty Title:
 Organization and Office Symbol:
 Mailing Address:
 City, State, Zip:
 DSN Telephone:
 Commercial Telephone:
 DSN FAX:
 Commercial FAX:
 E-mail Address:
7. MAJCOM, ANG, HQ USAF/A1M Coordinating Office
 Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]
 Title:
 Organization and Office Symbol:
 Mailing Address:
 City, State, Zip:
 DSN Telephone:
8. I certify that the nomination application and attachments do not contain any classified information, resource savings have been validated, and the process improvement is in place.

(Sponsoring Organization Commander's signature)
 SIGNATURE BLOCK

Attachment:
 AF Form 1206

Attachment 3**AWARD CRITERIA FOR THE TEAM PRESENTATION****(to be included on an AF Form 1206)****A3.1. PROCESS (10 points).** At a minimum this category must address the following:

A3.1.1. Process title and description

A3.1.2. Mission of the organization, how it links to the wing (or equivalent) mission, and if it was self-initiated or directed by senior leadership

A3.1.3. Key customers

A3.1.4. Innovative tools, ideas, and concepts used to develop final solution

A3.1.5. Comprehensive final solution and impact to key customers

A3.2. IMPACT AND RESULTS (25 points). At a minimum this category must address the following:

A3.2.1. How process affects unit mission and to what degree

A3.2.2. Benefit to the Air Force, MAJCOM, or Wing

A3.2.3. Costs to implement the process improvement

A3.2.4. Return on investment (ROI) calculations

A3.2.5. Validation of resource savings

A3.3. SUSTAINMENT AND STANDARDIZATION (15 points). At a minimum this category must address the following:

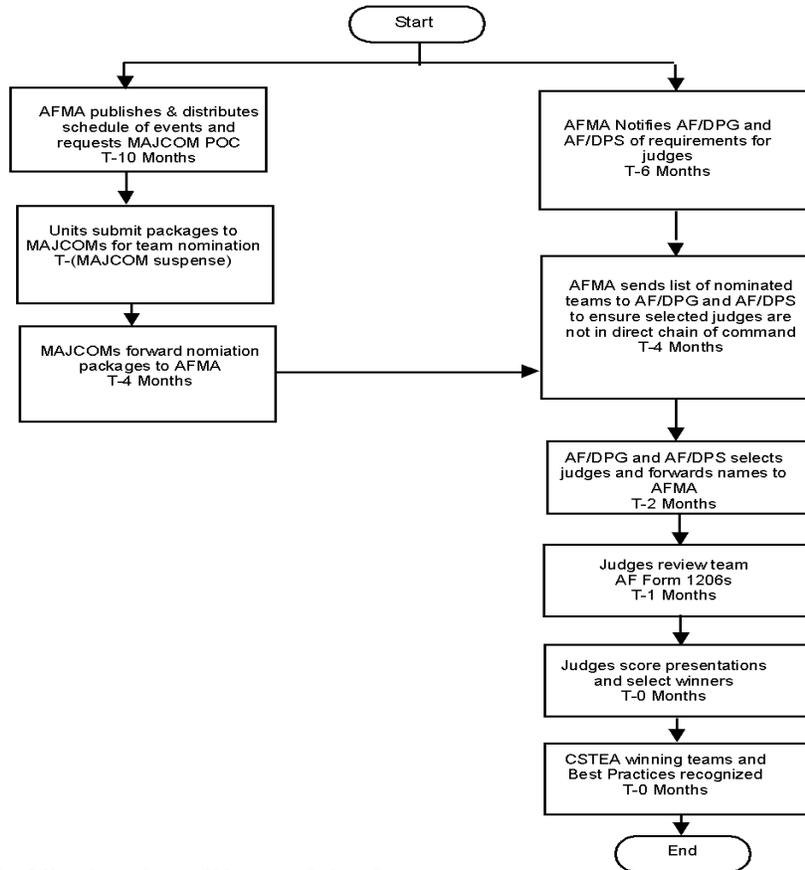
A3.3.1. Steps taken to sustain improvement

A3.3.2. Steps taken to share improvement(s) throughout MAJCOM and/or Air Force

NOTE: Provide information in bullet format.

Attachment 4
 PROCESS FLOWCHART

Figure A4.1. Process Flowchart



NOTE: Official timeline will be provided under separate cover.