

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



AIR FORCE INSTRUCTION 36-2844

1 JULY 2011

**AIR FORCE RESERVE COMMAND
Supplement**

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Personnel

**ANALYSIS, ASSESSMENTS, AND LESSONS
LEARNED RECOGNITION PROGRAM**

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This Instruction implements Air Force Policy Directive 36-28, *Awards and Decorations Programs*, and describes Air Force awards in Operations Research, Analytic Studies, Assessments, and Lessons Learned functional areas, presented to individuals and organizations in recognition of their outstanding service or contributions. It explains award eligibility, nomination criteria, procedures for nomination, and winner selection. This Instruction applies to Active Duty, Air Force Civilians, Air National Guard and Air Force Reserve units. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. This publication may be supplemented at any level, but all direct Supplements must be routed to the OPR of this publication for coordination prior to certification and approval.

(AFRC) This supplement implements and extends the guidance in Air Force Instruction (AFI) 36-2844,

5 Jul 2011. This supplement describes Air Force Reserve procedures to be used in conjunction with the basic instruction. This publication applies to Air Force Reserve Command (AFRC) Units and personnel. This instruction does not apply to Air National Guard (ANG). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with (IAW) Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at:

(AFRC) <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>

(AFRC) Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

AFI 36-2844 has been substantially revised as a consolidation and expansion of the former AFI 36-2823 *Air Force Lessons Learned Recognition Program* and AFI 36-2844, *Scientific/Operations Research Analyst Recognition Program*.

(AFRC) This supplement replaces AFRC Supplement to AFI 36-2823. The three primary changes are: (1) Adds Air Force Reserve Command Awards for Continuous Process Improvement (para 3.8) (2) Adds the AFRC Analyst and L2 Professional Awards procedures to this Supplement (para 6.1), and (3) Differentiates the AFRC Analyst and L2 Professional Awards procedures from the George C. Kenney Award procedures (para 6.2.1).

1. Purpose. The Air Force Analysis, Assessments, and Lessons Learned (A2L2) Recognition Program recognizes Operations Research Analysts, Lessons Learned (L2) professionals, and Airmen from around the AF for significant accomplishments in analytic and L2 support of the AF mission.

2. Responsibilities:

2.1. The Director, Air Force Studies & Analyses, Assessments and Lessons Learned (AF/A9):

2.1.1. Establishes award guidance for AF Analyses, Assessments, and Lessons Learned Awards.

2.1.2. Oversees the AF Analyses, Assessments, and Lessons Learned Recognition Program.

2.1.3. Establishes timelines and provides community notice of deadlines for awards under this Instruction. (See Attachment 2)

2.1.4. Appoints evaluation board membership to review award nomination packages.

2.1.5. Ensures Nomination Packages have been properly submitted through assigned Higher Headquarters.

2.1.6. Nominates assigned personnel for individual/team awards.

2.1.7. Announces and provides recognition for all award winners.

2.1.8. Maintains a list of all previous winners of awards associated with this Instruction.

2.2. Headquarters Air Force (HAF) Two-Letters/Digits, Major Commands (MAJCOM), Combatant Commands (COCOM), Field Operating Agencies (FOA), Air National Guard (ANG), and Direct Reporting Units (DRU), Laboratories and Center commanders/directors:

2.2.1. Nominate assigned personnel for individual/team awards.

2.2.2. Forward nominations through their A9 or designated representative to AF/A9.

2.2.3. When requested by AF/A9, appoint senior leaders (O-6/GS-15 or higher) as part of an AF-wide panel to evaluate awards packages.

2.2.4. Officially recognize their nominees and their winners, and strive to keep Airmen outside of the AF A2L2 community aware of these awards.

2.3. Commanders of organizations outside the Air Force chain of command should provide nomination packages directly to AF/A9.

3. Award Categories. AF/A9 may present the following awards annually to recognize significant accomplishments in analytic and L2 support of the AF mission.

3.1. Special Honorary Recognition and Awards.

3.1.1. The **Lieutenant General Glenn A. Kent Leadership Award** (See <http://www.af.mil/information/bios/> for Lt Gen Kent's biography) recognizes influential leaders with substantive analytic responsibilities during their career, whose vision and leadership have had a significant and lasting effect on the achievements of Air Force analysis.

3.1.2. The **General George C. Kenney Award** (See <http://www.af.mil/information/bios/> for Gen Kenney's biography) recognizes the year's most notable L2 contribution to the AF mission. The award is jointly sponsored by the Air Force Association (AFA) and AF/A9. The General George C. Kenney Award is open to teams comprised of Air Force Active Duty, Reserve, Guard, government civilian and contractors (contractors as part of a AF team submission). Selections will be made from AF functional and cross-functional teams outside of the L2 Community whose vision and leadership through the use of the lessons learned process have had a significant impact on mission improvement. The nominated team must be composed of greater than 50 percent AF members (officer/enlisted military or government civilian) from a single AF organization, multiple AF organizations, or a joint organization with AF membership. The award recognizes accomplishments from 1 January through 31 December of the preceding year (e.g., submissions in CY2010 recognize accomplishments during the entirety of CY2009).

3.1.2.1. The intent of the award is to first capture a description of the lessons learned achievement (the process developed to create a learning culture within that

organization). Secondly, submitters should capture the overall impact the process had on the unit mission and on the AF. It is important to note how the process is self-sustaining for the future users, including the use of the Joint Lessons Learned Information System (JLLIS). <https://www.jllis.mil/USAF/>.

3.1.2.2. A “Lesson Learned” is defined as an insight gained that improves military operations or activities at the strategic, operational, or tactical level, and results in long-term, internalized change to an individual, group of individuals, or an organization. The L2 process is the chain of events from submitting an observation to seeing that event being resolved within the AF through some substantive change in Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy (DOTMLPF&P). A key aspect of the L2 process is ensuring those who follow have learned the correct lessons from previous lessons identified.

3.1.3. The **Analyst and Lessons Learned Lifetime Achievement Award** recognizes AF Operations Research Analysts and/or L2 professionals who have demonstrated an enduring standard of excellence with significant and lasting effect on the Air Force mission.

3.1.3.1. At the recommendation of the evaluation board, and approval of the AF/A9, multiple **Lifetime Achievement Awards** may be presented during a year.

3.1.3.2. The **Lifetime Achievement Award** may only be given once to an individual.

3.2. Air Force Analytic Awards.

3.2.1. The **Air Force Field Grade Analyst of the Year Award** recognizes a AF analyst in the grade of Lieutenant Colonel or Major for their analytical efforts and achievements.

3.2.2. The **Air Force Company Grade Analyst of the Year Award** recognizes a AF analyst in the grade of Captain, First Lieutenant, or Second Lieutenant for their analytical efforts and achievements.

3.2.3. The **Air Force Senior Civilian Analyst of the Year Award** recognizes a Government Scale (GS/GM/GG) AF civilian employee in the grade of 14 (or other scale equivalent) for their analytical efforts and achievements.

3.2.4. The **Air Force Journeyman Civilian Analyst of the Year Award** recognizes a Government Scale (GS/GM/GG) AF civilian employee in the grade of 13 (or other scale equivalent) or below for their analytical efforts and achievements.

3.2.5. The **Air Force Analytic Team of the Year Award** recognizes a AF team for their superior analytical accomplishments during the year. No more than 10 team members may be included on a team award nomination. Team members may be of all ranks and a combination of military, civilian and contractors though contractors must make up less than 50 percent of the team.

3.3. Air Force Annual Lessons Learned Awards.

3.3.1. The **Air Force Field Grade Lessons Learned Military Professional of the Year Award** recognizes a AF officer in the grade of Lieutenant Colonel or Major for their L2 efforts and achievements.

3.3.2. The **Air Force Company Grade Lessons Learned Military Professional of the Year Award** recognizes a AF officer in the grade of Captain, First Lieutenant, or Second Lieutenant for their L2 efforts and achievements.

3.3.3. The **Air Force Senior Civilian Lessons Learned Professional of the Year Award** recognizes a Government Scale (GS/GM/GG) AF civilian employee in the grade of 14 (or other scale equivalent) for their L2 efforts and achievements.

3.3.4. The **Air Force Journeyman Civilian Lessons Learned Professional of the Year Award** recognizes a Government Scale (GS/GM/GG) AF civilian employee in the grade of 13 (or other scale equivalent) or below for their L2 efforts and achievements.

3.3.5. The **Air Force Lessons Learned Outstanding Team of the Year Award** recognizes a professional AF L2 team for their superior accomplishments during the year. No more than 10 team members may be included on a team award nomination. Team members may be of all ranks and a combination of military, civilian and contractors, provided contractors make up no more than 50 percent of the team.

3.4. At the discretion of the AF/A9, special awards may be established for outstanding achievement outside of the established categories in all grades in a given year.

3.5. An analyst or L2 professional will not be submitted for more than one individual category in a given year. An analyst or L2 professional may be nominated for an individual award and a team award in the same year.

3.5. (AFRC) **An Analyst or L2 Professional will not be submitted for more than one individual category in a given year.** (Exception: Reservists may be entered into a civilian and/or military category based on their individual status.)

3.6. An AF analyst or L2 professional on a joint assignment or on exchange with another service may be nominated by their assigned organization using the procedures defined in this Instruction.

3.7. The award period (for all annual awards other than the **General George C. Kenney Award**) covers accomplishments of a team from 1 July of the previous year through 30 June of the current year (e.g., for submissions made in 2010, the accomplishments would be from 1 July 2009 to 30 June 2010.). For the **Lieutenant General Glenn A. Kent Leadership Award** and the **Lifetime Achievement** awards, the accomplishments should reflect the person's entire career and are not limited to covering just one year.

3.8. (Added-AFRC) **Air Force Reserve Command Award for Continuous Process Improvement (CPI).**

3.8.1. (Added-AFRC) **Process Manager of the Year Award.** Air Force Reserve Command annually sponsors the Process Manager award for NAF, ARPC, Wing or stand-alone Group Process Managers/CCOs. Award nominees must have served in the position within the command at least six months of the eligibility period. All military nominees must meet requirements outlined in AFI36-2903, *Dress and Personal Appearance of Air Force Personnel*, and AFI 10-248, *Fitness Program*.

3.8.1.1. (Added-AFRC) **Award Program Administration.** HQ AFRC/A9R is the command focal point and administrator for this program.

3.8.1.2. **(Added-AFRC) Description of Award.** The AFRC CPI Award recognizes Outstanding Contributions to the AFRC Continuous Process Improvement Program.

3.8.1.3. **(Added-AFRC) Eligibility.** The eligibility period begins 1 January and ends 31 December. Air Force Reserve NAFs/DRUs are each limited to submitting one award nomination package for CCO/Process Manager of the Year Award to HQ AFRC/A9R NLT 15 February. Unit Commanders will determine eligibility of Process Manager and submit candidate to respective NAF for consideration.

3.8.1.4. **(Added-AFRC) Nomination.** Award packages will be submitted on AF Form 1206, *Nomination for Award*, “front side” only, in Times New Roman font, 12-pitch. Justification for the award should be based on three award criteria headings: Leadership and Job Performance in Primary Duty, Excellence in Mission Accomplishment and Impact, and Self Improvement and Other Initiatives. Narrative is limited to 15 bullets (category heading titles not included). A list of acronyms may be listed on the bottom. The nomination form must be accompanied by an endorsement letter by the Unit Commander. Other attachments or supplemental materials are not authorized.

3.8.1.5. **(Added-AFRC) Selection.** Nominations received after the deadline for submission will not be considered. HQ AFRC/A9R will chair the Selection Board and members will be selected from the HQ AFRC staff. Voting panel members will review and score submissions using a standardized award scoring sheet. Scores will be presented to HQ AFRC/A9 (CCO). HQ AFRC/A9 (CCO) is the approval authority for the command awards.

3.8.1.6. **(Added-AFRC) Announcement and Presentation.** The award will be announced via a memo signed by AFRC/CC to the appropriate NAF/DRU. Once the announcement is made, HQ AFRC/A9 (CCO) will prepare and forward a plaque and AFRC/CC-signed personal memo to the NAF/DRU for presentation.

3.8.2. **(Added-AFRC) Air Force and Other Recognition.** Leaders are encouraged to recognize individuals or groups within the Reserve Command who improve organizational performance (mission effectiveness and efficiency) through continuous improvement through one or more means (e.g. the Secretary of Defense Productivity Excellence Awards Program, the Air Force Productivity Awards for Professional Excellence, Military or Civilian of the Quarter Awards, performance appraisals, etc.) Additionally, it is encouraged to have outstanding CPI work briefed to the highest levels, and to the widest audience for replication, awareness and benchmarking opportunities.

4. Awards Descriptions.

4.1. Special Recognition Awards.

4.1.1. **Lieutenant General Glenn A. Kent Leadership Award:** Honorees will have their names engraved on a plaque on display at AF/A9. They will also receive an engraved award and a certificate acknowledging their contributions to the AF.

4.1.2. **General George C. Kenney Award:** Winning teams will have their names engraved on a plaque on display at AF/A9. Additionally, the team winning the award will

receive an engraved award and individuals on the team will receive a certificate acknowledging their achievement.

4.1.3. **Analyst and Lessons Learned Lifetime Achievement Award:** Honorees each receive an engraved award acknowledging their contributions.

4.2. **Individual Awards** Winners receive an engraved award acknowledging their contributions to the AF.

4.2.1. For each category of award (other than the **Kent, Kenney** or **Lifetime Achievement** awards), a single honorable mention may be designated by the evaluation team. Honorable mention awardees will receive a certificate acknowledging their achievement.

4.3. **Air Force Analytic Team of the Year Award** or **Air Force Lessons Learned Outstanding Team of the Year Award:** Winning team members receive a certificate acknowledging their contributions to the AF.

4.4. Engraved awards may be replaced by a comparable memorabilia item (trophy, statuette, etc.,) at the discretion of the AF/A9.

5. Eligibility Criteria.

5.1. The AF/A9 will invite A2L2 principals to identify outstanding candidates for consideration of the **Lieutenant General Glenn A. Kent Leadership Award** and to nominate individuals for the **Analyst and Lessons Learned Lifetime Achievement Award**.

5.2. Current and former AF military and civilian members involved with analytical activities and/or L2 projects are eligible for the **Analyst and Lessons Learned Lifetime Achievement Awards**.

5.3. **Air Force Annual Analytic Awards:** AF military and civilian members involved in any form of operations research analysis may compete for individual awards. AF organizations or teams involved in operations research analysis may compete for the **Air Force Analytic Team of the Year** award. Analytic teams must be composed of greater than 50 percent AF members (military or government civilian) from a single AF organization, multiple AF organizations, or a joint organization. Analytic teams must be led by a AF military or civilian member to be considered. Selections are based on outstanding contributions to operations research during the award period. Previous award and/or honorable mention winners may be submitted for further work in the same or different subject areas.

5.4. **Air Force Annual Lessons Learned Awards:** AF military and civilian members fulfilling L2 duties as described in AFI 90-1601, *Air Force Lessons Learned Program*, may compete for the individual awards. AF organizations or teams fulfilling L2 duties as described in AFI 90-1601 may compete for the **Air Force Lessons Learned Team of the Year** award. L2 teams must be composed of greater than 50 percent AF members (military or government Civilian) from a single AF organization, multiple AF organizations, or a joint organization with AF membership. L2 teams must be led by a AF military or civilian member to be considered. Selections are based on outstanding L2 accomplishments during the award period. Previous award and/or honorable mention winners may be submitted for further work in the same or different subject areas.

5.5. Foreign Nationals are only eligible for consideration under this Instruction, as members of a US nominated team.

6. Submitting Nominations. (See Attachment 2 for general timelines)

6.1. Generally, submissions for all awards (other than the **General George C. Kenney Award**) must reach AF/A9 by 1 September unless a different timeline is established.

6.1.1. (**Added-AFRC**) Air Force Reserve NAFs and DRUs are each limited to submitting one award nomination package per category: Annual Analytic to HQ AFRC/A9A and Annual L2 to HQ AFRC/A9L NLT 15 July.

6.2. The **General George C. Kenney Award** has a different submission and review timeline from the other awards in this Instruction. Special note must be taken of these timelines.

6.2.1. Nominations for the **General George C. Kenney Award** must be received at AF/A9 by Close of Business (COB) 15 April.

6.2.1.1. (**Added-AFRC**) Air Force Reserve NAFs, DRUs, HQ AFRC Directorates and Special Staff are each limited to submitting one award nomination package for the General George C. Kenney Award to HQ AFRC/A9L NLT 15 February.

6.2.2. AF/A9 will submit final result recommendations for the **General George C. Kenney Award** to the AFA.

7. Award Packages. Awards nominations will be forwarded electronically *from the nominating official* as an attachment to an email or as a scanned signed document to the AF/A9I workflow box (af.a9I@pentagon.af.mil) and titled "Nomination(s) for awards". At the discretion of AF/A9I, other transmission methods may be accepted. All award packages will contain:

7.1. Nominating official's cover letter. (See Attachment 3).

7.2. Completed AF Form 1206, *Nomination for Award*.

7.2.1. All blocks must be populated with accurate and current information as of the date of the nomination.

7.2.2. Specific justification for the award. Limit narrative to no more than 24 lines on the AF Form 1206 in single-spaced bullet format. The narrative should be in *Times New Roman* font with a 12pt font size.

7.2.3. Justification on the AF Form 1206 should use the following respective block headings. These headings do not count against the 24 lines maximum. A blank line is allowed ahead of a block heading at the discretion of the submitting organization):

7.2.3.1. **Lieutenant General Glenn A. Kent Leadership Award:** Synopsis of Major Achievements/Contributions; Uniqueness of Achievements/Contributions; Lasting Impact on AF and/or Military Operations Research.

7.2.3.2. **General George C. Kenney Award:** Description/Uniqueness of Major Achievements/Contributions; Impact on AF Doctrine/Operations/Training.

7.2.3.3. **Analyst and Lessons Learned Lifetime Achievement Award:** Synopsis of Major Achievements/ Contributions; Uniqueness of Achievements/Contributions; Impact on AF Decisions; Improvement of AF and/or Military Operations Research.

7.2.3.4. **Air Force Analyst of the Year Award and Air Force Analytic Team of the Year Award:** Description/Uniqueness of Achievement(s); Contribution to Organizational Mission; Impact on AF, Department of Defense or Inter-Organization Decision(s); Improvement of AF and/or Military Operations Research.

7.2.3.5. **Air Force Lessons Learned Outstanding Professional of the Year Award/Air Force Lessons Learned Team of the Year Award:** Description/Uniqueness of Achievement(s); Contribution to Organizational Mission; Impact on AF, Department of Defense or Inter-Organization Decision(s); Improvement of Organizational or Air Force L2 Processes or Techniques.

7.2.4. Any acronyms used in the body of the AF Form 1206 must be listed and defined at the end of the main body of the AF Form 1206. Acronyms may be continued on the back of the form, if necessary. The acronyms block does not count against the 24 maximum lines for the nomination.

7.2.5. For team awards, include the names, rank, and branch of service of individual team members after the award justification and optional acronym block. Team member's names may be continued on the back of the AF Form 1206, if necessary. A maximum of 10 team member's names are allowed on the AF Form 1206. Contractors, if part of the team, will make up less than 50 percent of the team. The contractor's company will be included in parentheses to the right of the contractor's name. The names block does not count against the 24 maximum lines for the nomination.

7.2.6. In most cases the AF Form 1206 will be UNCLASSIFIED. If classified information is included, the AF Form 1206 will be appropriately marked and transmitted appropriately. Classified submissions will not be above the SECRET//US Only level. Submissions will be accompanied by an appropriate note to the unclassified AF/A9I Workflow.

7.3. A short unclassified citation to accompany the award. See Attachment 4 for an example. This citation should be suitable for reading at an awards occasion.

8. Evaluation Board Appointment for Selecting Award Recipients. An evaluation board, consisting of members from the AF A2L2 community will be appointed by the AF/A9 from a list of Air Force A2L2 community nominees/volunteers. A general officer or civilian equivalent will chair all awards selection boards. The AF/A9 is the final approval authority.

8.1. There is no requirement to have only analysts on analytic awards evaluation teams or L2 professionals on L2 Awards evaluation teams. Mixed evaluation boards are encouraged and may be appointed at the discretion of the AF/A9.

8.2. Evaluation Boards may be 'virtual'. There is no requirement for the evaluation board to meet in person. A combination of emails, telephone conferences, DoD online collaboration tools (such as Defense Connect Online) meetings or other techniques may be used to elicit and discuss evaluation team member thoughts.

8.3. The **Lieutenant General Glenn A. Kent Leadership Award** will be chosen by a board consisting of the AF/A9, and the commander of the annual A2L2 host organization, and prior award recipients.

8.4. **(Added-AFRC) AFRC Evaluation Boards for Selecting Analytic and L2 Award Recipients.** HQ AFRC/A9 (CCO) will convene awards boards to select the AFRC Lessons Learned Excellence Award, AFRC Annual Analytic Awards and AFRC Annual L2 Awards. HQ AFRC/A9L will chair the Lessons Learned board and HQ AFRC/A9A will chair the Analytical board. Board members will be selected from the HQ AFRC staff. The AFRC Lessons Learned Excellence Award winner will be the AFRC nominee for competition at Air Force level for the General George C. Kenney award. The HQ AFRC/A9 (CCO) Director is the approval authority for the command awards. HQ AFRC/A9 (CCO) will forward the command nomination packages to HQ AF/A9 by the specified due dates.

9. Multiple Winners. If, following scoring by the evaluation board and at the discretion of the AF/A9, there are two or more candidates equally qualified for an award; multiple awards may be given in the same year. In the case of multiple winners in a category, no honorable mention will be given in that category.

10. No Winners in a Category. If, at the discretion of the evaluation board and the AF/A9, no nomination is deemed worthy of an award in a category, no award will be given in that category for the year.

11. Award Announcements and Presentations. AF/A9 will announce award winners at the annual Analyses, Assessments and Lessons Learned (A2L2) Symposium (exception: **General George C. Kenney Award** which will be announced by the AFA). AF/A9 or a designated representative will notify the commander or director and the recipients.

11. (AFRC)Award Announcements and Presentations. The award will be announced via a memo signed by AFRC/CC to the appropriate NAF/DRU. Once the announcement is made, HQ AFRC/A9 (CCO) will prepare and forward a plaque and AFRC/CC-signed personal memo to the NAF/DRU for presentation.

11.1. Should recipients be unable to attend the symposium, representatives from their organization may accept the award in their place.

11.2. Alternative means of presentation may be left to the discretion of the AF/A9.

11.3. In certain circumstance, the nominating commander or the AF/A9, may determine a presentation is warranted at a different time than the A2L2 Symposium (retirements, deployments, contingency operations, etc.). Alternative presentation times and formats are allowed under this Instruction.

12. Travel for Awards Presentations. Travel to award ceremonies will be in accordance with the Joint Travel Regulations (JTR), Joint Federal Travel Regulations (JFTR), and AFI 24-201. AF military or civilian personnel selected for an award listed in this Instruction may attend the presentation ceremonies on official orders at unit expense. When a unit is selected to receive an award, the unit commander or designated representatives attends the presentation ceremony to accept the award on behalf of the unit.

13. MAJCOM Awards. MAJCOMs are encouraged to establish their own awards nomination programs and awards to supplement this AFI and complement the Air Force-wide program.

14. Air Force Recognition Ribbon. Members selected for individual awards or cited as part of a team award are authorized to wear the Air Force Recognition Ribbon (military member) or the Air Force Recognition Lapel Pin (civilian) in accordance with AFI 36-2805, *Special Trophies*

and Awards. Award winners are responsible for informing their personnel office for updating their records. Contractors named as part of a team are not eligible to wear the Air Force Recognition Lapel Pin, and Foreign Nationals named as part of a team are not eligible to wear the Air Force Recognition Ribbon.

DARRELL D. JONES, Lieutenant General, USAF
DCS, Manpower, Personnel and Services

(AFRC)

JAMES F. JACKSON, Lt Gen, USAF
Commander

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

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

AFI 90-1601, *Air Force Lessons Learned Program*, 22 September 2010

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

AFPD 36-28, *Awards and Decorations Programs*, 1 August 1997

AFPD 90-16, *Air Force Studies, Analyses, Assessments and Lessons Learned*, 4 June 2008

Forms Adopted

AF Form 847, *Recommendation for Change of Publication*

AF Form 1206, *Nomination for Award*

Abbreviations and Acronyms

A2L2—Analyses, Assessments, and Lessons Learned

AF—Air Force

AFA—Air Force Association

AFI—Air Force Instruction

AFPD—Air Force Policy Directive

(Added-AFRC) AFRC—Air Force Reserve Command

ANG—Air National Guard

(Added-AFRC) ARPC—Air Reserve Personnel Center

(Added-AFRC) CCO—Office Symbol for unit Process Managers

COB—Close of Business

(Added-AFRC) CPI—Continuous Process Improvement

CY—Calendar Year

DOTMLPF&P—Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy.

DRU—Direct Reporting Unit

FOA—Field Operating Agency

GG—General Government

GM—General Manager

GS—Government Schedule [Federal Employee]

HAF—Headquarters Air Force

HQ—Headquarters

(Added-AFRC) IAW—In Accordance With

L2—Lessons Learned

MAJCOM—Major Command

(Added-AFRC) NAF—Numbered Air Force

NLT—No Later Than

(Added-AFRC) OPR—Office of Primary Responsibility

(Added-AFRC) RDS—Records Disposition Schedule

USAF—United States Air Force

Attachment 2

ANNUAL AWARDS TIMELINE GUIDANCE

A2.1. AF/A9I annually sets deadlines for Award Timelines. Absent any further guidance, the following timetables should serve as a guide for the Analyses and Lessons Learned Awards process.

A2.2. General George C. Kenney Award timeline:

A2.2.1. No Later Than (NLT) 1 February – AF/A9 sends announcement stating award deadlines.

A2.2.2. NLT 1 April –AF/A9 appoints evaluation panel to review nominations.

A2.2.3. NLT 15 April –Nomination packages due to AF/A9.

A2.2.4. NLT 20 April – Nomination packages sent to evaluation panel.

A2.2.5. NLT 1 May – Initial evaluation of nominations returned to AF/A9.

A2.2.6. NLT 15 May – Any subsequent evaluation of nominations completed and presented to AF/A9 for review.

A2.2.7. NLT 30 May – AF/A9 coordination and recommendations to the AFA complete.

A2.2.8. Summer – AFA announces winner.

A2.2.9. Approximately September – Presentation of **General George C. Kenney Award**.

A2.3. All other awards timeline:

A2.3.1. NLT 1 July – AF/A9 sends announcement stating deadlines for the Analyses and Lessons Learned Awards for the year.

A2.3.2. NLT 15 August, AF/A9 appoints evaluation panel to review nominations.

A2.3.3. NLT 1 September – Nomination packages due to AF/A9I.

A2.3.4. NLT 10 September - Nomination packages sent to Evaluation Panel.

A2.3.5. NLT 1 October – Initial evaluation of nominations returned to AF/A9.

A2.3.6. November – December -In conjunction with the Analyses, Assessments and Lessons Learned Symposium – announcement of the winners/presentation of awards.

Attachment 3

EXAMPLE OF ORGANIZATION NOMINATION COVER LETTER

I take great pleasure in nominating the following candidate(s) from United States Air Forces – Caribbean for the respective awards.

Joseph B. Smith, Lieutenant Colonel, Air Force Field Grade Analyst of the Year

Hannah Taylor, Captain, Air Force Company Grade Lessons Learned Professional of the Year

Pamela G. Lilly, Air Force Senior Lessons Learned Professional of the Year

Braden M. Parker, Air Force Journeyman Civilian Analyst of the Year

Airlift Options in Support of Littoral Warfare Team, Air Force Analytic Team of the Year

Leslie C. Dempsey, Major, USAF, Team Leader

Amanda J. Mosher, Lieutenant, USN

Matthew L. Almaraz, Captain, USAF

Reese C. Murphy, First Lieutenant, USAF

Luke M Alexander, GS-12, DAF

Gina A. Sedwick, Contractor (JSR Corporation)

//SIGNED//

Neel J. Price, PhD, GS-15, Director
USAF/A9

Attachment 4**EXAMPLE OF CITATION FORMAT****Citation to Accompany the Presentation****of****The Air Force Company Grade Lessons Learned Professional of the Year Award****to****CAPTAIN HANNAH TAYLOR**

Captain Hannah Taylor distinguished herself as Project Leader, 16th Air Force Analyses and Lessons Learned Directorate, Offutt Air Force Base, Nebraska, from 1 July 2009 to 30 June 2010. Captain Taylor expertly led a team of highly-skilled Lessons Learned Professionals examining complex operations in the largest and most diverse Numbered Air Force. The lessons learned from her work on maintenance/operations interfaces directly lead to a change within all 16th AF Wings resulting in increased efficiencies for all the organizations, saving 2500 training sorties a year and simultaneously increasing effective aircrew training. While deployed to Afghanistan for 4 months, Captain Taylor initiated a key Lessons Learned study of safety related issues for Airmen deployed in the ground combat environment directly resulting in an alteration of training in the United States. This rapid fire change to an existing doctrine directly resulted in reducing Air Force accidents by 22 percent, sparing an estimated 4 lives and injuries to 28 airmen while saving \$14.5 million in lost equipment. The distinctive accomplishments of Captain Taylor reflect great credit upon herself and the United States Air Force.

NOTE: Limit the citation to a maximum of 12 lines that properly describe the nominee's accomplishments or achievements. The narrative should be in *landscape* format and *Times New Roman* font with a 12pt font size (Bold font should be used for the centered header). The first and last lines of the citation should be like the example above.