



OFFICE OF THE UNDER SECRETARY OF DEFENSE
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COMPTROLLER

MEMORANDUM FOR DIRECTORS OF DEFENSE AGENCIES
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DIRECTOR FOR ORGANIZATIONAL MANAGEMENT AND
SUPPORT, OUSD(P)
DIRECTOR FOR ADMINISTRATION, OASD(C3I)
DIRECTOR FOR MANAGEMENT, OASD(PA)
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AIR FORCE
ADMINISTRATIVE OFFICER, GENERAL COUNSEL
ADMINISTRATION MANAGEMENT OFFICER, OASD(LA)
ADMINISTRATIVE OFFICER, OUSD(C)

SUBJECT: Revised Hammer Award Nomination Process

The Hammer Award is Vice President Gore's special recognition to teams of federal employees and their partners whose work has resulted in a government that works better and costs less. To date, the National Partnership for Reinventing Government (NPR) has approved over 1,000 awards government-wide. I am pleased to report that the Department of Defense (DoD) has received over 360 of these awards. Much of the Department's reinvention success is the result of our collective commitment to improve existing processes.

In order to honor these teams in a more timely and efficient manner, the NPR has revised the Hammer Award process. Procedures on implementing the revised process within DoD are contained in the attachment.

As the DoD NPR focal point, I am asking that these revised guidelines be distributed throughout your organization. The Vice President is committed to recognizing reinvention successes. Therefore, Hammer Award nominations are strongly encouraged when accomplishments within your organization meet the established criteria.

Cynthia K. Bogner

Cynthia K. Bogner

Director for Management Improvement

Attachment

cc: DOD NPR POCs

**Department of Defense
Under Secretary of Defense (Comptroller)**

Revised DoD Procedures for Vice President Gore's Hammer Award

- References:**
- (a) Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) memorandum, dated February 5, 1996, subject: Hammer Awards (cancelled)
 - (b) OUSD(C) memorandum, dated May 13, 1996, subject: Hammer Award Process (cancelled)

I. Mission

Vice President Gore's Hammer Award recognizes teams of federal employees and their partners whose work resulted in a government that works better and costs less.

II. Criteria

- a. Hammer Award recognizes teams; not individuals.
- b. The team must include a federal component; state, local, and private/nongovernment entities can receive the award only in partnership with a federal agency.
- c. Nominations must reflect real accomplishments (a plan does not qualify for an award).
- d. Nominations must show real innovation in at least one of the following areas of reinvention:
 - (1) Putting customers first
 - (2) Empowering employees
 - (3) Cutting red tape
 - (4) Cutting back to basics (stop doing things not in core mission)
 - (5) Achieving results Americans care about

- e. Nominations are strengthened if they show the following:
 - (1) Savings or cost avoidance
 - (2) Other resource impact (personnel reductions, improved timeliness, increased productivity)
 - (3) Strong partnership (interagency, intergovernmental, private sector, nonprofit organizations, or others)
- f. Nominations must be written in plain language (avoid the use of jargon and acronyms).

III. Nomination

- a. Submission of Nominations

Nominations should be submitted to the Component NPR Office or Hammer Award point of contact. Once the Component Hammer Award point of contact (hereafter referred to as the Component POC) verifies that the nomination meets the criteria, nomination will be forwarded to the DoD NPR focal point (hereafter referred to as the DoD POC) located within the Directorate for Management Improvement (DMI), OUSD(Comptroller), Pentagon, Room 1A658, Washington, DC 20301-1100 (Fax 703-697-2726 or DSN 227-2726). If the nominating organization does not have an NPR or Hammer Award POC, nomination should be forwarded directly to DMI.

- b. When to Submit

Organizations may submit nominations at any time; however, NPR will review submissions on a quarterly cycle (deadlines for each cycle are January 31, April 30, July 31 and October 31). To ensure sufficient time for an internal DoD review, nominations should be submitted to the Component or DoD POC at least four weeks before the cycle deadline date.

- c. What Award Recipients Receive

If a team is selected for a Hammer Award by the NPR, the team will receive one hammer plaque with a card signed by the Vice President and each team member will receive a hammer lapel pin and a certificate from the Vice President.

d. Nomination Format

(1) The nomination should contain the following information:

- Identification of whether the nomination is new or a resubmission
- Date nomination was completed by team
- Name of team (as it should appear on the award)
- Lead Government Department/Agency
- Partner Organizations, if applicable
- Name and organization address of the team leader
- Total Number of Team Members (a list of team members, by organization, should also be attached to nomination)
- The process, product or service that was reinvented
- Areas of Reinvention – must identify at least one of the following:
 - ✓ Put customers first
 - ✓ Empowered employees
 - ✓ Cut red tape
 - ✓ Cut back to basics (stopped doing things not in core mission)
 - ✓ Achieved results Americans care about
- Nominations are strengthened if they show the following:
 - ✓ Bottom line savings or cost avoidance
 - ✓ Other resource impact (personnel reductions, improved timeliness, increased productivity)
 - ✓ Strong partnership (interagency, intergovernmental, private sector, nonprofit organizations, or others)
- Explanation of how real, observable and measurable accomplishments were achieved in each reinvention area checked above
- If savings or cost avoidance are contained within the nomination, the signature and title of the responsible official is required as verification that the savings or cost avoidance are accurate to the best of his/her knowledge

- One page, plain language narrative that would tell any taxpayer why the reinvention was a success (acronyms and jargon should be avoided as this narrative may be used for a press release if the team is approved for the award)
 - Name and organization address of person submitting nomination (*as the nominator, this person will be responsible for ensuring there are no issues associated with the nomination that would reflect negatively on the Department or the Administration*)
 - In addition to the team leader and nominator, identify others to be notified by the DoD Hammer Award POC of the NPR's decision
- (2) A copy of the NPR's nomination format is attached and an electronic version is available at: <http://www.npr.gov/library/awards/hammer/>

IV. DoD Review Process

- a. NPR's revised Hammer Award guidance requires agencies to do an initial screening of nominations to ensure the criteria has been met.
- b. A Review Committee, chaired by the Director for Management Improvement, OUSD(Comptroller) or designee, and comprised of representatives from the Military Departments and selected Defense Agencies, has been established to conduct the initial screening of nominations.
- c. As Component POCs receive nominations and have screened them to ensure the criteria has been met, they will forward the nominations to the DoD POC.
- d. DoD POC will provide nominations to the Review Committee on a periodic, but not less than quarterly, basis and ensure the NPR quarterly review deadlines are met.
- e. Nominations meeting the criteria will be forwarded to the NPR. Nominations not meeting the criteria will be returned to the originating agency by the respective Component POC.

V. NPR Review Process

- a. If the nomination did not come to NPR via the DoD POC, then the nomination is forwarded from NPR to the DoD POC to do an initial screening to ensure that the criteria has been met.
- b. NPR conducts a review process. The results are either (1) approved or (2) denied with reasons provided.

VI. Notification of NPR Decision

- a. NPR Hammer Award Team provides written notification of the decision to the DoD POC and any partner agencies.
- b. DoD POC provides written notification of the NPR decision to the nominator with copies furnished to the team leader, others identified by team leader, and the Component POC.

VII. Hammer Award Materials

- a. For approved nominations, the NPR will authorize shipment of the Hammer Award plaques directly from the manufacturer to the DoD POC.
- b. NPR pays for one Hammer Award plaque per team and, in most cases, only one award is authorized per team. (In those instances where a partnering effort was involved in the reinvention, NPR will authorize additional plaques. However, the cost of the additional plaque(s) will be the responsibility of the requesting Component. Each plaque costs approximately \$100.)
- c. NPR Hammer Award Team obtains Vice President Gore's signature on a card for the team and generates certificates for individual team members. These materials are then forwarded to the DoD POC.
- d. DOD POC will forward the materials to the award recipient via Federal Express.

VIII. Hammer Award Ceremonies

- a. For approved awards, the nominating Component is responsible for planning the award event, within 90 days following notification of approval.
- b. Events should be designed to provide maximum recognition to the team.
- c. The following information should be provided, in writing, to the DoD POC at least four weeks prior to the date of award event:
 - (1) Name of Team (as it should appear on award).
 - (2) Date of award event.
 - (3) Location.
 - (4) Name and title of presenter. (NPR provides presenters/speakers, if available. However, if travel expenses are involved, costs will be assumed by the requesting component.)

- (5) A request for additional Hammer Award plaques, if required for partnering organizations.
- (6) Changes, if applicable, to list of team members provided with nomination. (*For private industry team members, the White House Office of General Counsel requires their SSN, date of birth and state of residence.*)
- (7) Name, address and phone number of Component point of contact to receive shipment of Hammer Award materials.

IX. Follow-up

- a. Display the Hammer Award plaque in a common area.
- b. Share successes throughout the Component.
- c. Provide photos taken at the award ceremony to team members.
- d. Each team should provide the DoD POC with a copy of the press coverage of the award ceremony. In turn, the DoD POC will provide this information to the NPR and Component POC.

X. Assistance

For assistance with these procedures, please contact the Directorate for Management Improvement, Office of the Under Secretary of Defense (Comptroller), at 703-697-8580 (DSN 227-8580) (Fax 703-697-2726 or DSN 227-2726) or the DoD Hammer Award POC Lois Douglas, at 703-697-9708 (DSN 227-9708) or e-mail at douglasl@osd.pentagon.mil.

Attachment