MEMORANDUM FOR ASSISTANT DIRECTOR, PERFORMANCE MANAGEMENT

AND AWARDS DIVISION, HUMAN RESOURCES

DIRECTORATE, WASHINGTON HEADQUARTERS SERVICES

SUBJECT: Nomination for the 63rd Annual Department of Defense Distinguished Civilian

Service Award (Competitive)

In accordance with Administrative Instruction 29 “Awards Recognition Programs” and guidance established by the Director of Administration, Office of the Deputy Chief Management Officer, I nominate **[nominee]** for the 63rd Annual Department of Defense (DoD) Distinguished Civilian Service Award (DCSA). The following required information is provided in support of the nomination:

* **Name:** *First, Middle, Last and Title (e.g, Dr., Mr., Ms., The Honorable, etc.)*
* **Position, Title and Grade:**
* **Organization and Location:**
* **Length of Time with the Organization:**
* **Period Covered by the Award:**
* **Nomination Justification:** *Must include a narrative that addresses each award criteria (example attached).*
* **I confirm that the nominee meets the following specific criteria** *(Short synopsis):*
* **Contributions:** *Identify specific information regarding exceptional contributions to increase efficiency, economy, or other improvements in the Department’s operations that are of a significantly broad scope.*
* **Selection Process:** *Identify specific information regarding how highly selective you were in choosing this nominee for this award. Information may include number of nominations reviewed, etc.*

* **Nominee Certification:** *Certify that nominee has no negative information or investigations pending that could potentially discredit the DoD.*
* **Significant Prior Honorary Awards:** *Provide list of previous DoD-level, OSD-level, or Military Department-level honorary civilian awards. If nominee has not previously received an award, please provide a statement advising of such.*
* **Action Officer for this Nomination:** *Name/Contact Information*

**Component Head**

**Title**

Attachments:

As stated

**Nomination of**

(Nominee Name)

For the Department of Defense Distinguished Civilian Service Award

# Nominee Information

Name: *First, Middle, Last and Title (e.g, Dr., Mr., Ms., The Honorable, etc.)*

Job Title and Grade:

Complete Organization and Location:

Telephone and FAX Number:

E-mail Address:

Service Computation Date:

Length of Time with DoD:

Period Covered in Award Narrative:

Education: (Year/Degree/School/Major Field of Study):

Significant Employment: (Month/Year/Job Title/Organization) *List in reverse chronological order beginning with present position, provide title and the time period for the position held.*

# II. Basis for Nomination (Do not exceed 3 pages, single spaced) *Limit the contributions and achievements to no more than ten years.* *Use lay terms instead of technical language and limit use of acronyms. Clearly demonstrate nominee’s contributions to the mission of DoD, as a whole, and not limited to Component or Agency specific accomplishments. Whenever DoD-wide impacts or monetary savings can be documented, please include in the nomination write-up. Background information may be included to show the individual’s depth of experience and accomplishments.*

Mr. XXXX X. XXXXXX is the only Department of Defense (DoD) Senior Executive Service (SES) to simultaneously lead resourcing, requirements, capability, and analysis for two separate and distinct commands: Headquarters (HQ) North American Aerospace Defense Command (NORAD) – a Binational United States (US) and Canadian command, and the Combatant Command (COCOM) responsible for defending the US and Canadian homelands and supporting Civil Authorities as directed by the President or Secretary of Defense. In this dual role, he engaged with senior leaders in the US Congress, DoD, Department of Homeland Security (DHS), the Canadian National Defense Headquarters and representatives from Mexico to ensure critical capabilities are available to meet all man-made or natural contingencies.

Operating in a very complex environment, Mr. XXXXXX initiated innovative changes and sustained extraordinary accomplishments related to DoD’s ability to respond to all threats. In two different assignments, the 4-star Commander (CDR) of USSTRATCOM and COCOM selected Mr. XXXXXX to lead their internal and external Quadrennial Defense Review (QDR) engagements and ensure an integrated approach and single voice for the their priorities. His guidance and influence were instrumental in getting Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Consequence Management Response Force (CCMRF) and Pandemic Influenza (PI) highlighted in this important document for additional analysis and resourcing. Mr. XXXXXX transformed DoD’s response to catastrophic incidents, leading to a new regionalized response concept to ensure timely, integrated, and synchronized efforts by federal, state, and local authorities to save lives and mitigate suffering. He also initiated an enterprise-wide refinement to increase critical lifesaving skills and access to personal protective equipment for this new construct. His success ensures our forces will be more responsive, possess a better capability match of life- saving skills, and provide better balance between state and federal response.

As a key leader responsible for implementing COCOM’s mission as Global Synchronizer for all DoD PI requirements, Mr. XXXXXX masterfully integrated the priority needs of nine Unified Commands, four Services, the Joint Staff, and OSD. In addition, he personally coordinated a strategy between the US Air Force (AF) and the Missile Defense Agency that focused on projected software failures affecting our Clear and Cape Cod Missile Warning Radars. Senior leaders immediately funded critical operational upgrades necessary to meet the growing threats from North Korea, Iran, and China. Mr. XXXXXX also tackled the long standing problem of formalizing the protection of our Nation’s Capital, and garnered a permanent funding solution for the SecDef directed National Capital Region (NCR) Integrated Air Defense System program. In another case, he guided his staff through an analysis of available technology and the potential benefits of modifying a computer model used to measure NORAD’s response capability. His analysts reduced the times to accomplish rapid reconfiguration of threats sets from 8 hours to 30 minutes, a quantum leap in our ability to analyze threats against both the US and Canada. Finally, Mr. XXXXXX has also demonstrated his ability to marshal external participation in his endeavors and establish shared goals by bringing US Pacific Command and COCOM analysts together to develop a process linking homeland defense (HD) and overseas scenarios. By assessing risks at the seams of these two organizations, he identified where forces were double-counted in Operation Plans with the potential for mission failure if both plans were simultaneously employed and insufficient forces were available.

Recognized as a catalyst for change across DoD, his brainchild for a Financial Management Augmentation Team (FMAT) transformed how DoD works with our interagency partners to track and obtain reimbursement for costs associated with catastrophic events and natural disasters such as wildfires or hurricanes, thus freeing DoD baseline for other operational needs. He led the development of the FMAT concept, and ensured this capability was codified as joint doctrine. The effectiveness and efficiencies gained through the improved FMAT process were so significant it was submitted to OSD as a “Most Improved Process.” Under Mr. XXXXXX’s tutelage, FMAT members from more than 30 organizations come together to work reimbursement issues, resolve differences in costing, and ensure proper accounting for all obligations; DoD was reimbursed over $500M during Hurricane Katrina alone. His quest for enterprise wide solutions put him on the leading edge of interagency cooperation in other domains as well, adding $103.7 million for FAA radar integration to optimize surveillance capabilities, extend service life and add an additional 114 sensors to the Command and Control infrastructure that expanded our visibility of interior radar tracks, and added short range coverage down to 1000 feet in major metropolitan areas. Recognizing communication as the key to synchronized efforts, he seized the opportunity to plan and host the first-ever Reserve Component Advocacy Conference concurrent with DoD’s review of policies and procedures associated with programming for Defense Support of Civil Authorities (DSCA). This historic Total Force initiative, attended by over 87 senior leaders from across the DoD, the Interagency, and state representatives took the first steps in establishing a framework to validate over $37.8B in Army, Navy, and AF Guard and Reserve personnel, equipment, and operations and maintenance shortfalls. Blending interagency and international capabilities, his Joint Test and Evaluation team developed and delivered the first-ever Maritime HD analytic assessment that became the foundation for the Navy’s Maritime Domain Awareness Study and led to identification of two glaring gaps in our Nation’s maritime defenses: a limited ability to generate, process, and integrate maritime domain data on possible threats and aggression, and an inefficient employment of airborne and combined forces for maritime threat response. They ultimately received DoD-wide recognition as a model for how a Joint Test and Evaluation should be managed. Their final product suite is both a national and international model being

used by DoD, DHS, and Canada to improve maritime threat response tactics, techniques, and procedures. And when the Secretary of Defense called upon DoD to accelerate its support to Mexico through the Beyond Merida Initiative, Mr. XXXXXX was front and center in development of a new framework to ensure a whole-of-government effort to provide critical training and planning assistance to Mexico that will increase the readiness of their Army (SEDENA) and Navy (SEMAR) and improve humanitarian relief in post violence areas. With persistent drive, he engaged senior leaders of DoD, DHS and Congress to obtain $78M in increased counternarcotics funding, reprioritize the existing $391M program, and ensure the necessary authorities were in place to utilize those funds to address the threat of Transnational Criminal Organizations in Mexico.

Internal to NORAD and COCOM, Mr. XXXXXX assembled one of the most highly regarded and technically proficient teams in DoD, ensuring quality outcomes that are operationally sound, cost effective and yield rewards commensurate with risk. For example, he tasked his team to design robust data collection mechanisms to conduct Limited Objective Experiments related to critical warfighting shortfalls, and they responded by producing analytic reports ranked #1 and 13 of 221 DoD-wide that became benchmarks for conducting experimentation planning within the 10 COCOMs. They also developed and published a “Code of Best Practices on Joint Experimentation Design and Execution” for all of DoD that was so transformational that portions were earmarked for inclusion in the annual “Status and Recommendation” report to Congress for process excellence. Mr. XXXXXX was also hand-picked to lead the DoD-wide HD/Civil Support (CS) Capability Based Assessment (CBA) - declared 1 of DoD’s Top 25 Transformational Priorities by the previous Administration. He assembled a multi-talented team that defined DoD’s HD/CS capability needs, identified gaps and redundancies, and recommended solutions – and they completed this complex task in 18 months when the historical standard was 24-36 months. In the process, they developed an outside-the-box Logistic Regression analysis methodology that distilled 2200 tasks from 275 documents into 438 key tasks and 105 areas of concern. This high profile effort was far superior to any previously accomplished (the regression methodology for distilling and prioritizing capabilities is now the benchmark within DoD). Externally, his reputation as a strategic thinker led to the AF selecting Mr. XXXXXX as the COCOM representative on two governance bodies: SES Talent Management Board and the Civilian Force Development Panel. In addition, the Joint Forces Staff College specifically chose him to mentor the Purple Challenge exercise for their Reserve Component students. And as a by-name request, he served as co-chair on the DoD-DHS Inbound Threat Study to determine capabilities that DoD will provide DHS in contingencies, and co-chaired the HD Analytic Baseline and Enhanced Protective Posture studies. During this time frame, Mr. XXXXXX was also personally invited to serve as a member on the Johns Hopkins University/Advanced Physics Lab Management Board bringing a COCOM perspective to their deliberations, as well as being singled out to bring executive leadership skills to serve on the DoD Human Resource Transformation team with a goal of reducing a long standing inefficiency in COCOM recruitment and hiring processes by 50 percent. Finally, he brought senior programmers together from nine Unified Commands, four Services, Joint Staff, OSD, and DHS to the first World Wide J8 Conference. From this meeting, they were able to begin development of common lexicons to highlight synergy opportunities.

Mr. XXXXXX’s exceptional organizational skills led to his by-name selection to oversee the stand-up of the new US Northern Command, where he developed the compelling logic justifying transformational shift of a Unified Command from 70/30 military-Civilian ratio to 60/40 in their first-ever Joint Manning Document. This innovative approach has become the model for all unified commands. His unequivocal success led to his being named as the architect charged to create a J8 Directorate in USSTRATCOM. In that role, he smoothly aligned tasks and responsibilities so that 116 civilians and 93 military employees were more effective and efficient in their management of the $2.5B program. He was also instrumental in restructuring the Command from 3500 manpower positions to less than 1000 while activating five fully capable subordinate organizations. Returning to COCOM, he quickly became known as “my top Senior Executive” by the NORAD and COCOM CDR. As the first option when selecting a leader to align an organization’s vision, missions and goals with their warfighting mission requirements, Mr. XXXXXX’s accomplishments include development of a continuous process to evaluate and improve internal controls and accounting systems that ensure effective safeguards against waste, loss, unauthorized use, or misappropriation of resources. His emphasis on developing measurable metrics and auditable processes led to COCOM being rated as one of the best for its Management Control Program -- # 1 of 10 COCOMs and # 2 of 35 DoD agencies. A staunch advocate for his people, Mr. XXXXXX’s recognition program has directly led to selection of two AF Group CDRs, one United States AF Academy Department Head, two Navy Squadron CDRs, one promotion to AF SES, and one promotion to DHS SES. He has successfully groomed future leaders with his 100 percent success in promotions to colonel, 5 of his staff selected to deploy into command positions in Afghanistan and Iraq, and 5 analysts deployed to Haiti to lead assessment efforts during Operation UNIFIED RESPONSE. In addition, a senior Canadian analyst on his team received international recognition as one of “Canada’s Top 40 Under 40” for his efforts assessing debris fields from a hypothetical shoot down of a hijacked airliner and his real-time analysis comparing the energy released from Hurricane Katrina to energy released during a nuclear detonation.

# III. Citation *Prepare a single spaced proposed citation containing 15-17 lines of text highlighting the significance of the individual’s achievements. Citations should include a minimum of two accomplishments and the results of the accomplishments. Include nominee’s full name and title (e.g., Dr.), as applicable.*

**Citation**

to accompany the award of the

**Department of Defense Medal**

**for Distinguished Civilian Service**

*Mr. XXXX is recognized for distinguished civilian service as [POSITION TITLE AND ORGANIZATION], from [FROM DATE ex: June 1998] to [TO DATE ex: December 2016]. Mr. XXXX’s exceptional efforts ensured the ability of the Commands to successfully execute missions spanning the North American continent and the Caribbean. He engaged with senior leaders in the United States Congress, Department of Defense, Department of Homeland Security, the Canadian National Defense Headquarters and representatives from Mexico to ensure critical aerospace defense, homeland defense, and Defense Support of Civil Authorities capabilities are available for all contingencies, whether man-made or natural. Through Mr. XXXX’s efforts, the consequence management capabilities of the Department of Defense were transformed to be more responsive, contain more life-saving skills, with better balance between federal and state response. He was the catalyst for Financial Management Augmentation Teams concept revolutionizing how the Department and our interagency partners tracked and obtained reimbursements for costs associated with catastrophic events or natural disasters. Mr. XXXX’s leadership was directly responsible for benchmark processes were used throughout all of the Combatant Commands, as well as our Canadian counterparts for Maritime Domain Awareness, Capability Based Assessments, Joint Experimentation, and Limited Objective Experiments. The distinctive accomplishments of Mr. XXXX reflect great credit upon himself and the Department of Defense.*

**IV. Official Portrait** *Component must provide an official portrait of its nominee as part of the nomination package. This should be included within this document and e-mailed to the WHS Civilian Honorary Awards Program as a JPEG file.*