

RECOGNIZING ACHIEVEMENT

Two ways in which the personnel system recognizes achievement have already been outlined: quality increases within the grade and impact of an outstanding staff member on his assignment. Some important additional methods follow:

MERIT PROMOTION PROGRAM

Under guidelines published by the Commission, each agency develops a promotion program to insure that broad areas of consideration are used and that selections are made from among the best qualified when vacancies are to be filled by promotion. (As indicated earlier, management may fill vacancies by methods other than promotion.) By promoting the best qualified, management recognizes achievement and sets the tone of the entire enterprise. To insure valid judgments, some Federal agencies convene panels of senior colleagues so that professionals are rated for promotion by persons who are expert in the area concerned.

INCENTIVE AWARDS

Agency heads are authorized to grant cash awards or honorary awards, or a combination of both, to employees for achievements that improve operations or are in the public interest. These are important vehicles for recognizing high quality performance, particularly when quality increases would not be appropriate. Cash awards of up to \$25,000 and honorary awards ranging from an official commendation up to the "President's Award for Distinguished Federal Civilian Service" have been granted to scientists and engineers. For example, 17 of the 21 largest cash awards—ranging from \$5,000 to \$25,000—were made for scientific and technical achievements; and 18 of the 46 Presidential Awards for Distinguished Federal Civilian Service have been awarded to Federal scientists.