

For outstanding R&D achievement some Federal agencies have established special medals or awards named for distinguished scientists who served the agency in the past. For example, the Office of Naval Research has established an annual Navy-wide science award known as the Captain Robert Dexter Conrad Award for Scientific Achievement. This award was named in honor of the first head of the Planning Division of ONR, who was the primary architect of the Navy's basic research program. The Naval Research Laboratory annually grants the E. O. Hulburt Award to a NRL scientist or engineer for a scientific accomplishment of significant value to the Navy. This award was named in honor of the Laboratory's first Director of Research. The Bureau of Standards annually awards the Stratton Award to a Bureau scientist or engineer for an unusually significant contribution to some area of science or engineering. This award was named in honor of the Bureau's first director.

Name awards have also been established by some laboratories for the best technical paper-of-the-year published by a staff member. For example, Cambridge Research Laboratories has established the Dr. Marcus D. O'Day Award. The Air Force Navigation and Guidance Laboratory has established the Samuel M. Burka Award.

There is room for considerable ingenuity in establishing award programs for special purposes. The Commission's pamphlet *Awards and Honors for Scientists and Engineers* provides further information on this subject.

PERFORMANCE RATING PLANS

The Commission may approve a wide variety of rating plans for use within the agencies. Except for certain broad principles, there is no requirement for uniformity between agencies nor between occupations or components within the same agency. Thus, agencies are encouraged to develop performance rating plans tailored to the specific environment in which they will be used.

A well-conceived, conscientiously administered performance rating plan can assist in the identification of the type of training or higher education needed by an individual to work at his maximum capacity. It can also assist in the identification and recognition of staff members who have made important scientific and technical contributions. However, because of the recognition possible under the incentive awards program, it is perhaps true that the "Outstanding" rating is little used today.

Regardless of how individuals or groups are recognized for their achievements, administrators must realize that, to be effective and meaningful, recognition must be reserved for real contributions.