



## DECA MANUAL 60-01.01

### INNOVATION PROGRAM

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**Purpose:** This manual outlines the policy and procedures governing the Defense Commissary Agency's (DeCA's) Innovation Program, which consists of four separate sub-programs. It outlines the rules and procedures of the four sub-programs and how they will be managed. These sub-programs are designed to improve morale and facilitate innovation by providing an opportunity for employees to voluntarily participate in the improvement of operations within the Agency.

- The Improve Defense Commissary Agency Efficiency and Service (IDEAS) program provides standardized methods for employees to submit entries to the program, and outlines the evaluation and disposition procedures.
- DeCA's IDEATION is an online informal discussion forum designed to connect users across the Agency.
- The Director's Innovation Challenge helps to stimulate the creative thoughts and ideas of DeCA employees. The award-based program offers those who choose to participate the

chance to contribute well thought-out and detailed answers to the Director's innovation question.

- The Advanced Research “What’s Next?” program provides structure and direction for research, ensures that research is relevant for the future, lays the groundwork for the Agency to develop and analyze possible future scenarios, and provides working material with which to advise future Agency leadership.

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## **SECTION 1: GENERAL ISSUANCE INFORMATION**

**1.1. APPLICABILITY.** This manual applies to all DeCA activities and all DeCA personnel in accordance with Department of Defense Directive (DoDD) 5105.55.

**1.2. POLICY.** It is DeCA's policy that:

a. The IDEAS Program. The IDEAS Program recognizes and rewards employee accomplishments achieved through suggestions or other personal effort that contributes to the efficiency, economy, effectiveness, and improvement of DeCA operations and the DoD. Recognition for improvements and concepts is based upon tangible benefits, intangible benefits, or a combination of the two. Recognition may be monetary, non-monetary, or honorary in nature. The IDEAS program, when managed effectively and endorsed with vigorous support at all levels on a continuing basis, contributes significantly to improving government productivity and services. All eligible IDEAS submitted are evaluated, and awards are based on the merits of the contribution and the benefits that accrue without regard to race, color, religion, sex, marital status, national origin, physical handicap, age, political affiliation, or participation. Recognition has a positive effect in promoting employee contributions that aim to improve productivity excellence.

b. DeCA's IDEATION. DeCA's IDEATION provides a means of communicating with employees in an effort to capture their suggestions and potential best practices in an informal setting. It is an online discussion forum and cross collaboration tool (available on OneNet/Our Agency/Community tab) which encourages employees to discuss innovative concepts in an online open forum. Users can "like" their favorite suggestions and comment, subscribe, and search for previously entered suggestions.

c. Director's Innovation Challenge. The Director's Innovation Challenge helps to stimulate the creative thoughts and ideas of DeCA employees. The award-based program offers those who choose to participate the chance to contribute well-prepared and detailed answers to the Director's Innovation question. Director's Innovation Challenges are specific in nature and are often focused on performing a government function better, faster, or at a reduced cost. To be eligible, the submission must clearly define the specific area of improvement within DeCA, state the possible workable solution(s), and specify the benefits that can be expected.

d. Advanced Research "What's Next?". The Advanced Research "What's Next?" is the Agency's advanced research program that facilitates innovative and strategic planning based on sound detailed research. The "What's Next?" program provides structure and direction for research, and it ensures that research is relevant for the future. It also lays the groundwork for the Agency to develop and analyze possible future scenarios and provides working material with which to advise Agency leadership.

## **SECTION 2: RESPONSIBILITIES**

### **2.1. DIRECTOR, CHANGE AND STRATEGIC MANAGEMENT (CCC).**

- a. Develops policy and procedures, promotes and publicizes the program, and oversees and monitors uniform application.
- b. Maintains liaison with the DoD staff, other DoD agencies, the Office of Personnel Management (OPM), and the Principal Deputy Assistant Secretary of Defense for Personnel and Readiness, on recognition awards for military and civilian personnel.
- c. Orchestrates the IDEAS program interface with other DoD programs: Fraud, Waste and Abuse (FWA), Information Management, Quality Improvement Efficiency Review, Value Engineering DoD Suggestion Program, and other process improvement activities (such as Lean Leader and Lean Six Sigma) designated to increase productivity or cost savings.

### **2.2. INNOVATION PROGRAM (IP) MANAGER.**

- a. Develops, implements, and manages the Innovation Program.
- b. Promotes the Innovation Program.
- c. Ensures prompt and fair evaluations.
- d. Advises the Director, region directors, and Functional Process Owners (FPOs)/Special Staff Groups (SSGs), as applicable, of program goals, accomplishments, progress trends, and desired improvements.
- e. The IP Manager, unless restricted by this or other directives, will use his/her judgment to make sure the Program is efficiently and effectively accomplished.

### **2.3. SUPERVISORS AND MANAGERS.**

- a. Provide support for the Agency's innovation programs and ensure employees are aware of the program options available.
- b. Provide employees with time and other resources to participate in the innovation process.

**2.4. IDEAS EVALUATION PANEL.** Panel members will participate in meetings with the IP Manager, as needed, accomplish reviews using the Agency's perspective, and make recommendations. The panel members will convene with the IP Manager to brief the findings and recommendation results.

**2.5. IDEAS EVALUATOR RESPONSIBILITIES.** The IP Manager will work with the IDEAS evaluation panel to ensure the following objectives are met:

a. Prior to accepting the responsibility as an IDEAS evaluation panel member, individuals will be required to sign a non-disclosure agreement (NDA) associated with the review of IDEAS submissions.

b. The IDEAS evaluation panel will be tasked by the IP Manager to evaluate each submission. Evaluating IDEAS is not considered to be an additional duty, but a job responsibility. Each panel member must treat each proposal fairly by giving the best unbiased evaluation possible in a timely manner.

**2.6. ADVANCED RESEARCH PROGRAM MANAGER.**

a. Establishes a strategic analysis methodology for the Advanced Research Program.

b. Maintains a list of topic areas nested within the current Director's Strategic Guidance of Priorities for the Agency.

c. Maintains a virtual archived research library on SharePoint.

d. Issues a monthly research topic, collects completed monthly research papers, and compiles a consolidated report prior to the end of each month.

e. Assembles working groups to conduct strategic analysis of compiled research using methodologies such as Strengths, Weaknesses, Opportunities & Threats (SWOT); Politics, Economics, Society, Technology, Legal & Environmental (PESTLE); and other recognized methodologies.

f. Provides a synopsis based on strategic analysis to senior leaders in support of future planning for the Agency.

### **SECTION 3: IDEAS PROGRAM**

**3.1. IDEAS.** A person, or a group of persons, may make an IDEAS submission on how to perform a government function better, faster, or at a reduced cost. The best IDEAS are usually associated with the proposer's own work since they are more familiar with those functions.

a. Participation Eligibility. The following individuals are eligible to participate:

(1) DeCA military and U.S. civilian personnel paid from appropriated funds.

(2) Retired military and civilian personnel, provided their IDEAS submission was made prior to their retirement date. In such cases, they are eligible for a cash award. Otherwise, they are only eligible for honorary awards.

b. Participation Ineligibility. Examples of personnel not included in paragraph 3.1.a, are: private citizens, non-appropriated fund personnel, and/or separated personnel.

c. Eligible IDEAS. To be eligible, the IDEAS submission must outline a specific area of improvement in DeCA, state the possible workable solution, and give the benefits that can be expected. The IDEAS should cite enough possible benefit to warrant a change. Additionally, the IDEAS submission must state specifically, but is not limited to:

(1) The recurrent practice, method, procedure, task, and directive.

(2) Must include specific references, excluding opinions.

(3) Reasons for the change; explain the problem or why the current practice is not effective.

(4) How the proposed change can provide a better method, tool, or procedure.

(5) A detailed description or solution on how to change the current practice or implement the IDEAS submission.

(6) IDEAS submissions that recommend personal computer software applications should include thorough program development.

(7) Outline the probable benefit to DeCA if adopted.

(8) If an IDEAS submission is not related to DeCA operations, but pertains to base/installation operations/functions, the appropriate local base/installation suggestion form should be completed and forwarded to the base/installation suggestion coordinator.

(9) An IDEAS submission must contain the originator's own thoughts. The suggestion can be a new application of an old principle. That is, the concept does not have to be new, but it

must be the submitter's own adaptation (the suggestion must contain his/her/their own words and new thoughts for improvement).

d. Ineligible IDEAS. An IDEAS submission (or reconsideration request) will not be processed for evaluation when it:

- (1) Is merely a complaint or criticism.
- (2) Is vague or incomplete, possesses generalities or opinions, or is nonfactual (has no firm basis in actuality and represents only conjecture, speculation, supposition, or theory).
- (3) Proposes a study or review be made without offering the necessary, personally researched guideline data to show improvement.
- (4) Merely calls attention to word omission, typographical, or printing errors that do not cause misinterpretation or error and is normally corrected during a scheduled review. Proposes realignment of text or an addition of words when there has been no serious misunderstanding or error reported by anyone other than the proposer.
- (5) Proposes a non-innovative change such as housekeeping practices or routine work orders for maintenance of buildings and grounds. However, if the proposal increases safety, saves property or material, improves working conditions, or has potential for improving the use of energy resources that may result in benefits, then it may be eligible. The proposal must identify the problem, offer a solution, and indicate the benefits.
- (6) Duplicates another IDEAS submission with either the same problem or solution that is already in the evaluation chain or has been evaluated, approved, or disapproved for adoption. In this case, the duplicate proposal is returned. When a proposal duplicates a problem identified in a previous proposal, it may be processed if the solution is different.
- (7) Most ineligible suggestions will be identified by the IP Manager's office. They will be returned to the IDEAS submitter and will provide specific reasons why the proposal is ineligible. There may be times when an ineligible IDEAS submission will be accepted by the IP Manager, given a control number, and sent to the evaluation panel. However, if the panel finds the IDEAS submission ineligible for one of the reasons cited in paragraph 3.1.d above, the IDEAS evaluation panel will return the evaluation form to the IP Manager's office with a completed and signed evaluation form (comments from panel). The evaluation form will be marked with the specific reasons for being ineligible. If the IP Manager agrees, the IP Manager will return the completed package to the contributor.
- (8) Benefits a DeCA contractor. However, if the submission proposes a change in contractor services or products that would benefit DeCA or the Federal Government, it may be eligible. In this case, the local contracting officer would be the appropriate official to validate any savings.

(9) Proposes improvement to non-governmental activities such as banks and credit unions. Also, proposals for improvements to non-appropriated fund activities, such as base/post exchanges, cafeterias, golf courses, clubs, service stations, and snack bars are ineligible, unless the suggested change benefits DeCA or improves safety conditions of these activities for the Agency.

(10) Proposes changes to off-the-job activities in the community such as charity, fundraising, public and private education, scouting, religious, or athletic programs.

(11) Offers designs for posters, slogans, contests, advertising, promotional material, or employee recognition programs.

(12) Covers routine operations such as requesting supply items, office equipment, or telephone service; ordering bulletin boards or posting them; or posting items in daily bulletins.

(13) Suggests services and items that benefit employees in a personal way, including, but not limited to: vending machines, restroom facilities (improvements, decorations, mirrors, etc.), dining facilities, shorter work hours, gyms, theater or entertainment proposals, unscheduled holidays, parking facilities (including reserved parking), water fountains, picnic areas, or non-smoking areas.

(14) Suggests force structure issues including major system acquisitions.

(15) Suggests the use of items in DeCA, DoD, or federal stock for their already intended purposes, or recommends the enforcement of an existing law, directive, or procedure unless it:

(a) Results in corrective action because correct procedures were unknown or had not been implemented due to misunderstanding, misinterpretation, or lack of knowledge that they were available. Supporting information must be furnished by the proposer.

(b) Identifies a problem; offers a solution, a new use or concept, and indicates benefits which increase productivity.

e. Group IDEAS. An IDEAS submission may be a joint effort. There is no limit to the number of co-IDEAS submitters that may be involved, civilian, military, or both. However, once an IDEAS submission has been given a control number, a co-IDEAS submitter may not be added or deleted without the written consent of all co-IDEAS participants and the reasons for adding or deleting members must be thoroughly explained.

(1) One IDEAS participant will be designated as the “primary contact” and is responsible for keeping all co-IDEAS participants informed of actions affecting the IDEAS.

(2) Each co-IDEAS participant must complete items 7 and 8 and sign the IDEAS submission DeCA Form 60-7 located on OneNet, or include each co-author’s name on the electronic submission form.

(3) Co-IDEAS participants share equally in any award. When a co-IDEAS participant is ineligible to receive or declines a share of the cash award, the eligible IDEAS participant will not be paid that portion of the award attributable to the ineligible participant.

f. Confirmatory IDEAS (after-the-fact). To receive credit for an IDEAS submission that was previously offered in some other manner, the employee must provide a submission online within 30 days after the date of its initial presentation. The submission must identify the person(s) to whom the proposal was made, the place, the approximate date, and circumstances so that a correlation can be established to aid final evaluation.

### **3.2. IDEAS SUBMISSION AND EVALUATION.**

a. IDEAS Submission. Each submission should be accomplished using the electronic web submission process on OneNet or submitting the completed DeCA Form 60-7 to IDEAS@deca.mil.

(1) Place the information on the electronic web submission or DeCAF 60-7 submission form as follows:

(a) Describe the problem (including background) and solution(s) as completely and accurately as possible.

(b) Include all available information on the proposal (for example: sketches, photographs, identification of special buildings, stock numbers, or directives). Additional pages can be added if needed (if using the electronic submission process, send attachments to IDEAS@deca.mil; if using DeCAF 60-7, attach all documents to the form). Such items will not be returned to the submitter, but will be maintained by the IDEAS office and will become a permanent part of the IDEAS file. Details are essential to convey the IDEAS submission as beneficial to the Agency. Clearly state who, what, when, where, and why.

(c) Provide cost factors and savings (use the Hourly Wage Rate Table) in addition to the proposal. Hourly Wage Rate Tables are published annually and can be found on the OPM website.

(2) Submission Agreement: Submission of the IDEAS signifies your agreement that: “the U.S. Government may use your IDEAS, method, or device once awarded without incurring any further claim by you, your heirs, or other person who alleges a claim deriving from the proposal.” Submitting the form also certifies that “at the time an award is accepted, the IDEAS submitter has not assigned or otherwise divested themselves of leverage or equitable title to any property right in the IDEAS, method, or device.”

(3) If the submitter is to be transferred or separated before final decision on the IDEAS submission, their new address should be provided. If that is not available, the submitter can

attach a copy of their orders. Failure to do so may result in not receiving recognition for the IDEAS submission if it is adopted.

(4) The submitter's identity will not be used during the evaluation process. The name, place of work, e-mail, and office number will be withheld until any award action is taken. After the IDEAS submission has been adopted and award action has been determined, routine data for promotion and publicity purposes (name, grade, organization, photograph, and description of award) will be used. Personally identifiable information (such as SSN or birthdate) will not be used and should not be a part of submissions.

(5) DeCAF 60-7 may be transmitted through the use of interoffice distribution, or by U.S. Postal Service, to Defense Commissary Agency, Change and Strategic Management, ATTN: CCC-IDEAS Manager, 1300 E Avenue, Fort Lee, VA 23801-1800, or electronically to the IDEAS@deca.mil mailbox.

(6) An IDEAS submitter may present an IDEAS submission to their supervisor before submitting it to the IP manager to obtain advice to improve the quality and scope of the IDEAS submission. This procedure often results in better IDEAS and gives the supervisor a chance to help make the IDEAS workable within their limitations. However, the IDEAS submitter must never be required to do this. The supervisor is not a co-IDEAS participant as identified in Section 3, paragraph 3.1.e, as a result of their assistance or input.

(7) If an IDEAS proposal contains classified information, follow the procedures in Department of Defense Instruction (DoDI) 5200.01, DoD Information Security Program and Protection of Sensitive Compartmented Information.

b. Status Request. The IDEAS submitter can direct any request for information about the status of the IDEAS from the IP Manager at any time. When requesting the status of the submission, the submitter should include the IDEAS control number.

c. Ownership rights of the IDEAS Submitter. The IDEAS submitter retains "ownership" of the IDEAS submission during its evaluation and for 1 year from the date of the final action (the date of approval of an award, written notification, or non-adoption).

(1) Ownership rights ensure that when there are duplicate IDEAS, credit is given to the first IDEAS submitter.

(2) If the suggestion is implemented because of higher level directives and was not forwarded to this authority for adoption, the suggestion cannot be credited.

d. Request for Reconsideration. A request for reconsideration may be submitted only after notification of final disapproval of the IDEAS submission. For group submissions, only the initial primary submitter may submit the request for reconsideration. A reconsideration request must be submitted in writing to the IP Manager no later than 30 days after the date of the final

disapproval. IDEAS submitted for reconsideration will be reactivated using the previously assigned IDEAS control number, with an “R” at the end of the control number.

(1) A request for reconsideration is limited to one per IDEAS. If a submitter requests reconsideration of any part of the evaluation, it must be combined into one request. A second request for reconsideration will not be accepted unless it reveals a new solution or identifies an error or issue with the previous determination.

(2) A request for reconsideration must contain one or more of the following:

- (a) Evidence that an error in fact or logic had an effect on the IDEAS evaluation.
- (b) Provides additional evidence.
- (c) Provides new material, information, or rationale.
- (d) Takes a new approach.
- (e) Clarifies significant issues or questions.

(3) Disagreement alone is not justification for reconsideration. A new ownership period begins when the IDEAS case is reopened. After the 1-year ownership period, the same IDEAS may be submitted as a new IDEAS submission, but must provide new information to make the IDEAS more substantial.

e. Withdrawal of an IDEAS. When a submitter wishes to withdraw their suggestion, a written request must be submitted to the IP Manager and should include the assigned IDEAS control number. To be eligible for withdrawal, the request must be submitted prior to the final written determination to adopt or not adopt the IDEAS submission. The submitter relinquishes ownership rights upon withdrawal of the IDEAS.

f. Receipt of IDEAS Submission. Upon the submission of an IDEAS, the IP Manager shall acknowledge receipt and monitor all related correspondence thereafter. The IP Manager is responsible for ensuring the following:

(1) Reviewing IDEAS submissions received for duplication and eligibility.

(2) If the submission is ineligible for processing because it is incomplete, returning it to the originator and requesting additional information. All submissions should be considered for evaluation unless it duplicates a past ineligible or un-adopted submission or is ineligible due to any reason listed in Section 3.1.d.

(3) If eligible for evaluation, assigning a control number and setting up a case file (all original documents should be kept in the Change and Strategic Management Share Point folder (60-4IDEAS, Innovation, and Best Practices). Control numbers are assigned as follows: IDEAS

XXXXX NAME - in sequential order of prior IDEAS in an excel log by Fiscal Year (FY) (EX. IDEAS 18025 Beautiful Day).

(4) The IP Manager will conduct the weekly IDEAS evaluation panel meeting and present any new IDEAS submissions for open discussion and review. During this meeting the subject matter expert (SME), or office of the SME, will take control of the IDEAS submission to conduct research. The SME IDEAS panel member will bring the information discovered back to the IP Manager for dissemination to all IDEAS panel members. The IP Manager will upload documentation for voting into the Innovations SharePoint site and provide the link via e-mail, alerting IDEAS panel members that voting can begin. A suspense date will be provided by the IP Manager and should be indicated in the e-mail notification and/or the SharePoint panel members' document. A redacted copy of the DeCA Form 60-7, or online IDEAS submission, along with all backup correspondence sent by the SME, will be posted for viewing and voting responses.

(5) The IDEAS evaluation panel must provide a decision to adopt or not-adopt based on a simple majority voting rule.

(6) If the suspense date set by the IP Manager is not met due to extensive research or other internal issues related to the IDEAS evaluation panel or SME, an extension may be granted, the submitter will be notified of any delays, and the IP Manager will have the responsibility to check regularly to ascertain progress.

(7) In the event of a tie from the IDEAS Evaluation Panel, the IP Manager will arrange an IDEAS panel member meeting to clarify questions and review comments. After discussion meetings are concluded, the panel will recast their votes in an attempt to achieve a simple majority. If a tie remains after the recasting of votes, the IP manager should act as an advocate for the IDEAS program submitter. If the IP Manager determines the IDEAS has merit; they will vote to break the tie. The IP Manager may discuss with the appropriate FPO under which the IDEAS would fall and may concur with the FPO's recommendation.

(8) If the decision is to adopt, the IDEAS evaluation panel must propose an award recommendation in accordance with the guidance provided in Tables 3-1, 3-2, and 3-3 of this manual. Once there is a decision of adopt and award, the IDEAS submission will be forwarded to the Governance Program Manager, by the IP Manager, for entry into the governance process. If there are questions during the Governance process, the Governance Program Manager will reach out to the IP Manager for answers to provide back to the Governance Panels. If the Enterprise Integration Panel (EIP) concurs to adopt, the submission is provided by the Governance Program Manager to the DeCA Investment Review Board (DIRB) for voting. Depending on the funding amount of the IDEAS submission, it would move to the Executive Steering Council (ESC) for final approval decision. The Governance Program Manager provides final results to the IP Manager. Once the final decision through governance is to adopt, the IP Manager is notified and processes the Request for Personnel Action (RPA) for award submission and award certificate. The IP Manager provides the certificate to the submitter's chain of command for presentation to the submitter.

(9) If the IDEAS submission is recommended to not adopt by the IDEAS Panel, the recommendation, along with the detailed reason(s), is sent to the Governance Program Manager for coordination through the Governance process. If there are questions during the Governance process, the Governance Program Manager will reach out to the IP Manager for answers to provide back to the Governance Panels. If the EIP concurs to not-adopt, the submission is provided by the Governance Program Manager to the DIRB for informational purposes only. The Governance Program Manager provides final results to the IP Manager. Once the final decision through Governance is to not-adopt, the IP Manager provides a memorandum to the submitter via e-mail containing a detailed reason for the decision to not adopt. The submitter has 30 days from the date of submission to rebut the decision and request reconsideration.

(10) The IP Manager is responsible for contacting the office of primary responsibility (OPR) involved to request the completion/implementation of the adopted suggestion.

**NOTE:** Approved IDEAS requiring locally funded work orders may experience varying periods of delay because of higher priority resource requirements of interest to the installation/base commander. In these cases, every effort will be made to reemphasize the need for the improvement. The implementation for these types of IDEAS should not be held indefinitely.

(11) When valid tangible benefits will result, the IDEAS should be considered at each level of evaluation to make sure maximum benefits will be realized. If the IDEAS do not warrant mandatory adoption, it is adopted for optional use. If an evaluation concludes that implementation of an IDEAS should be optional, benefits will be given as intangible. The award will be recommended on the basis of moderate value and expected extent of usage (for example, limited, broad, extended, or general).

(12) The OPR will assure that prior to the implementation of an IDEAS resulting in a change to conditions of employment, the Union will receive notice and be provided the opportunity to bargain in accordance with applicable statutes.

g. Reconsideration. Any level of the evaluation channel may request further review when a recommendation has been misinterpreted, is vague in the first review, or something has been overlooked. Such re-evaluations are initiated by, but not limited to evaluators, and/or the IP Manager.

h. When an IDEAS submission is not-adopted, but later examined and implemented within the IDEAS submitter's 1-year "ownership," the OPR completes an evaluation and credits the IDEAS submission. If any level of evaluation acted because of a directive from higher authority, the IDEAS submission cannot be credited, but the IDEAS submitter is informed as to why.

### **3.3. AWARDS.**

a. Award Determination. An IDEAS submission when adopted, may be eligible for an award when it is certified by the responsible OPR that the suggestion has been or will be put to

use. In those instances where delays will be necessary in order to implement or determine the value of the idea, a partial cash/time-off award may be issued when it is reasonably certain the value of the idea warrants an award and will be implemented. The initial award will be considered as part of the total award. Adjustment to the initial award is authorized when the final determination of the value of the contribution is made. Awards that are authorized under this manual are obligations that must be met. Awards are granted without regard to grade, level, or type of work performed and will be based on the criteria and tables on pages 22-24. Awards have the greatest impact when they immediately follow the contribution being recognized.

b. Award Approval Authority. Authority of the Director, Defense Commissary Agency, to approve cash awards to individuals and groups for proposals, innovations, and achievements is delegated as shown in Table 3-1.

c. Monetary Awards. This paragraph applies to all monetary awards. Awards are paid for actual implementation and resulting benefits not for the content of the IDEAS submission only. Tables 3-2 and 3-3 apply equally to all military and civilian personnel for monetary awards with tangible and/or intangible benefits.

(1) A monetary award may be granted to an individual or to a group of individuals (or to the estate of a deceased person) for a contribution made while the contributor was a federal employee (Title 5 U.S.C.) with the Armed Forces.

(2) The total cash award to a group, will typically not exceed the amount authorized for payment to one person. Each person receives an equal share of the award. When a contribution is made by more than one person and the amount of the award, when shared, is determined by the OPR as too small to be meaningful, the award amount could be increased by the OPR based on the recommendation of the IP Manager.

(3) If a delay is necessary in implementing a proposal, an initial award of up to \$100 may be granted without the IDEAS being implemented if the following conditions apply:

(a) The IDEAS case file contains management's commitment to use the proposal.

(b) The estimated value of benefit supports the initial award. The initial award is part of the total award (no adjustment downward is authorized when final determination is made).

(4) If the proposal is implemented locally, but forwarded for wider application, an award is considered for local benefits. An additional award may be considered if implemented by a higher level or for a wider scope.

(5) An IDEAS submission may be considered for a confirmatory (after-the-fact) award if it is submitted within 30 days after the date of implementation. The confirmatory award must pertain to the person or persons who made the IDEAS submission and must identify the place,

approximate date, and circumstance, so a correlation can be established between the initial presentation and the later adoption.

(6) An IDEAS submitter retains the right for award consideration up to 1 year after the date of the final action on an IDEAS submission if an initial award was not issued when the IDEAS was implemented. Final action is the date of the written notification of adoption or non-adoption. If the final action is to adopt, the IDEAS submitter is entitled to an award consideration if the specific suggestion is adopted by the Evaluation Panel during the 1-year “ownership” period. If additional information is required, an IDEAS submitter may lose his or her ownership rights if the additional information requested is not provided by an established suspense date.

(7) IDEAS submissions do not have to be adopted exactly as submitted. If the IDEAS is adopted in part or influences some action to be taken, it is eligible for award consideration for the part that contributed to the action. Correlation between the changes made on the evaluation form must be shown. The evaluation must state to what extent the IDEAS submission contributed to the action.

(8) A monetary award is based only on benefits to operations and activities supported by the DeCA Working Capital Fund (DWCF) and attributable to the IDEAS submitter’s efforts. Awards are not payable to DeCA personnel based on direct benefits to a contractor as opposed to benefits for government contracts. If an IDEAS submission deals with the improvement of material or services being bought under contract and the change has been authorized and referred to the contractor, the IDEAS submitter may be considered for a cash award after the contract change is made. The monetary award is based on the net tangible or intangible benefits realized by DeCA.

(9) A monetary award is not granted for a contribution that has already been properly recognized by another monetary award. The recipient of an honorary award or invention award is eligible to earn a monetary award for the same achievement.

(10) IDEAS developed while attending official meetings or conferences on temporary duty (TDY) or resulting from assignments of special studies, projects, or details are not eligible for a monetary award. However, IDEAS submitted for consideration at a functional review workshop are eligible for an award, provided they were submitted prior to the individual’s selection.

(11) If it is discovered that the suggestion cannot be implemented after approval and payment of a monetary award, the submitter will keep the monetary or time off award. Management will explain to the submitter why their suggestion could not be fully implemented. Budget constraints are not a reason not to implement the suggestion after approval. The decision on whether to approve the suggestion, whether it can be implemented, and cost to implement and maintain need to be considered throughout the entire evaluation of the suggestion.

d. Award Computation. To determine the amount of an award, use Tables 3-1 and 3-3.

(1) When an additional award is to be paid, the total award (initial plus additional) will not exceed the amount paid for the total benefits gained.

(2) When it is known at the time of adoption that the IDEAS will be used for less than a full year, base the amount of the award on the benefits that will be gained during the period of actual use.

(3) Manpower or work-hour savings must be documented by the OPR to show that the manpower authorizations will be eliminated from the DeCA manning document, new duties will be absorbed without additional manning, or work hours will actually be saved by reducing or eliminating overtime or work backlog. The actual amount of reduced overtime or work backlog is the tangible savings rather than a minor reduction in time to complete a task that will not reduce manning or overtime. All savings not included in this criterion are intangible. Certification by manpower is required to support these savings and the savings will be based on the “authorized” grade, not the “required” or “assigned” grade. When these savings affect “cost-plus” contracts, the administrative contracting officer will act as the certifying officer for manpower or work-hour savings incurred by a contractor.

(a) Do not consider tangible benefits for work hours based on the assumption that personnel affected will keep busy with the other normal duties. There must be documentation to support the disposition of work hours that become available. Unless one of the above actions occurs regarding work-hour savings, an award determination is based on intangible benefits.

(b) A confirmation from manpower is required to support the award if it is based on a reduction, total loss, or transfer to another activity or authorizations. An award determination is based on tangible benefits regardless of where the space is realigned.

(c) Apply the same reasoning to savings in computer time and other equipment, whether leased or owned.

(4) An award is not based on tangible benefits when the IDEAS submission is adopted for optional use. However, when there is feedback, the information is used to determine the proper award. If an evaluation of an IDEAS submission concludes that implementation should be optional, benefits are given as intangible. The award is recommended on the basis of “moderate value” and “extent of application” (for example: limited, broad, extended, or general).

(5) Installation/base labor costs are used in calculating costs of installation or work hour savings or both on actual costs, where available, or on an estimated basis using average cost center labor rates. All labor rates will include leave and other personnel benefits costs as computed by the standard payroll for civilian and military. Standard rates for calculating military work-hour savings is an 8-hour day.

(6) An award is not based on tangible benefits when an IDEAS is adopted as an alternate method unless it can be shown that it is the only method to be used. An alternate method, even

though it is adopted as a mandatory alternative, leaves a choice of methods for the user to follow.

e. **Tangible Benefit Awards.** It is essential that, to the maximum extent possible, the dollar value of tangible benefits is measured by uniform criteria throughout DeCA. To ensure this uniformity, proposals with tangible benefits may be reviewed by the Change and Strategic Management Office to ensure a corporate view. A monetary award is approved for a contribution that results in tangible benefits valued at \$250 or more. Calculate benefits on the basis of the estimated net benefits for the first full year of operation, with one exception. When the improvement has a high installation cost but will yield continuing tangible benefits for more than 1 year, the award will usually be based on an average net benefit for 3 years or less, unless there is proof the life expectancy is longer.

f. **Intangible Benefit Awards.** By their very nature, awards in this category are decided on the basis of judgment, rather than precise facts and provable calculations. Therefore, it is important that suggestions be reviewed in light of merit and all relevant precedents and that approval of awards and amounts are fairly judged and consistent.

(1) When an award is based on intangible benefits, the amount of the award depends on the value of the benefit and extent of application. To determine the amount of an award, refer to Table 3-3.

(2) An IDEAS submission identified as a very minor contribution usually should be considered for a proper non-monetary award. Examples of IDEAS submissions eligible for only a memorandum or certificate of appreciation or commendation are:

- (a) Traffic control signs.
- (b) Building instruction signs for non-smoking areas, locations, and safety hazards.
- (c) Non-skid materials for walk areas.
- (d) Building improvements (not to be confused with building maintenance).
- (e) Minor wording in directives or forms that did not change the actual procedures.

g. **Monetary Award versus Time-Off Award.** When the monetary award value of the IDEAS is between \$100 to \$500, an employee may receive a monetary award up to \$500 or a time-off award up to 16 hours for IDEAS submissions based on a tangible or intangible benefit.

h. **Job Responsibility Determination.** The decision to investigate job responsibility depends on the merits of each case. The determination of job responsibility of an IDEAS submitter, when asked by the IP Manager, is a decision made at the director level above the submitter.

- (1) Policy:

(a) IDEAS submissions concerning the work environment are needed and encouraged. Submissions associated with the employee's job duty tend to contain more calculation and preparedness since the employee understands their position; however, IDEAS generated are not required to be related to the submitter's job duty or function.

(b) Duty related issues should not be confused with job responsibility.

1. Duty Related: Associated with work environment but not required in the usual and customary duties or daily performance expectations of the position.

2. Job Responsibility: Considered within expected job performance requirements. It is a duty assigned by competent authority. Usually, job responsibility IDEAS are presented orally and carried out by the authority of the first- or second-level supervisor. If the submitter's primary responsibility is to make recommendations on the subject matter contained in the IDEAS, the action is considered to be within job responsibility.

(2) Determining job responsibility:

(a) When requested by the IP Manager, DeCAF 60-11 will be completed at the director's level above the IDEAS submitter. If there is a disagreement, the following actions will be taken by the IP Manager:

1. For civilians: The IDEAS case file, including DeCAF 60-11, will be reviewed by the governance boards, if appropriate. The decision by the board will be considered final.

2. For military: Review of the military member's officer evaluation report or enlisted performance report for official duties at the time the IDEAS was submitted will be done in accordance with 1124 of Title 10, U.S. Code for eligibility of military monetary awards.

(b) When the IDEAS submission is determined to be a job responsibility, but is of significant value, an IDEAS submission may be considered for a monetary award. The award amount is determined by Tables 3-2 and 3-3, and reduced by 25, 50, or 75 percent, depending on the degree of job responsibility determined. This applies to group IDEAS as well as individual.

i. Contributions and Awards by Other DoD Components or Federal Agencies.

(1) DeCA personnel may receive a monetary award from other DoD components and government agencies. These components and government agencies evaluate DeCA contributions on the same basis and by the same standards they use for contribution from their own personnel.

(2) When a proposal is adopted by more than one DoD component or federal agency, the benefiting agencies will fund their pro rata share of the total award. Benefits to each agency will be obtained by the functional OPR before sending to the IP manager.

(3) Upon receipt of determination of the DeCA share of the award, normal award procedures will be followed.

(4) When another DoD component or federal agency adopts an IDEAS from a DeCA contributor, the benefiting DoD component may fund awards over \$200.

(5) The submitting component makes the job responsibility determination.

(6) DeCA may also pay other DoD or federal personnel for contributions that help its operations. If an IDEAS submission has DeCA-wide application, it is paid from funds available to DeCA Headquarters (HQ). If it primarily benefits a particular directorate or regional office, the award is paid from funds available from that activity.

(7) For IDEAS submissions from outside DoD, awards approved for employees of other federal agencies or other DoD Components that benefit DeCA will arrange to transfer funds to the employing DoD Component or Federal Agency in accordance with (IAW) DoDI 1400.25-V451, November 4, 2013, Enclosure 3, Para. 4.b. If the administrative costs of transferring funds would exceed the amount of the award, the DoD component employing the individual absorbs the costs and pays the award.

j. Awards for Private Citizens and Organizations.

(1) General. Private Citizens, groups, and organizations that significantly assist or support DeCA functions, services, or operations may be recognized. Recognizing these groups demonstrates the interest of DeCA management in improving efficiency and effectiveness and encourages citizens and organizations in their efforts to assist in accomplishing the DeCA mission. The awards are honorary only.

(2) Eligibility.

(a) Any person, group, or organization of this section may be considered for recognition in accordance with this section based on a significant contribution to DeCA performed as a public service.

(b) To avoid issues in connection with contractual relationships and obligations, actual or perceived conflicts of interest, and actual or perceived acts of favoritism, persons, organizations, or companies having a commercial or profit-making relationship with DeCA will not be granted recognition. The single exception is if the contribution is deemed to be unrelated to and completely outside any contractual relationship with DeCA and the recognition is clearly in the public interest. Recognition is limited to a letter or a certificate of appreciation to the individual or organization signed at the lowest applicable level of the organization.

(c) DeCA must not permit any persons, organizations, or companies that have a commercial or profit-making relationship with DeCA to participate in civilian awards programs

and must not create awards or awards programs to recognize such persons, organizations, or companies.

k. Approving Additional Awards.

(1) If the total amount of the recommended award does not exceed DeCA's approval authority, action may be initiated by the IP Manager for additional payment of the award.

(2) If the total amount of the recommended award exceeds DeCA's approval authority, the IP Manager will prepare a complete copy of the case file and submit to the Command Group for review by the Director or the Deputy Director.

l. Disbursement of Awards.

(1) Change in status:

(a) Permanent change of station, discharge, retirement, resignation, or death does not affect payment of an approved award.

(b) When a proposal review requires a lengthy period of time during which the proposer's organization is deactivated, awards will be paid from funds available to the activity which absorbed responsibility for the deactivated unit for function.

(2) Civilian personnel:

(a) Upon approval of an award for DeCA HQ personnel, the IP Manager prepares a memorandum addressed to the IDEAS submitter and sends a copy of the memorandum and an IDEAS Award Certificate to the director of the submitter.

(b) The IP Manager shall ensure that the Request for Personnel Action (SF-52) is processed for payment of the award and that the IDEAS Award Certificate is forwarded to the submitter's supervisor for presentation.

**Table 3-1  
Authority to Approve Award**

<b>AUTHORITY TO APPROVE AWARDS</b>		
<b>R U L E</b>	<b>A</b>	<b>B</b>
	If the total award for tangible or intangible benefits, or combined benefits is:	Then the approving authority is:
<b>1</b>	Not more than \$10,000	DeCA Investment Review Board (DIRB)
<b>2</b>	Over \$10,000, but not more than \$25,000	Director, DeCA
<b>3</b>	\$25,000 - \$100,000 for Senior Executive Service (SES)	Director, DeCA must endorse for Presidential approval if the required award amount exceeds \$25,000 and must be submitted to the USD (P&R) for endorsement to the OPM. While the amount of savings may suggest an award exceeding \$25,000 based upon a DoD Component's awards scale, the savings cannot be the sole basis for requesting Presidential consideration. Only meritorious ideas or accomplishment of extraordinary, national significance that would otherwise warrant attention of the President may be endorsed to the President for approval.

**Table 3-2**  
**Scale of Awards Based on Tangible Benefits**

<b>BENEFITS</b>	<b>AWARDS</b>
Estimated first year benefits	Amount of award to employee
Up to \$100,000 in benefits	10% of benefits
\$100,001 and above in benefits  NOTE:	\$10,000 plus 1% of benefits above \$100,001  \$10,000 up to \$25,000 with the approval of the Director, DeCA  Presidential approval is required for award amounts exceeding \$25,000 and must be submitted to the USD (P&R) for endorsement to the OPM. While the amount of savings may suggest an award exceeding \$25,000 based upon a DoD Component's awards scale, the savings cannot be the sole basis for requesting Presidential consideration. Only meritorious ideas or accomplishment of extraordinary, national significance that would otherwise warrant attention of the President may be endorsed to the President for approval.

**Table 3-3  
Scale of Awards Based on Intangible Benefits  
Extent of Application**

<p><b>Value of Benefit</b></p> <p>↓</p>	<p><b>Limited</b></p> <p>Affects functions, mission, or personnel of one facility, installation, regional area or an organizational element of HQ. Affects small area of science or technology.</p>	<p><b>Extended</b></p> <p>Affects functions, mission or personnel of an entire regional area, command or bureau. Affects an important area of science or technology.</p>	<p><b>Broad</b></p> <p>Affects functions, mission or personnel of several regional areas or command or an entire department or agency. Affects an extensive area of science or technology.</p>	<p><b>General</b></p> <p>Affects functions, mission or personnel of more than one department or agency, or is in the public interest throughout the Nation and beyond.</p>
<p><b>MODERATE</b></p> <p>Change or modification of an operating principal or procedure with limited use or impact.</p>	<p>\$25-\$125</p>	<p>\$126-\$325</p>	<p>\$326-\$650</p>	<p>\$651-\$1,300</p>
<p><b>SUBSTANTIAL</b></p> <p>Substantial change or modification of procedures. An important improvement to the value of a product, activity, program or service to the public.</p>	<p>\$125-\$325</p>	<p>\$326-\$650</p>	<p>\$651-\$1,300</p>	<p>\$1,301-\$3,150</p>
<p><b>HIGH</b></p> <p>Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product or service.</p>	<p>\$325-\$650</p>	<p>\$651-\$1,300</p>	<p>\$1,301-\$3,150</p>	<p>\$3,150-\$6,300</p>
<p><b>EXCEPTIONAL</b></p> <p>Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program or service to the public.</p>	<p>\$650-\$1,300</p>	<p>\$1,301-\$3,150</p>	<p>\$3,151-\$6,300</p>	<p>\$6,301-\$10,000</p>

## **SECTION 4: DECA'S IDEATION**

**4.1. RECEIPT OF DeCA's IDEATION SUBMISSIONS.** Discussion posts on DeCA's IDEATION site provide leadership with helpful insight into the talent and knowledge within the organization. Upon receipt of submissions to DeCA's IDEATION, the site administrator shall review the submissions to ensure they adhere to the site's terms of use and rules of conduct.

a. The IP Manager will review all postings for duplication, eligibility, and terms of use on a continual basis.

b. If the submission is ineligible for posting because it does not meet the site's terms of use, the IP Manager, also known as the Site Administrator, will delete the posting and e-mail the submitter, explaining the reason why the posting was rejected. Two warnings for misuse of the site will be given; upon a third infraction, the submitter will be blocked from using the site.

c. Evaluating posts submitted on DeCA's IDEATION is a multi-step process involving reviews and discussions. It is during the initial stage that end-users play a key role -- individuals can like another's post and provide comments -- thus giving the IP Manager a sense for the potential benefit and support for the idea. It is important to note that ideas and comments will not be anonymous, so end-users should keep this in mind and use the guidance contained in the terms of use.

d. Once a submission achieves 15 Likes and has 5 or more comments, the posting may be eligible for entry into the IDEAS program (based on the provided information). The IP Manager will work with the submitter to start the process should the author of the post choose to do so.

## **SECTION 5: DIRECTOR'S INNOVATION CHALLENGE**

**5.1. DIRECTOR'S INNOVATION CHALLENGE.** The Director's Innovation Challenge is specific in nature and primarily focused on how to perform a government function better, faster, or more efficiently. To be eligible, the submission must clearly define the area of improvement within DeCA, state the workable solution, and outline the expected benefits.

a. **Challenge Topic.** The Director's Innovation Challenge must have a specified topic for the challenge. The IP Manager will review the current strategic guidance to determine several themes that could be addressed as challenge topics. These topic suggestions will require circulation through senior leadership, and the final decision will be up to the Director's discretion.

b. **Announcement.** The challenge topic will be displayed on the in-house TVs, e-mailed to all DeCA employees, posted on OneNet, and published in the DeCA 2020 employee newsletter. The announcements will include all information required for submission, evaluation criteria, and award measures.

c. **Submission.** Employees will be given a 2-week window to submit their entry for consideration. Submissions should be submitted electronically through the designated Director's Innovation Challenge e-mail inbox.

d. **Evaluation.** All submissions will be reviewed by a special evaluation panel based on criteria set up prior to the start of the challenge.

e. **Awards.** The type of award and scoring criteria will be determined prior to the beginning of the challenge and will be announced in the initial correspondence.

## **SECTION 6: ADVANCED RESEARCH**

**6.1. PURPOSE.** “What’s Next?” is the Agency’s Advanced Research program that enables innovative and strategic planning based on sound detailed research. The “What’s Next?” program provides structure and direction for research, ensures that research is relevant for the future, lays the groundwork for the Agency to develop and analyze possible future scenarios, and provides working material with which to advise Agency leadership.

### **6.2. PROGRAM ELEMENTS.**

a. **Monthly Research.** Change and Strategic Management Office (CCC) employees receive a monthly research topic, are tasked with researching information related to the topic from a variety of media sources, and submit a summary to the Advanced Research Program Manager.

b. **Optional Research.** Other DeCA employees outside of the CCC Office may participate in Advanced Research on their own initiative with their supervisor’s approval.

c. **Special Research.** Any DeCA employee may be directed to participate in Advanced Research at the direction of senior leadership in support of planning, projects, or other DeCA initiatives.

d. **Lines of Effort (LOEs).** Research will be structured around LOEs. The LOEs, in general, align with current concepts from the Director’s Guidance. Each LOE will have topic areas listed to support each model (Table 6-1).

**Figure 6-1  
Lines of Effort (LOE)**



e. Monthly Reports. The Advanced Research Program Manager will write a consolidated Advanced Research report composed of submissions from CCC employees. Those DeCA employees who participate in Advanced Research and submit optional reports will have their submission(s) included in the regular monthly report. A consolidated report will be made for special research if the requesting senior official requires one.

f. Archives. Monthly reports and copies of the media sources supporting them will be stored on SharePoint. Media sources will be cataloged in a database for future use.

### 6.3. RESEARCH STEPS.

a. Topic Selection. The Advanced Research Program Manager will conduct preliminary research into the monthly topic and release it to CCC employees and any other DeCA employees wishing to participate on the second Monday of each month. The topic will be accompanied by a brief description of the topic's background, thinking points to facilitate the respondent's work, a response format, due date information, and a SharePoint site link for submissions. (Figure 6-2)

## Figure 6-2 Advanced Research Monthly Topic Release

The advanced research topic for March 2020 is: What are other grocery retailers doing to establish a culture of employee excellence? What lessons could DeCA adopt?

<https://www.youtube.com/watch?v=gfcoigz1xs&spfreload=10>

According to the Society of Human Resource Managers (SHRM), the “key to a successful organization is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure.” Three things happen in an organization with a strong culture: Employees know how they are expected to respond, employees believe that their response is the proper one and employees know they will be rewarded when they demonstrate the organization’s values. A piece from Harvard Business Review said that a great corporate culture is made of six components: Vision, Values, Practices, People, Narrative and Place.

Thinking points:

Do we have the right vision (mission)? Does it properly guide our values and truly provide us with purpose?

Do we have the right values? Are our values uniformly understood in DeCA? Do they achieve the mindset that we need in our employees?

Do our practices match our values? For example: If we were to say that our people are our greatest asset, are we taking the right actions to benefit our employees and invest in them?

Do our people embrace our values, or are they just words? Could different talent management help?

Does DeCA have a compelling narrative? DeCA is unique in its presence wherever the US military is, and some employees speak of being a grocer as something that gets into your blood. Could things like this form a unifying aspect of the Agency’s culture?

Does place influence our Agency’s culture? Does the HQ’s location in central Virginia have an effect on its corporate culture? Is there a regional influence on DeCA’s culture in Areas, Zones and/or overseas locations?

Research and report on relevant material from books, periodicals, internet sites and assorted other media using the attached format. Be sure to assess the quality of the material (primary or secondary source, credibility of the author, ‘slant’, etc.) when choosing material to report on and submit. The minimum number of sources to report on is one; however, everyone is encouraged to review two or more pieces if your time allows. Research responses are due back to me NLT COB, Friday, March 13<sup>th</sup> (or COB Thursday, March 12<sup>th</sup> if February 13<sup>th</sup> is your RDO).

Please post your response at the link below:

[03-2020 - All Documents \(deca.mil\)](#)

b. Research. CCC employees and any other participating employees will have until the third Friday of the month to complete their research topic and summary. Research submissions for special research will be completed per instructions from the directing senior leader. Participants will research and report on relevant material from books, periodicals, internet sites, and other assorted media. Respondents should assess the quality of the material (primary or secondary source, credibility of author, ‘slant’, etc.) when choosing material to report on and submit. The minimum number of sources to report on is one; however, respondents are encouraged to review two or more pieces if time allows. (Figure 6-3).

**Figure 6-3**  
**Advanced Research Submission Form**

**DeCA Change and Strategic Management Office**  
**Advanced Research (What's Next?) Summary**

**Submitted by:** [your name]

**Monthly LOE:** Workforce Investment

**Monthly Topic:** How could DeCA benefit from using AI to manage day to day work activities?

**Title:** Title of [article/book/video]

**Summary:** Write a short summary of your [article/book/video], etc. here. Start with a thesis or topic statement, followed by main points, then conclusion. A good summary need not be longer than half a page.

**Implications:** Think “so what?” for DeCA. What does this mean for the Agency? One sentence or bullet statement will suffice, but could be up to 2 or 3.

**Analysis:** Briefly describe why/how you derived your implication(s) from your research.

c. Reporting. Once respondents have submitted their summaries, the Advanced Research Program Manager will consolidate the responses, compose an overall summary, and submit the report to the DeCA Change Management Officer (CCC) for review and comment. Reports for special research will be completed per instructions from the directing senior leader. Once the report is approved, the Advance Research Program Manager will archive the report on SharePoint for future use.

d. Archiving. The Advanced Research Program Manager will store all monthly, consolidated reports on SharePoint and will keep a database of all submitted media sources arranged by program pillar and topic area.

**6.4. STRATEGIC ANALYSIS.** The Advanced Research Program Manager convenes working groups as needed to conduct strategic analysis of compiled research using methodologies such as Strengths, Weaknesses, Opportunities & Threats (SWOT); Politics, Economics, Society, Technology, Legal & Environmental (PESTLE); or other recognized methodologies.

## GLOSSARY

### G.1. ACRONYMS.

<b>DeCA</b>	Defense Commissary Agency
<b>DeCAF</b>	Defense Commissary Agency Form
<b>DIRB</b>	DeCA Investment Review Board
<b>DoD</b>	Department of Defense
<b>DoDD</b>	Department of Defense Directive
<b>DoDI</b>	Department of Defense Instruction
<b>DWCF</b>	DeCA Working Capital Fund
<b>EIP</b>	Enterprise Integration Panel
<b>ESC</b>	Executive Steering Counsel
<b>FWA</b>	Fraud, Waste, and Abuse
<b>FPO</b>	Functional Process Owner
<b>FY</b>	Fiscal Year
<b>HQ</b>	Headquarters
<b>IAW</b>	In Accordance With
<b>IDEAS</b>	Improve DeCA's Efficiency and Service
<b>IP</b>	Innovation Program
<b>LOE</b>	Line of Effort
<b>NDA</b>	Non-Disclosure Agreement
<b>OPM</b>	Office of Personnel Management
<b>OPR</b>	Office of Primary Responsibility
<b>PESTLE</b>	Politics, Economics, Society, Technology, Legal & Environmental
<b>RPA</b>	Request for Personnel Action
<b>SME</b>	Subject Matter Expert
<b>SSG</b>	Special Staff Group
<b>SWOT</b>	Strengths, Weaknesses, Opportunities & Threats
<b>TDY</b>	Temporary Duty
<b>U.S.C.</b>	United States Code

## **REFERENCES**

Department of Defense Directive 5105.55, “Defense Commissary Agency”, March 12, 2008  
DoDI 1400.25-V451, “DoD Civilian Personnel Management System: Awards”, November 4,  
2013