

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY MEDICAL COMMAND
2050 Worth Road
Fort Sam Houston, Texas 78234-6000

MEDCOM Pamphlet No. 600-8-22
Change 1

1 March 2000

Personnel-General
MILITARY AWARDS

MEDCOM Pamphlet 600-8-22, 1 July 1998, is changed as follows:

1. **HISTORY.** This publication was originally printed on 1 July 1998. This printing publishes Change 1.

2. Material which has been added or modified is indicated by an asterisk.

3. Page 2. Paragraph 1-3, SCOPE. Change to read: *This pamphlet is applicable to all units/activities and staff agencies within this command.

4. Page 2. Paragraph 1-6, AWARD RECOMMENDATIONS. Change subparagraphs *b to c, c to e, and d to f. Add new subparagraphs: *b, d, g, and h.

b. Premature disclosure of information to the public or to the individual being recommended for an award is a potential source of embarrassment to recommending officials and should be strongly discouraged. Prior disclosure of approved awards should also be discouraged since it would diminish the impact of ceremonies when the award is ultimately presented.

d. A separate recommendation will be submitted for each proposed award of a decoration and only one proposed awardee will be named in a single recommendation (DA Form 638).

g. No individual is automatically entitled to an award upon departure from an assignment. Awards presented in conjunction with a permanent change of station will be limited to exceptional cases. Certificates of Achievement and Letters of Commendation or Appreciation are appropriate means to recognize departing personnel.

h. No preconditions for an award may be established; for example, when soldiers are informed in advance that attainment of specific goals (NCO of the Quarter, Drill Sergeant, Soldier of the Year, high score for qualification, and so forth) will result in the automatic award of a given decoration. Military decorations will not be used as prizes in contests.

5. Page 2. Add new paragraph. 1-7. RECONSIDERATION OF DISAPPROVED/DOWNGRADED RECOMMENDATIONS.

a. A request for reconsideration of a disapproved or downgraded recommendation must be placed in official channels within 1 year of the awarding authority's decision. One time reconsideration by the award authority shall be conclusive. However, a Member of Congress may request a review of a proposal for the award or presentation of decoration (or the upgrading of a decoration) that is not authorized to be presented or awarded

due to limitations established by law or policy for timely submission of a recommendation.

b. Recommendations are submitted for reconsideration only if new, substantive information is furnished and time limits specified in paragraph above do not prevent such action. Requests for reconsideration must be forwarded through the same command channels as the original recommendation. The additional justification for reconsideration must be in narrative format, not to exceed one double-spaced typewritten page for awards higher than an MSM. A new DA Form 638 with all endorsements and, if applicable, the citation must be forwarded. A copy of the original recommendation will also be attached to the appeals package.

c. If the reconsideration is approved and when a lesser award has already been approved, action is taken by the awarding authority to revoke the lesser awarded service decoration.

6. File this change in front of publication for reference purposes.

The proponent of this publication is the Office of the Assistant Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Medical Command, ATTN: MCPE-MA, 2050 Worth Road, Fort Sam Houston, TX 78234-6006.

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MEDCOM Pamphlet
No. 600-8-22

1 July 1998

Personnel--General
MILITARY AWARDS

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*This pamphlet supersedes MEDCOM Pam 600-8-22, 26 April 1996.

CHAPTER 1

GENERAL

1-1. HISTORY. This issue publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

1-2. PURPOSE. The purpose of this pamphlet is to outline responsibilities and establish procedures for preparation and submission of award recommendations.

1-3. SCOPE. This pamphlet is applicable to all units/activities within this command.

1-4. REFERENCES.

a. AR 600-8-22, 25 February 1995, Military Awards.

b. AR 600-8-104, 27 April 1992, Military Personnel Information Management/Records.

c. AR 600-8-105, 28 October 1994, Military Orders.

d. MEDCOM Supplement 1 to AR 600-8-22, 17 June 1998, Military Awards.

1-5. EXPLANATION OF ABBREVIATIONS AND TERMS. Abbreviations and special terms used in this pamphlet are explained in the glossary.

1-6. AWARD RECOMMENDATIONS.

a. The Commander, Headquarters, U.S. Army Medical Command (MEDCOM), has established that all approved awards be presented before the individual's permanent change of station (PCS)/retirement.

b. Submit recommendations for awards through the chain of command, with each commander's recommendation for approval or disapproval. The original DA Form 638 (Recommendation for Award) will not be altered. Indicate award recommendations being

recommended for approval, disapproval, upgrade to, or downgrade to, in Item 23d, 24d, or 25d. Submit award recommendations for approval by MEDCOM in 10 copies (original plus 9 additional) to Commander, U.S. Army Medical Command, ATTN: MCPE-MA, not later than 90 days before the end date of the period of award. Submit award recommendations for approval by Headquarters, Department of the Army (HQDA) in 10 copies (original plus 9 additional) to Commander, U.S. Army Medical Command, ATTN: MCPE-MA, not later than 120 days before the end date of the period of award.

c. MEDCOM discourages the use of an interim award. Submitting award recommendations in a timely manner is encouraged; however, when an individual is participating in a formal retirement ceremony, and an award has not been submitted in time for board action, the Awards/Decorations Section will be contacted as soon as possible. Every effort should be made to recognize an individual properly upon retirement. MEDCOM normally does not expedite PCS award recommendations. Awards may be presented at the new duty station if the commander failed to support the MEDCOM Commander's policy on awards (see paragraph 1-6a).

d. Submit, in writing (memorandum format), and signed by the intended recipient's commander, requests for reconsideration by the MEDCOM Appeals Awards Board of disapproved or downgraded recommendations for an award. Reconsideration requests will arrive at HQ MEDCOM, ATTN: MCPE-MA, not later than 45 days following the date of the memorandum of downgrade or disapproval. Requests for reconsideration should include new and substantive information, not previously considered by the MEDCOM Appeals Awards Board.

CHAPTER 2

DECORATIONS

2-1. DISTINGUISHED SERVICE MEDAL.

The Distinguished Service Medal (DSM) is awarded to persons who, while serving in any capacity with the U.S. Army, distinguished themselves by exceptionally meritorious service to the Government in a duty of great responsibility. The performance must be such as to merit recognition for service that is clearly exceptional. Performance of normal duty alone will not justify an award of this decoration.

2-2. LEGION OF MERIT. The Legion of Merit (LM) is awarded for performance that merits recognition of key individuals for services rendered in a clearly exceptional manner. Exceptional performance of duties normal to grade, branch, specialty, assignment, or experience of an individual, is not an adequate basis for this award. Service should be in the nature of specific requirement, or of an extremely difficult duty performed in an unprecedented and clearly exceptional meritorious service, in a succession of important positions.

2-3. SOLDIER'S MEDAL. The Soldier's Medal (SM) is awarded to persons of the Armed Forces of the United States, or of a friendly foreign nation who, while serving in any capacity with the U.S. Army, distinguished themselves by heroism not involving actual conflict with an enemy. The performance must have involved personal hazard or danger, and the voluntary risk of life under

conditions not involving conflict with an armed enemy. Awards will not be made solely on the basis of having saved a life.

2-4. MERITORIOUS SERVICE MEDAL.

The Meritorious Service Medal (MSM) is awarded to members of the Armed Forces of the United States who, while serving in a noncombat area after 16 January 1969, distinguished themselves by outstanding meritorious achievement or service.

2-5. ARMY COMMENDATION MEDAL.

The Army Commendation Medal (ARCOM) is awarded to members of the Armed Forces of the United States for distinguishing themselves by heroism, meritorious achievement, or meritorious service. Awards may be for acts of valor performed under circumstances described above, that are of a lesser degree than required for award of the Bronze Star Medal. These acts may involve aerial flight. An award may be made for acts of noncombatant-related heroism that do not meet the requirements for an award of the SM.

2-6. ARMY ACHIEVEMENT MEDAL.

The Army Achievement Medal (AAM) is awarded to members of the Armed Forces of the United States who, while serving in any capacity with the Army in a noncombat area on or after 1 August 1981, distinguished themselves by meritorious service or achievement of a lesser degree than required for award of the ARCOM. The AAM will not be awarded to general officers.

CHAPTER 3

CERTIFICATES AND MEMORANDUMS

3-1. CERTIFICATES OF ACHIEVEMENTS (CofA). Commanders may recognize periods of faithful service, and acts or achievements which do not meet the standards required for decorations, by issuing DA Form 2442 (Certificate of Achievement); MEDCOM Form 101 (Certificate of Achievement); or a CofA of local design to individual military personnel. The social security number (SSN) will not be entered on the CofA due to the provisions of the Privacy Act.

3-2. MEMORANDUMS OF COMMENDATION/APPRECIATION. Acts of service meeting the criteria for lesser recognition may be written for

Memorandums of Commendation/Appreciation, and typed on letter-head stationery. A Memorandum of Commendation/Appreciation is appropriate when an individual demonstrated a highly satisfactory performance of duty.

3-3. DISTRIBUTION. Distribute copies of each CofA and Memorandums of Commendation/Appreciation to the individual's Military Personnel Records Jacket/Official Military Personnel File in accordance with AR 600-8-104.

CHAPTER 4

GUIDANCE IN WRITING JUSTIFICATION

4-1. JUSTIFICATION OF MILITARY DECORATIONS.

a. The award should reflect both the individual's level of responsibility and the manner of performance.

b. The degree that an individual's achievement or service enhanced the readiness or effectiveness of the organization, or the degree that they made notable contributions to the morale or esprit de corps of the organization, will be the predominant factors for deciding the appropriate award.

c. To justify a military decoration, an individual should have done more than just performed his job well. Cite specific accomplishments and how they enhanced the organization. For example, if an individual has rewritten a standing operating procedure (SOP)--how has this improved the readiness or effectiveness of the organization? If an individual has devoted many off-duty hours--how did this improve the organization? Be specific, list the individual accomplishments and not just sentences with adjectives which do not elaborate on their significant achievements.

d. The length of time is not a primary consideration; however, speed of accomplishment of an important task can be a determining value of an act. Also, for a service award, the individual would need to have served in the position for a sustained period of time to have achieved a succession of outstanding acts of achievement.

e. The grade of the individual is another consideration. The higher the grade, the greater the level of responsibility. A much greater level of performance is expected from a colonel as opposed to a first lieutenant or captain. Likewise, more is expected from a master sergeant or sergeant major than a specialist or sergeant. The grade itself is not the consideration; rather, the grade is used to determine the duty position. When a colonel or sergeant major is assigned to a duty position, he/she is expected to perform at a level commensurate with his/her grade and duty position.

f. To have distinguished themselves, the individuals must be set apart from others in the same or similar military occupational specialty (MOS)/job specialty by praiseworthy accomplishment. Determination of this distinction requires careful consideration of exactly what is or was expected as the ordinary, routine, or customary behavior and accomplishment, for individuals of like rank and experience, for the circumstances involved.

4-2. IMPACT AWARD. An impact award does not exist in AR 600-8-22. A military decoration is awarded for service, achievement, or heroism. When an individual has performed an act well above the expected duty performance, this qualifies as an achievement award, not an impact award.

CHAPTER 5

ROUTING AND PROCESSING

5-1. ORIGINATOR. Individuals having personal knowledge of an act, achievement, or service believed to warrant a military decoration, are responsible for submitting formal recommendations to military command channels for consideration. Submit the recommendation on DA Form 638 and comply with the preparation instructions in appendix A. Forward the packet through the chain of command to the respective commander.

5-2. COMMANDER. The commander will, in those cases where he is not the recommender, review the recommendation and sign Items 23h, 24h, or 25h. For recommending approval, disapproval, upgrade to, or downgrade to, indicate in Items 23d, 24d, or 25d. A justification for lateness is no longer required; however, statistics will still be

maintained. Commanders requesting lateness information on award recommendations will be honored. Forward LM recommendations for retirement, MSM and below, 90 days before the end date of the period of award in Item 11b. Forward all other award recommendations that require HQDA approval, 120 days before the end date of the period of award in Item 11b. Forward award recommendations in 10 copies (each original plus 9 additional copies of DA Form 638, if applicable, the proposed citation, the narrative justification, and the commander's memorandum of lateness when necessary). Forward one complete packet of 10 copies for each award recommendation to Commander, U.S. Army Medical Command, 2050 Worth Road, ATTN: MCPE-MA, Suite 6, Fort Sam Houston, TX 78234-6006.

CHAPTER 6

PUBLISHING PERMANENT ORDERS

6-1. PERMANENT ORDERS.

a. Permanent Orders (PO) will be published on DA Form 638, Nov 94. The final award approval authority will complete block 26 and forward the DA Form 638 to orders issuing authority for completion of Part V-Orders Data (figure 1).

b. Permanent Orders for amendment and revocation are published in accordance with Format 700 and Format 705 (figure 2) (see AR 600-8-105).

c. AR 600-8-105, paragraph 2-23b(14) states that commanders are authorized to endorse other orders. For a sample of an endorsement to a PO see Figure 2-7 (figure 3).

NAME		SSN	
PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE	22b. DATE
23. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:	DOWNGRADE TO:
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:	DOWNGRADE TO:
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:	DOWNGRADE TO:
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO ORDERS ISSUING AUTHORITY	b. FROM COMMANDER, GREAT PLAINS RMC	c. DATE 1 JUN 98
d. <input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO:	DOWNGRADE TO:
e. NAME SELF-EXPLANATORY		f. RANK SELF-EXPLANATORY	
g. TITLE/POSITION SELF-EXPLANATORY		h. SIGNATURE	
i. COMMENTS			
PART V - ORDERS DATA			
27a. ORDERS ISSUING HQ BAMC FORT SAM HOUSTON, TX 78234-6200		27b. PERMANENT ORDER NO. USE JULIAN DATE (175-1)	31. DISTRIBUTION 1-ORDERS SET 1-UNIT 1-INDIVIDUAL
28a. NAME OF ORDERS APPROVAL AUTHORITY RACHELLE BESEMAN		28b. RANK CPT	
28c. TITLE/POSITION C, MIL PERS DIV		29. APPROVED AWARD ARCOM	
28d. SIGNATURE		30. DATE 24 JUN 98	

Figure 1. Sample Format (Part V-Orders Data)

DEPARTMENT OF THE ARMY
UNITED STATES ARMY MEDICAL DEPARTMENT ACTIVITY
FORT BELVOIR, VIRGINIA 22060-5166

PERMANENT ORDERS 000-0

Date Published

1. Following order is amended as indicated.

So much of: Permanent Orders 000-0, this headquarters, date of PO
Pertaining to: Award of the Army Commendation Medal to DOE, JOHN G.
000-00-000 MAJ USAMEDDAC, Ft. Belvoir, VA 22060-5166
As reads: Award: Army Commendation Medal
How changed: Amended to read: Award: Army Commendation Medal
(First Oak Leaf Cluster)
Authority: AR 600-8-22, paragraph 1-28
Format: 700

2. Following order is revoked as shown.

Action: Revoke
So much of: Permanent Orders 000-0, this headquarters, date of PO
Pertaining to: Award of the Army Achievement Medal to ADAMS, JOHN J.
111-11-1111 SPC USAMEDDAC, Ft. Belvoir, VA 22060-5166
Authority: AR 600-8-22, paragraph 1-29
Format: 705

FOR THE COMMANDER:

Appropriate Signature Block

DISTRIBUTION:

- 1 - HQDA (TAPC-MSR), ALEX VA 22332-0400 (Officer)
- 1 - Cdr, USAREC, ATTN: PCRE-FS, Ft. Benjamin Harrison, IN 46249-5000
(Enlisted)
- 1 - Unit
- 1 - Each Individual
- 1 - MCPE-MA

MEDCOM Pam 600-8-22

MCPE-MA (date of PO) (600-8-22) 1st End CPT Burton/pg/
DSN appropriate phone number
SUBJECT: Amendment to Permanent Orders 000-0, HQ MEDCOM, date of PO

U.S. Army Department Activity, Fort Belvoir, VA 22060-5166

FOR MAJ JOHN G. DOE, U.S. Army Medical Department Activity, Fort Belvoir, VA
22060-5166

Following order is amended as indicated.

So much of: Permanent Orders 000-0, this headquarters, date of PO
Pertaining to: Award of the Army Commendation Medal to
DOE, JOHN G. 000-00-0000 MAJ USAMEDDAC, Ft. Belvoir, VA
22060-5166

As reads: Award: Army Commendation Medal

How changed: Amended to read: Award: Army Commendation Medal
(First Oak Leaf Cluster)

Authority: AR 600-8-22, paragraph 1-28

Format: 700

FOR THE COMMANDER:

Appropriate Signature Block

DISTRIBUTION:

- 1 - HQDA (TAPC-MSR), ALEX VA 22332-0400 (Officer)
- 1 - Cdr, USAREC, ATTN: PCRE-FS, Ft. Benjamin Harrison, IN 46249-5000
(Enlisted)
- 1 - Unit
- 1 - Major Doe
- 1 - MCPE-MA

Figure 3. Sample Format for an Endorsement to a Permanent Order

APPENDIX A

INSTRUCTIONS FOR COMPLETING RECOMMENDATION FOR AWARD FORM

1. DA Form 638 (Recommendation For Award).

a. Entries on DA Form 638 may be handwritten or in hand printed form. The recommendation must be readable to be processed for a decision. Use only black ink for machine readability (photocopies). Typing the recommendation is not required; however, it is encouraged for neatness and readability.

b. Use of the computer-generated DA Form 638 (self-generated in WordPerfect) is not acceptable. The database program is set to place all the applicable information automatically in Item 26, including Part V-Orders Data information. The generated DA Form 638 items are not spaced according to the regular DA Form 638; therefore, having it to be accomplished manually, making it time consuming.

c. Use of the Delrina FormFlow DA Form 638 is acceptable; however, if FormFlow is not available, use the regular DA Form 638, Nov 94.

d. The DA Form 638 will be the award's permanent order. DA's intent with the DA Form 638 is to have everything accomplished on one piece of paper (head to foot). Therefore, two separate pages will not be accepted. Extra added information on top, bottom, or any other markings anywhere, including outside the black borders of DA Form 638 is not acceptable. A narrative justification for MSM and below award recommendations are not required for DA Form 638. Award recommendations received with a narrative justification will be removed and not forwarded to the appropriate awards board.

e. Always forward the original DA Form 638 along with the award recommendation to HQ MEDCOM, ATTN: MCPE-MA, even when an award recommendation is expedited by telefax. Maintain the record copy for 25 years.

2. Requirements for award recommendation submission to HQ MEDCOM.

a. LM (retirement only), MSM and below award recommendations are to be at HQ MEDCOM 90 days before the ending date in Item 11b (Period of Award). All other award recommendations higher than an MSM, are to be at HQ MEDCOM 120 days before the ending date in Item 11b.

b. Forward the original DA Form 638, including the proposed citation and narrative justification for LM for retirement, and nine additional copies. For all other award recommendations higher than an MSM, forward the original DA Form 638, the proposed citation and narrative justification, and nine additional copies.

c. Forward 10 copies of the current Officer Record Brief (ORB) (for officers only), for award recommendations higher than an MSM. This applies to all service awards.

d. Forward two copies of PCS orders when available. Do not hold the processing of an award recommendation pending receipt of PCS orders.

e. Forward one copy of expiration term of service (ETS)/release from active duty (REFRAD)/Retirement orders when available. Do not hold the processing of an award recommendation pending receipt of orders.

f. Point of contact and Total Years of Service:

(1) The point of contact/Defense Switch Network (DSN) telephone number and total years of service (for retirement awards only) may be included on an Optional Form 41 (Routing and Transmittal Slip), post-it note, or DA Form 200 (Transmittal Record). Highlight Block 8 (Person of Contact (name and telephone number)) and enter the total years of service in Block 18 (Remarks)

of DA Form 200. Attach to DA Form 638, or if applicable, in the commander's memorandum of lateness.

(2) State the total years of service for retirement in years and months (i.e., TYS: 26, 10).

g. Recommendation: Approval/Upgrade/Downgrade/Disapproval:

(1) All award recommendations being forwarded to HQ MEDCOM, will first be sent to the major subordinate command (MSC). MSCs are considered to be the Regional Dental Commands (RDCs), Regional Medical Commands (RMCs), Regional Veterinary Commands (RVCs), and other MSCs that are not service support commands. For RDCs and RVCs, the next level of command should be the U.S. Army Dental Command (DENCOM) or the U.S. Army Veterinary Command (VETCOM); for RMCs and other MSCs, HQ MEDCOM will be the next level of command.

(2) For recommended approval, disapproval, upgrade to, or downgrade, use Item 23d, 24d, or 25d. When the recommended award in Item 10 is an MSM, the commander should enter "X" in the RECOMMENDED [X] APPROVAL box in Item 23d, 24d, or 25d. This means the commander is recommending approval for the recommended MSM.

NOTE: Do not use the upgrade to or downgrade, unless the recommendation is actually being upgraded or downgraded to the next higher or lower award.

(a) When the commander recommends upgrade to the LM instead of the MSM, resubmit the award recommendation on DA Form 638 with a proposed citation and narrative justification attached. Leave Items 20 (Achievements), and 21 (Proposed Citation), blank. DA Forms 638 received with upgrade to LM in Item 23d, 24d, or 25d will not be accepted. It will be returned for resubmission as an LM award recommendation. At MSC level, ensure these items are thoroughly examined.

(b) It is recommended the unit commander sign Item 23; however, if the commander signs Item 19 as the recommender, leave Item 23 blank.

(c) In the absence of the commander, the acting commander must be on assumption of command orders with a start and end date (blanket orders do not suffice). Forward a copy with each award recommendation.

(3) Organization authorized commanders, in the grade of Major General, are delegated the authority to disapprove/downgrade Legion of Merit (LM) award recommendations without referral to HQ MEDCOM.

(4) Organization authorized commanders, in the grade of Brigadier General or Colonel, are delegated the authority to disapprove/downgrade MSM recommendations without referral to the next level chain of command or HQ MEDCOM.

(5) Organization authorized commanders, in the grade of Lieutenant Colonel, are delegated the authority to disapprove/downgrade ARCOM recommendations without referral to the next level chain of command or HQ MEDCOM.

3. Preparation of the DA Form 638.

a. The DA Form 638, should not have changes made to it other than by the recommender, Item 19.

b. Address/Date:

Item 1 (To) Should have the address of the approving authority:

HQ USA MEDICAL COMMAND
 ATTN MCPE-MA
 2050 WORTH ROAD, SUITE 6
 FORT SAM HOUSTON TX 78234-6006

OR

HQDA
 ATTN TAPC-PDO-PA
 200 STOVALL ST
 ALEX VA 22332-0471

Item 2 (From) Should have the address of the commander:

COMMANDER
 USAMEDDAC
 FORT RILEY KS 66442-5036

Item 3 (Date) Enter the date the award recommendation was initiated.

c. PART I - Soldier Data.

Item 4 (Name) Enter last, first, middle name (in that order).

Item 5 (Rank) Enter SFC, not E-7; COL, and not O-6.

Item 6 (SSN) Self-explanatory.

Item 7 (Organization) Self-explanatory.

Item 8 (Previous Awards) List awards with the correct oak leaf cluster or correct numbered award indicated. For instance, MSM-1, MSM(1), or MSM-01, represents an MSM first award. It does not mean the first oak leaf cluster (1OLC). If the soldier already has an MSM (1OLC), then the correct entry would be MSM-2. Type the word "NONE" when the soldier has no previous service awards. Do not include interim awards. Do not leave this item blank nor use "NA." List the awards by order of priority as indicated below:

Medal of Honor (MH)
 Distinguished Service Cross (DSC)
 Distinguished Service Medal (DSM)
 Silver Star (SS)
 Legion of Merit (LM)
 Distinguished Flying Cross (DFC)
 Soldier's Medal (SM)
 Bronze Star Medal (BSM)
 Purple Heart (PH)
 Meritorious Service Medal (MSM)
 Air Medal (AM)
 Army Commendation Medal (ARCOM) (Do not use ACM)
 Army Achievement Medal (AAM)

Item 9 (Branch of Service) Enter the branch of service/and area of concentration (AOC) for officers, or the branch of service/and primary military occupational specialty (PMOS) for enlisted (e.g., USA/MC or USA/71L4H; if for other branch of service, enter United States Navy (USN), United States Air Force (USAF), United States Marine Corps (USMC), or United States Coast Guard (USCG), or if for a foreign soldier (e.g., enter Australian Air Force).

Item 10 (Recommended Award) Ensure the correct oak leaf cluster number is indicated, when applicable.

Item 11 (Period of Award) Enter day, month, and year (i.e., 31 Mar 98). For retirement award recommendations: normally, these are closed out the last day of the month prior to the soldier being placed on the retired list, except for medical retirements. NOTE: Each individual approaching retirement may be considered for an appropriate decoration based on his or her grade, years of service, degree of responsibility, and manner of performance. Meritorious service awards may be awarded, upon retirement, which may include periods of service longer than that served in the recommending command. It is recommended that such periods be limited to the last 10 years of service. This is not to imply that an extended period of service should be considered for every individual who retires. An extended period should only be considered in those cases where the length or nature of the individual's terminal assignment would not qualify him or her for an appropriate award. It is neither necessary nor desirable to consider an extended period of service when the length and character of service of retirees in their terminal assignment would qualify them for an appropriate award.

Item 12a (Reason For Award) Enter as indicated in this item. For a medical retirement, enter "RET (Medical)."

NOTE: An "IMPACT" award does not exist IAW AR 600-8-22. Instead, enter "ACH" in this item. For a POSTHUMOUS award, enter "SVC" in this item and check the "YES" [X] box in Item 13, POSTHUMOUS.

Item 12b (Interim Award) If the "YES" [X] box is checked, state the interim award given. Forward with the recommendation package, a copy of the interim award given. Do not include interim awards in Item 8 (Previous Awards). Otherwise, check the "NO" [X] box.

Item 13 (Posthumous) Check the "NO" [X] box if not a posthumous award; otherwise follow Item 12a instructions.

d. PART II - Recommender Data:

Items 14 through 18, Self-explanatory.

Item 19 (Recommender) The recommender must always sign this item.

NOTE: If the unit commander signs this item, then Items 23, 24, or 25 require no signature.

e. PART III - Justification and Citation Data:

Item 20 (Achievements) Achievements 1 through 4, will be left blank for awards higher than an MSM. Achievements 1 through 4, when used for MSM and below, are limited to no more than 4 lines per achievement. When using Item 20 for higher than an MSM, (e.g., for an LM), attach a one page narrative justification, double-spaced, and no more than 12 characters per inch, to DA Form 638. For the DSM, attach five to eight pages of narrative justification, double-spaced, and no more than 12 characters per inch, to DA Form 638.

NOTE: The narrative justification is the most important section of the recommendation and the content is the basis for approval or disapproval of the award.

Item 21 (Proposed Citation) Leave this item blank for awards higher than an MSM. Limit this item, when used for MSM and below, to no more than 6 lines for an award. Limit a proposed citation for an LM/SM to no more than 9 lines, double-spaced, no more than 12 characters per inch, and attach to DA Form 638. Limit the DSM to no more than 19 lines, double-spaced, no more than 12 characters per inch, and attach to DA Form 638. Proposed citations will include the following standardized leading and closing sentences, as appropriate:

(1) Recommendation for the DSM:

(a) Type the proposed citation on a single sheet of bond paper, double-spaced, in 12 pitch, no more than 19 lines. When the award is for retirement, it may cover the last 10 years. The beginning sentence should list all previous positions held in that 10-year period. In the sentences following the introductory sentence, at least one sentence should address each of the positions held. The remainder of the proposed citation should explain, in detail, the last position held.

(b) In the first paragraph of the narrative justification, list all previous assignments held in the past 10 years. At least one paragraph following the first paragraph should be in detail about each of those positions held. The majority of the proposed citation should address the last duty position held. Limit the narrative justification to five to eight pages in length.

(2) Recommendation for the LM:

(a) The beginning sentence should read, "For exceptionally meritorious conduct in the performance of outstanding services as (Job Title), (Unit of Assignment), from (Beginning Date) to (Ending Date)." Next, the BODY OF CITATION, and the ENDING SENTENCE should read "Recipient's Rank and Last Name in possessive) exemplary performance of duty reflects great credit on him/her, the United States Army Medical Command, the Army Medical Department, and the United States Army."

(b) For the LM retirement award for total service, the beginning sentence should read, "For exceptionally meritorious conduct in the performance of outstanding services during the period (Beginning Date) to (Ending Date), the last being (Job Title), (Unit of Assignment)." Next, the BODY OF CITATION, and the ENDING SENTENCE should read, "Recipient's Rank and Last Name in possessive) exemplary performance of duty was in keeping with the highest traditions of military service, reflecting great credit on him/her, the United States Army Medical Command, the Army Medical Department, and the United States Army."

(3) Recommendation for the SM:

(a) Attach statements of eyewitnesses, preferably in the form of certificates, affidavits, sworn statements, extracts from official records, sketches, maps, diagrams, photographs, etc., to support and expand on the stated facts for heroism awards.

(b) The beginning sentence should read, "For heroism for (List Heroic Act, Date, Location)." Next, the BODY OF CITATION, and the ENDING SENTENCE should read, "Recipient's Rank and Last Name in possessive) exemplary performance of duty was in keeping with the highest traditions of the military service, reflecting great credit on him/her, the United States Army Medical Command, the Army Medical Department, and the United States Army."

(4) Recommendation for the MSM:

(a) The beginning sentence should read, "Meritorious service/achievement as (job title)." Next, the BODY OF CITATION, and the ENDING SENTENCE should read, "His/Her performance reflects credit on him/her, the United States Army Medical Command, the Army Medical Department, and the United States Army."

(b) For the MSM retirement award for total service, the beginning sentence should read, "Meritorious service in positions of great responsibility ending as (job title)." Next, the BODY OF CITATION, and the ENDING SENTENCE should read, "His/Her" exemplary performance of duty was in keeping with the highest traditions of military service, reflecting great credit on him/her, the United States Army Medical Command, the Army Medical Department, and the United States Army."

(5) Recommendation for the ARCOM:

(a) The beginning sentence should read, "Meritorious service/achievement as (job title)." Next, the BODY OF CITATION, and the ENDING SENTENCE should read, "His/Her exemplary performance reflects great credit on him/her, the United States Army Medical Command, and the United States Army."

(b) For recommendation for the ARCOM for Heroism, the beginning sentence should read, "For heroism for (List Heroic Act, Date, Location)." Next, the BODY OF CITATION and the ENDING SENTENCE should read, "Recipient's Rank and Last Name in possessive) exemplary performance of duty was in keeping with the highest traditions of the military service, reflecting great credit on him/her, his/her organization, the Army Medical Department, and the United States Army."

(6) For recommendation for the AAM, the beginning sentence should read, "For meritorious service/achievement as (job title)."

NOTE: REVERSE PAGE: ENSURE THE INFORMATION PLACED IN THE NAME AND SSN BLOCKS ARE THE SAME AS IN ITEMS 4 AND 6.

f. PART IV - Recommendations/Approval/Disapproval:

Item 22 (Certification of Eligibility and Data) Even though not titled as such, this item should always be completely filled in. If received unsigned, the award recommendation will not be processed. It will be returned for signature.

Item 23 (Intermediate Authority) Unit commanders will use this item regardless of the approval authority. This item should always be completely filled in, including a signature and date. Item 23a should contain the address of the unit's next chain of command. Ensure Item 23d is marked properly, and Item 23h signed before forwarding to the next level chain of command.

Item 24 (Intermediate Authority) The MSC commander or acting commander will use this item. This item should always be completely filled in, including a signature and date. Item 24a should contain the address of the MSC's next level of command. Make sure Item 24d is marked properly, and Item 24h signed before forwarding to the next level chain of command.

(1) If Item 23h has no signature and/or Item 23d is not completed, the MSC commander will return the award recommendation to the unit commander in Item 23 for signature and completion.

(2) If Item 22 has no signature/date, the MSC commander will return the award recommendation to the unit commander in Item 23 for signature/date.

(3) If the unit commander indicates upgrade to _____ or downgrade to _____ or disapproval in Item 23d, Item 24d must indicate the same, provided the MSC commander agrees with the unit commander's recommendation. If Item 23d (Recommend: Approval is marked), the award recommendation will be approved in accordance with Item 10 (Recommended Award).

(4) All MSM and below award recommendations downgraded at the MSC level, will be processed there accordingly (e.g., a unit commander with ARCOM approval authority recommends an MSM award recommendation and forwards it to the MSC commander). That commander downgrades the MSM to an ARCOM. In this instance, the ARCOM will be processed at that level. Another example, a unit commander with AAM approval authority recommends an ARCOM instead of an MSM, and forwards it to the MSC commander. That commander downgrades the MSM to an ARCOM, therefore, the ARCOM will be processed at that level.

Item 24 (Intermediate Authority) MSC commanders forwarding award recommendations that are to be approved by DA, will use this item. Ensure a signature, date, and Item 24d are properly marked. Item 24a should contain

the next level of command (e.g., HQ MEDCOM, ATTN: MCPE-MA, 2050 Worth Road, Suite 6, Fort Sam Houston, TX 78234-6006).

Item 25 (Intermediate Authority) MSC commanders forwarding award recommendations that are to be approved at HQ MEDCOM, will use this item. This item should always be completely filled in to include a signature and date. Item 25a should contain the next level of command (e.g., HQ MEDCOM, ATTN: MCPE-MA, 2050 Worth Road, Suite 6, Fort Sam Houston, TX 78234-6006). Make sure Item 25d is marked properly and Item 25h signed before forwarding to HQ MEDCOM.

Item 25 (Intermediate Authority) This item should be left blank for the Commander, HQ MEDCOM, for recommendation approval for those award recommendations being forwarded to DA.

NOTE: Additional intermediate authority recommendations are not required, other than those above mentioned for award recommendations being forwarded through channels to HQ MEDCOM for final approval, and those forwarded to U.S. Total Army Personnel Command (PERSCOM) through HQ MEDCOM.

Item 26 (Approval Authority) This item is reserved for the Commander, HQ MEDCOM, for final approval. Ensure this item is left entirely blank. This item is programmed in the database so when the Commanding General finalizes the award recommendation, the formatted information is automatically printed, including PART V - Orders Data information. If Item 26 is not left blank, it will be accomplished manually, making it time consuming.

g. PART V - Orders Data. This item should be left entirely blank on all awards being forwarded to HQ MEDCOM for processing.

4. Award recommendations being forwarded to HQ MEDCOM for processing, will include the following:

- a. DA Form 638 (original plus 9 additional copies).
- b. Narrative justification, as applicable (original plus nine additional copies).
- c. Proposed citation, as applicable (original plus nine additional copies).
- d. The current ORB (for officers only), on all award recommendations above MSM (original plus nine additional copies).
- e. DA Form 2-1 (Personnel Qualification Record - Part II) (for enlisted only), on all MSM and above (original plus nine additional copies).
- f. Support documents (optional), as applicable (original plus nine additional copies).
- g. Eyewitness statements in the form of certificates, affidavits, or sworn statements (optional for Silver Star and lesser awards), (original plus nine additional copies).
- h. Record extracts, sketches, maps, diagrams, and photographs that support and amplify the award of heroism (optional for Silver Star and lesser awards), (original plus nine additional copies).

RECOMMENDATION FOR AWARD			
For use of this form, see AR 600-8-22; the proponent agency is ODCSPER			
For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.			
1. TO HQ MEDCOM, ATTN: MCPE-MA FORT SAM HOUSTON, TX 78234-6000	2. FROM COMMANDER, ATTN: MXCD-PR, FORT CAMPBELL, KY 42223	3. DATE 1 JUN 95	
PART I - SOLDIER DATA			
4. NAME Doc, John G.	5. RANK MAJ	6. SSN 123-45-6789	
7. ORGANIZATION USAMEDDAC FORT CAMPBELL, KY 42223-1498	8. PREVIOUS AWARDS MSM-2, ARCOM-3, AAM-5		
9. BRANCH OF SERVICE USA/MC	10. RECOMMENDED AWARD MSM (2OLC)	11. PERIOD OF AWARD a. FROM 17 APR 92 b. TO 31 JUL 95	
12. REASON FOR AWARD			
12a. INDICATE ACH, SVC, PCS, ETS OR RET PCS	12b. INTERIM AWARD IF YES, STATE AWARD GIVEN	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
PART II - RECOMMENDER DATA			
14. NAME JOHNSON, KENNETH G.	15. ADDRESS USAMEDDAC FORT CAMPBELL, KY 42223-1498		
16. TITLE/POSITION C, UROLOGY SERVICES	17. RANK LTC	19. SIGNATURE	
18. RELATIONSHIP TO AWARDEE SUPERVISOR			
PART III - JUSTIFICATION AND CITATION DATA <i>(Use specific bullet examples of meritorious acts or service)</i>			
20. ACHIEVEMENTS			
ACHIEVEMENT #1 AWARD RECOMMENDATIONS FOR MSM AND BELOW WILL BE LIMITED TO NO MORE THAN 4 LINES PER ACHIEVEMENT. IT IS NOT NECESSARY TO COMPLETE ALL 4 ACHIEVEMENTS. WHEN TYPED, ACHIEVEMENTS 1 THROUGH 4 WILL NOT EXCEED 12 CHARACTERS PER INCH.			
ACHIEVEMENT #2 AWARD RECOMMENDATIONS FOR HIGHER THAN AN MSM: ACHIEVEMENTS 1 THROUGH 4 WILL BE LEFT BLANK. THE NARRATIVE, NOT TO EXCEED 12 CHARACTERS PER INCH, TYPED ON A SEPERATE PAGE, AND DOUBLE-SPACED. THIS ONE PAGE NARRATIVE WILL BE ATTACHED TO THE DA FORM 638.			
ACHIEVEMENT #3 AWARD RECOMMENDATIONS FOR THE MSM: THE NARRATIVE WILL CONTAIN 5 TO 8 PAGES, DOUBLE-SPACED, NO MORE THAN 12 CHARACTERS PER INCH, AND WILL BE ATTACHED TO THE DA FORM 638.			
ACHIEVEMENT #4 THE NARRATIVE JUSTIFICATION IS THE MOST IMPORTANT SECTION OF THE RECOMMENDATION AND THE CONTENT IS THE BASIS FOR APPROVAL OR DISAPPROVAL OF THE AWARD.			
21. PROPOSED CITATION THE PROPOSED CITATION IS LIMITED TO NO MORE THAN 6 LINES FOR RECOMMENDATIONS OF AN MSM AND BELOW. FOR THE LM/SM, THE CITATION IS LIMITED TO NO MORE THAN 9 LINES DOUBLE-SPACED, TYPED ON ONE PAGE WITH NO MORE THAN 12 CHARACTERS PER INCH, AND ATTACHED TO THE DA FORM 638. FOR THE DSM, THE CITATION IS LIMITED TO NO MORE THAN 19 LINES, DOUBLE-SPACED, TYPED ON ONE PAGE WITH NO MORE THAN 12 CHARACTERS PER INCH, AND ATTACHED TO THE DA FORM 638. LEAVE THIS ITEM BLANK WHEN RECOMMENDATION IS HIGHER THAN MSM.			

NAME Doe, John G.		SSN 123-45-6789	
PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE	22b. DATE 4 JUN 95
23. INTERMEDIATE AUTHORITY	a. TO COMMANDER, SE RMC FORT GORDON, GA	b. FROM COMMANDER, USAMEDDAC FORT CAMPBELL, KY	c. DATE 5 JUN 95
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:	DOWNGRADE TO:
e. NAME STEIN, FRANKLIN N.		f. RANK COL	
g. TITLE/POSITION COMMANDER		h. SIGNATURE	
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO COMMANDER, HQ MEDCOM FORT SAM HOUSTON, TX	b. FROM COMMANDER, SE RMC FORT GORDON, GA	c. DATE 9 JUN 95
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:	DOWNGRADE TO:
e. NAME DRAKE, JONATHAN F.		f. RANK COL	
g. TITLE/POSITION COMMANDER		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:	DOWNGRADE TO:
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO	b. FROM	c. DATE
d. <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO:	DOWNGRADE TO:
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
PART V - ORDERS DATA			
27a. ORDERS ISSUING HQ	27b. PERMANENT ORDER NO.	31. DISTRIBUTION	
28a. NAME OF ORDERS APPROVAL AUTHORITY	28b. RANK		
28c. TITLE/POSITION	29. APPROVED AWARD		
28d. SIGNATURE	30. DATE		

APPENDIX B

WORDS, WORD COMBINATIONS, AND PHRASES

ABILITY: exceptional, exceptional operational, remarkable, innate, marked, outstanding, outstanding executive, outstanding managerial, outstanding professional, outstanding organizational, superb planning, superb organizational, unusual, technical

ACTIONS: conscientious, aggressive, tenacious, decisive

ACHIEVEMENTS: significant, outstanding

AGGRESSIVENESS: commanding

APPROACH: energetic, enthusiastic, enthusiastic and diplomatic, vigorous, diligent and untiring

ASTUTE: advice, judgment, planning

ATTITUDE: cheerful, cooperative, selfless

COMPETENCE: professional, exceptional professional

CONTRIBUTED: immeasurably, significantly, materially, directly, markedly

DEMONSTRATED: continually, has clearly, rare and exceptional

DEVOTION TO DUTY: untiring, sincere, constant, unyielding, unusual, selfless, unswerving

DIRECTION: positive, firm guidance and positive, enlightening

EFFORTS: untiring, vigorous, energetic, tireless

EFFICIENCY: optimum, maximum

ENTERPRISE: self-reliant

ENTHUSIASM: infectious, unbounded

EFFECTIVE: was outstandingly, planning, accomplishment, highly

EXAMPLE: sterling, personal

EXPERIENCE: broad, professional, technical

FORCE: driving

FORESIGHT: remarkable, keen, accurate

GUIDANCE: skillful, proficient, firm, cheerful

INITIATIVE: strong, rare and exceptional

JUDGMENT: sound, mature, outstanding, discerning, decisive

KEEN: personal interest, interest, insight, analytical mind, sense of responsibility

KNOWLEDGE: professional, technical, professional and technical, broad, exceptional, comprehensive, superior

LEADERSHIP: positive, brilliant, dynamic, inspired, capable, energetic, outstanding qualities of, exceptional, vigorous, outstanding organization and leadership capabilities, qualities of the highest order, remarkable leadership qualities

LOYALTY: intense

MANNER: cooperative, diplomatic, brilliant, outstanding, superior, superb, efficient, highly effective, exemplary, judicious

MANAGEMENT: capable

PERFORMANCE: outstanding, outstanding record of

PLANNING: meticulous, astute, capable, calm and effective

PRINCIPLES: sound managerial

PROFESSIONAL: confidence, ability, skill, competence, knowledge, and technical knowledge, adeptness, inner

PRAISE: unstinting

PURPOSE: tenacity of, resoluteness of, fidelity of

RESPONSIBILITY: spirited sense of, keen sense of, willingness to accept, willingly assumed the, deep sense of

SERVICE: dedicated

SPIRIT: indomitable

SUPPORT: vigorous, energetic, enthusiastic, aggressive

TECHNICAL: understanding, knowledge, adeptness

UNDERSTANDING: thorough, and judgment, human

WISDOM: unusual, unflinching

PHRASES

Meticulous attention to detail

Outstanding attributes of

Sound advice, tactfully rendered

Have substantially aided

Can be directly attributed to

Continually accepted

Gave renewed impetus

Effectively planned and supervised

Became infused in

Is evident in

Were instrumental

Were an inspiration

Was largely/repeatedly/personally responsible

Were major factors

Was outstandingly successful/effective

Was particularly noteworthy

Was a primary contributing factor in

Acting with vigor and determination

Constantly sought out new avenues for rendering better service

Due to his/her unfailing wisdom and untiring energy

Streamlined operational procedures

Acted as a pillar of strength

Served as a sterling example for all to emulate

Served as an inspiration to those with whom he/she served

Provided positive direction, sound advice, firm guidance, and wise counsel

Always displaying a high spirit of cooperation, willingness, and attentiveness to duty

Because of his/her demonstrated organizational ability and his/her capacity for positive leadership

He/She streamlined operations which provided smooth teamwork and efficient functioning

Met problems with untiring energy and unfailing wisdom

His/Her ____, ____, and ____ were the key to his/her unquestionable success

Constantly set an example by a display of ____, ____, and ____

Marked him/her as a noncommissioned officer of the finest/highest caliber

Proved himself/herself to be outstanding among his/her contemporaries

ADJECTIVES WITH SYNONYMS

ABLE: capable, efficient, competent, skillful, clever, gifted, proficient

ACCOMPLISHED: cultivated, learned, skillful, proficient, finished

ACUTE: sagacious, astute, shrewd, discerning, keen, sharp

ADMIRABLE: excellent, commendable, estimable, praiseworthy

AFFABLE: amiable, gracious, friendly, sociable, approachable

AGGRESSIVE: energetic

AMBITIOUS: aspiring, zealous, desirous

ARDENT: zealous, enterprising, eager

ARTFUL: crafty, designing, shrewd, dexterous, skillful, adroit

ASSURED: self-possessed, confident

ASTUTE: shrewd, quick, bright acute

BRILLIANT: distinguished, illustrious, clever, sparkling, keen

CALM: impassive, placid, serene, cool-headed, composed, unruffled

CAPABLE: proficient, competent, qualified, able

COMMENDABLE: praiseworthy

COMPETENT: qualified, able, fit, efficient, capable

COMPLEX: intricate, involved, complicated

CONFIDENT: certain, sure, positive, assured, self-sufficient

CONFORMABLE: adaptable, compliant, agreeable

CONSCIENTIOUS: scrupulous, exact, painstaking

CONSTANT: continual, steadfast, staunch, loyal, unchangeable

COUNTLESS: numberless, innumerable, incalculable, illimitable

COUPLED WITH: in addition to

CUNNING: crafty, artful, dexterous

DAUNTLESS: undaunted, brave, fearless, courageous

DETERMINED: resolute, resolved, decided, firm, indomitable

DEVOTED: ardent, eager, loyal, faithful

DEXTEROUS: adroit, clever, expert, proficient, handy

DIFFERENT: various, incongruous, diversified, varied

DIGNIFIED: stately, portly, noble

DIRECT: straight, undeviating, unswerving, straightforward

DISCERNING: discriminating, clever, keen, subtle
DISTINCT: separate, explicit, definite, clear, distinguishable
DISTINCTIVE: distinguishing, characteristic, peculiar
DISTINGUISHED: celebrated, famous, illustrious, renowned, noted
EAGER: ardent, zealous, fervent, earnest, intent
EFFECTIVE: adequate, telling, effectual, efficient, capable, operative
EFFICIENT: effective, operative, capable, competent
ENERGETIC: strong, forcible, enterprising, active, strenuous, forceful
EQUIVALENT: correspondent, tantamount, equal, convertible, synonymous
ESSENTIAL: vital, requisite, necessary, inherent, basic, substantial
EVIDENT: clear, obvious, manifest, apparent, indubitable, distinct
EXCEPTIONAL: extraordinary, uncommon, rare, unusual, superior
EXHAUSTIVE: comprehensive, all-inclusive, thorough
EXPERIENCED: capable, efficient, trained, qualified, skilled
EXPERT: skilled, adroit, proficient, dexterous, finished
EXTRAORDINARY: remarkable, eminent, rare, uncommon, unusual
EXTREME: utmost, ultra, advanced, radical
EXULTANT: jubilant, elated, triumphant, pleased, satisfied
FABULOUS: extravagant, incredible, ethical, legendary
FACILE: easy, easily done, not difficult, feasible, practicable, within reach, accessible, expert, dexterous, skillful
FAITHFUL: constant, true, loyal, staunch, trustworthy, reliable
FASTIDIOUS: particular, precise, meticulous, exacting, discerning, keen
FAVORABLE: auspicious, advantageous, propitious, helpful, beneficial
FERVENT: ardent, vehement, impassioned, intense, fiery
FINAL: crowning, conclusive, ultimate, last, farthest
FINE: exquisite, elegant, polished, finished, acute, nice, fastidious, excellent, skilled, keen
FINISHED: consummate, faultless, skilled, experienced
FIRM: rigid, fast, secure, determined, resolved, steadfast, staunch
FORCEFUL: effective, telling, graphic, vivid
ILLUSTRIOUS: famous, distinguished, eminent, renowned
IMPLANTED: grafted, inset, infused, instilled

IMPORTANT: material, notable, marked, outstanding, remarkable, noteworthy, stirring, eventful
 INCESSANT: continual, uninterrupted, unceasing
 INDICATIVE: significant, characteristic, representative, expressive
 INDUSTRIOUS: assiduous, diligent, busy, hard-working
 INEXHAUSTIBLE: unending, unlimited
 INFALLIBLE: unending, reliable, indubitable, certain, sure
 INFECTIOUS: catching
 INFINITE: countless, innumerable, boundless, unbounded, immeasurable
 INFLEXIBLE: firm, stiff, unyielding, grim, stern
 INGENIOUS: resourceful, inventive, clever, adroit
 INHERENT: intrinsic, innate, inseparable, essential
 INTENSE: extreme, profound, acute, keen, concentrated, ardent
 INVALUABLE: priceless, precious
 INVARIABLE: regular, constant, unchangeable
 INVINCIBLE: unyielding, uncompromising, unconquerable, indomitable
 KEEN: eager, ardent, acute, discerning, shrewd, quick
 MANIFEST: apparent, evident, conspicuous, striking, prominent, notable
 MARKED: conspicuous, prominent, noticeable
 MATCHLESS: unequalled, supreme, peerless
 MEMORABLE: notable, remarkable
 NOTEWORTHY: remarkable, exceptional, extraordinary
 OUTSTANDING: eminent, prominent, signal
 PAINSTAKING: diligent, careful, particular
 PARAMOUNT: supreme, chief, dominant
 PEERLESS: unrivaled, matchless, supreme, unequalled
 PENETRATIVE: acute, discerning, astute
 PERCEPTIBLE: perceivable, cognizable, discernible, visible
 PERCEPTIVE: knowing, percipient, cognitive
 PERFECT: faultless, immaculate, impeccable, flawless, indefectible, inimitable, unparalleled, unequalled
 PERSISTENT: persevering, unending
 PERSPICUOUS: clear, lucid, explicit, exact distinct, intelligible, manifest

PERTINACIOUS: persistent, firm, constant, resolute, unyielding
PLACID: calm, peaceful, gentle, serene, unruffled, undisturbed
PLEASURABLE: gratifying, pleasing, delightful, agreeable
POSITIVE: emphatic, inescapable, certain, absolute
POSSESSING: possessed of, master of, in possession of, endowed, blest/
fraught/laden/charged with
PRECISE: prim, rigid, unbending, exact, definite, punctilious
PREDOMINANT: ruling, controlling, supreme
PREEMINENT: distinguished, renowned, foremost, paramount, superior, supreme
PRESSING: urgent, persistent, critical, exacting
PRODIGIOUS: huge, vast, immense, enormous, portentous, astonishing,
wonderful
PROFICIENT: expert, adept, masterly, dexterous, adroit, skillful
PROMINENT: marked, salient, important, distinguished, influential
REMARKABLE: distinguished, noteworthy, memorable, rare
RESOLUTE: determined, unflinching, firm, steadfast, tenacious, indomitable,
unbending, unshaken
SEDULOUS: diligent, persevering, untiring, assiduous
STEADFAST: constant, steady, persevering, firm, loyal
STERN: grim, unyielding, resolute
STIMULATING: inspiring, keen, spirited
STRENUOUS: active, energetic, ardent, zealous, resolute, persevering,
indefatigable, sedulous
TACTFUL: diplomatic, conciliatory
TENACIOUS: persistent, persevering, unyielding, unwavering
UNBOUNDED: boundless, unlimited, endless
UNEQUALED: unmatched, unparalleled, incomparable, inimitable, unique
UNEXCITABLE: stoical, calm, cool-headed, unruffled
UNIQUE: unparalleled, unequalled, unsurpassed, unusual, rare, unprecedented
UNLIMITED: unbounded, absolute, immeasurable, infinite
UNPARALLELED: peerless, unrivaled, inimitable, unique
VAST: immense, enormous, great, infinite, boundless
VERSATILE: many-sided
ZEALOUS: earnest, ardent, eager

VERBS

absorb	accelerate	accept	acquaint
acquire	act	adapt	add
adhere	adjust	administer	admire
adopt	advance	affect	afford
aggravate	aid	aim	align
alleviate	allow	analyze	annex
applies	appreciate	approach	approve
arouse	arrange	aspire	assert
assess	assimilate	assist	associate
assume	attach	attain	attract
augment	avert	benefit	benefit
carry	challenge	change	charge
cherish	choose	cite	combine
commemorate	command	commend	compel
compile	complete	compose	comprise
conceive	conduct	consolidate	constitute
construct	contain	continue	contribute
control	convert	convey	coordinate
convoke	correct	correlate	decrease
dedicate	delegate	deliberate	deliver
demand	demonstrate	depict	deserve
design	deter	determine	detract
develop	devise	devote	dictate
diminish	direct	discern	discharge
disclose	discontinue	discover	dispatch
displaying	distinguish	distribute	diversify
dominate	drive	earn	edit
educate	educe	efface	effect
elate	elevate	elicit	eliminate
emanate	embark	embellish	embody
embrace	emerge	emphasize	employ
empower	emulate	enable	enact
encounter	encourage	encroach	endeavor
energize	enforce	engage	equal
enlarge	enlighten	enumerate	excel
establish	evoke	exalt	exert
execute	exemplify	exercise	expend
exhaust	exhibit	expedite	fabricate
experience	expose	express	finish
facilitate	fashion	figure	foster
forge	form	formulate	gather
furnish	further	gain	heighten
generate	gratify	handle	impel
illustrate	imbue	impart	impose
implant	impede	import	improvise
impress	improve	implement	inject
inform	infuse	initiate	instill
inspire	install	instigate	insure
institute	instruct	instrumental	invigorate
intensify	introduce	instruct	magnify
invoke	issue	justify	materialize
manage	manifest	mark	modernize
met	merge	mitigate	originate
motivate	obtain	operate	parallel
outweigh	overcome	overwhelm	perform
penetrate	perceive	perfect	persuade
permit	persevere	persist	place
pertain	phrase	please	possess
plan	play	preclude	prepare
practice	praise	produce	profit
present	preserve	promote	propel

progress
propose
purse
radiate
realize
recognize
rectify
refashion
refresh
regularize
renew
represent
resume
revolutionize
satisfy
select
shoulder
specialize
stimulate
surge
typify
unite

project
prosper
push
raise
rebuild
recommend
reduce
refine
regain
rehabilitate
renovate
resolve
reverberate
reward
season
show
spread
strengthen
surpass
undergo
urge

prove
qualify
rally
receive
reconcile
reenforce
reflect
regard
release
reorganize
restore
revise
rotate
secure
serve
signify
stabilize
succeed
survey
undertook
utilize

provide
quicken
reach
reclaim
recondition
reestablish
reform
regenerate
render
replace
result
revive
rouse
seize
share
solicit
steer
support
symbolize
unravel
withstand

GLOSSARY

**Section I
Abbreviations**

AAM.....	Army Achievement Medal
AM.....	Air Medal
AOC.....	area of concentration
ARCOM.....	Army Commendation Medal
BSM.....	Bronze Star Medal
CofA.....	Certificate of Achievement
DDSM.....	Defense Distinguished Service Medal
DENCOM.....	U.S. Army Dental Command
DFC.....	Distinguished Flying Cross
DMSM.....	Defense Meritorious Service Medal
DSC.....	Distinguished Service Cross
DSM.....	Distinguished Service Medal
DSN.....	Defense Switch Network
DSSM.....	Defense Superior Service Medal
ETS.....	expiration term of service
HQDA.....	Headquarters, Department of the Army
JSAM.....	Joint Service Achievement Medal
JSCM.....	Joint Service Commendation Medal
LM.....	Legion of Merit
MEDCOM.....	U.S. Army Medical Command
MH.....	Medal of Honor
MILPO.....	military personnel office
MOS.....	military occupational specialty
MSC.....	major subordinate command
MSM.....	Meritorious Service Medal
OLC.....	Oak Leaf Cluster
ORB.....	Officer Record Brief
PCS.....	permanent change of station
PERSCOM.....	U.S. Total Army Personnel Command

PH.....Purple Heart
PMOS.....primary military occupational specialty
RDC.....Regional Dental Command
REFRAD.....release from active duty
RVC.....Regional Veterinary Command
SM.....Soldier's Medal
SOP.....standing operating procedure
SS.....Silver Star
SSN.....social security number
VETCOM.....U.S. Army Veterinary Command

Section II

Terms

Heroism. Specific acts of bravery, outstanding courage, or a closely related series of heroic acts performed within a short period of time.

Meritorious Achievement. An act which is well above the expected performance of duty. The act should be an exceptional accomplishment with a definite beginning and ending date. The length of time is not a primary consideration; however, speed of accomplishment of an important task can be a factor in determining the value of an act.

Meritorious Service. Service distinguished by a succession of outstanding acts of achievement over a sustained period of time.

Interim Award. An award of a lesser degree that the recommending command has approval authority, and is awarded in the interim period pending approval of a higher award (e.g., an ARCOM is awarded pending approval of an MSM).

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