



## Response to Freedom of Information request: FA20/12/00071

*Requesting Details including Hi-Quality Images and awarding criteria of Australian Border Force internal Honours and Awards framework that are not part of the promulgated Australian Honours and Awards system as managed by Defence Honours and Awards / DPM&C or Government House.*

*1. These would include Medals, Honours, Citations, Commendations that would be considered Right Hand Side wearing on Uniforms.*

*Seeking information similar to what is on the AFP Website for the AFP (<https://www.afp.gov.au/about-us/our-organisation/honours-and-awards/afp-internal-awards-framework>) but in this case what the ABF have*

*Attached is the ABF Awards and Recognition Framework 2018-2020 which details images and awarding criteria.*

*2. Is there consideration or submissions proposed for creation of Meritorious Service Medal that is a part of the recognised Australian Honours and Awards system, along the same lines as the Australian Police Medal, Australian Intelligence Medal etc?*

*No documents or submissions exist in our records that propose the creation of Meritorious Service Medal that is a part of the recognised Australian Honours and Awards system.*



Australian  
**BORDER FORCE**

# Awards & Recognition Framework

2018-2020

# Contents

Contents	2
Revision History	3
Reviewers and Approvers	3
Introduction	4
Awards	4
Tier 1 - Australian Honours System	5
Public Service Medal (PSM)	5
National Medal	5
Tier 2 - Commissioner Awards	6
Eligibility	6
Collective Eligibility	7
Award for Subsequent Acts	7
Award descriptions and criteria	7
Award Design	7
Tier 3 - External Awards	8
Australia Day Achievement Medallions (ADAMs)	8
World Customs Organisation (WCO) Awards	8
Tier 4 – Internal Recognition and Acknowledgement Program	9
Eligibility	9
Considerations	9
Funding	9
Recognition Categories	10
Retirement	11
Service Recognition	11
ABF Service Recognition	13
Key Stakeholders	13
Measurement of Success	14
Consultation	14
APPENDIX A - Commissioner Award Criteria	15
APPENDIX B - Awards Design Samples	20
APPENDIX C – TMARC Terms of Reference	26

## Revision History

**Deliverable Name:** ABF Awards and Recognition Framework

**Deliverable Owner:** Susan Drennan, A/g Commander, Career Management and Workforce Capability Branch

**Issue Date:** April 2018

## Reviewers and Approvers

Approver Name	Role	Version	Signature
Rachel Houghton	Assistant Commissioner Operational Practices Command		
Mandy Newton	Deputy Commissioner Support		
Michael Outram	A/g Commissioner		

## Introduction

Formally recognising an employee for a positive work outcome or the demonstration of excellence in their role creates a tangible example of the Australian Border Force (ABF) Signature values and has a direct impact on employee engagement, morale and retention. Recognition also contributes to organisational success and provides important insights for talent management, performance management and succession planning.

The ABF Awards and Recognition Framework (the Framework) provides an overarching strategy to recognise the achievements of our people, set the tone for our organisational culture and develop a high performing workforce.

The Framework aligns with the Blueprint for Home Affairs, People Strategy 2025, and Realising our full potential documents. It ties recognition to the goals of these plans and strategies by acknowledging the efforts of individuals and teams, and the contributions made by individual officers and teams in achieving these outcomes.

The Framework also seeks to embed workforce recognition in everyday operations, moving from a “top down, executive driven” approach to one where peer to peer recognition is undertaken on a daily basis and recognises the regular contributions made by our workforce to achieve operational and cultural outcomes.

## Awards

This framework outlines the four tiers of Awards; covering the Australian Honours System, Commissioner Awards, External Awards, and the Internal Recognition and Acknowledgement Program.

**Tier 1 – Australian Honours System**

**Tier 2 – Commissioner Awards**

**Tier 3 – External Awards**

**Tier 4 – Internal Recognition and  
Acknowledgement Program**

Released by the Department of Home Affairs  
under the *Freedom of Information Act 1982*

# Tier 1 - Australian Honours System

The Australian Honours System is unique in that the honours have been designed for the community to make nominations; the system is free of patronage or political influence and anyone can nominate an Australian citizen for an honour. ABF employees may nominate, or be nominated for these at any time.

The ABF nominates employees for the Public Service Medal (PSM) and coordinates applications for the National Medal.

## Public Service Medal (PSM)

The Public Service Medal recognises outstanding service by employees of the Australian Government and state, territory and local government employees. 'Outstanding service' could be shown through:

- service excellence to the public, or to external or internal clients;
- innovation in program, project or policy development;
- leadership, including as a member of a team; or
- the achievement of more efficient processes, improved productivity or better service delivery.

PSM nominations are sought from the Senior Executive twice a year. Following the Secretary of the Department of Home Affairs and the Commissioner's approval, nominations are sent to the Department of Prime Minister and Cabinet (PM&C) for consideration by the Public Service Medal Committee.

The names of successful nominees appear in the Honours List, which is published on Australia Day, 26 January, and on the day set aside in June to commemorate the Queen's Birthday. After the announcement of the Honours List, recipients are invited to attend an awards ceremony at Government House in the State or Territory in which they reside.

You can find more information at [It's an Honour - Public Service Medal](#) website.



## National Medal

Administered by the Governor-General, the National Medal recognises long and diligent service by members of recognised government and voluntary organisations that risk their lives or safety to protect or assist the community in enforcement of the law or in times of emergency or natural disaster.

Former Australian Customs and Border Protection Service and Department of Immigration and Border Protection employees may be eligible for the National Medal, for service completed from **16 December 1999** if they meet the required criteria.

To apply, staff should complete the National Medal Application form found on the Intranet. Applications will be subject to routine integrity, workplace behaviour and performance checks as required by the ABF.

The Operational Practices Command collates the applications for the Commissioner to endorse. The endorsed applications are then sent to Government House for final assessment and approval.

You can find more information at [It's an Honour - National Medal](#) website.



Released by the Department of Home Affairs  
under the Freedom of Information Act 1982

## Tier 2 - Commissioner Awards

The Commissioner will confer awards to recipients within each of the ABF groups annually.

Awards for this category are in the form of medals, commendations or group citations, and a signed certificate depending on the category of award. In some instances, the recipient may also be recommended to the Talent Management and Recognition Committee (TMARC) and may receive a scholarship, talent management or mentoring opportunities.

Any person currently working in the ABF (including employees seconded from the Department or other agencies) may nominate an individual or group for recognition. Employees may not nominate themselves.

The Operational Practices Command will call for nominations annually, the categories include:

- Bravery Medal
- Leadership Medal or Group Citation
- Excellence Medal or Group Citation
- Excellence - Work Health and Safety or Group Citation
- Excellence - Outstanding Achievement in Diversity Management or Group Citation
- Conspicuous Conduct Commendation or Group Citation
- Innovation Commendation or Group Citation
- Operation Medal
  - Operation Medals are not open to a nomination process and are prescribed by the Commissioner.
  - The Talent Management and Recognition Committee determines those officers who have made significant contributions to become recipients of an Operation Medal as per the eligibility criteria contained in Appendix A, Commissioner Award Criteria.

## Eligibility

- Any person currently working in the ABF who in the course of their duty, or whilst on service as an employee, or attached to the organisation, performs an act sufficient to warrant nomination to the award.
- The Commissioner, at their discretion, may award any staff they feel is worthy of recognition.
- Nominees will be subject to routine integrity, performance and workplace behaviour checks.
- Nominees will have all paperwork and recommendations supplied to the TMARC for review and further endorsement. Final approval lies directly with the Commissioner.
- Any employee who is not included in a nominated list may make application for inclusion (at a later stage) by writing a minute to the nominated Assistant Commissioner (AC) pertinent to the award. Their decision to include or preclude the officer is final and no further correspondence will be required.
- As the ABF encompasses blended teams with staff members from the Department of Home Affairs, nominations may, on occasion, be submitted through both the Departmental and ABF Awards processes. In this instance, the lead area will be asked to nominate which of the nominations will progress. Staff will not be recognised under both the Department and ABF frameworks for the same nomination.



## Collective Eligibility

Nominations may include individuals or teams. Teams will be eligible for a group citation awarded to each team member. Each act will be determined upon its merits and awarded as required.

## Award for Subsequent Acts

An employee who has previously received either a Bravery, Excellence, Leadership or Operation Medal will receive a clasp to attach to their existing medal for any further notable acts of the same category. The clasp(s) will signify how many awards of the same nature the employee has received.

## Award descriptions and criteria

Descriptions for each of the categories of award and the criteria used to assess them can be found at Appendix A.

## Award Design

Designs for these awards can be seen at Appendix B.



## Tier 3 - External Awards

These are awards for which ABF staff can be nominated, but are not provided or administered by the ABF. Some examples of external awards include, but are not limited to:

- Australia Day Achievement Medallions (ADAMs)
- World Customs Organization (WCO) Awards

At various times throughout the year the Operational Practices Command will call for nominations via the Deputy Commissioner Support. The Operational Practices Command will collate the nominations and if necessary forward to the Commissioner for approval prior to submitting with the relevant authority.

### Australia Day Achievement Award

Administered by the National Australia Day Council, this award recognises the contribution of individual and teams or public servants for outstanding performance of core duties or special projects.

Nominations are called for via the intranet on an annual basis. The Operational Practices Command will collate the nominations and provide recommendation to the TMARC who consider all nominations prior to the Commissioner's approval. Nominees will be subject to routine integrity and workplace behaviour checks.

Successful recipients receive their award at a ceremony celebrating Australia Day.

The style of award will be determined by the Australia Day Council and will be accompanied by a certificate signed by the Commissioner.



### World Customs Organisation (WCO) Awards

The World Customs Organization (WCO) Certificate of Merit recognises innovation within the international customs community. The WCO provides a limited number of Certificates of Merit per member country each year.

WCO Certificates of merit are presented around 'International Customs Day' which is celebrated on 26 January each year to honour individuals from organisations that administer customs functions who have demonstrated achievement in the area of the WCO theme for that year.

## Tier 4 – Internal Recognition and Acknowledgement Program

The ABF wants to build a strong workplace culture by encouraging the acknowledgement of day-to-day achievements and recognition of positive behaviours in a timely and equitable manner.

This enables work areas to formally recognise performance and behaviour at a local level and acknowledge both the large and cumulative wins that contribute to our operational outcomes and realising the full potential of our organisation. Positive peer feedback can make employees feel more appreciated, provide greater job satisfaction and inspire people to continue to do a great job and remain engaged with our mission and vision.

### Eligibility

The aim is to make internal recognition timely, fair, equitable, transparent and appropriate. All employees including teams and groups are eligible to receive recognition. Both managers and colleagues are encouraged to recognise employees as soon as possible after the event.

Managers and employees can nominate to recognise staff outside their area where the performance or achievement has positively affected the success of their area.

### Considerations

Considerations when applying recognition:

- Recognition does not have to result in a gift or material item
- Ensure the level of the recognition is commensurate with the achievement, level of performance or impact on the operational outcomes or culture of the ABF
- Recognition should ensure equity in its distribution, be transparent and be based on merit
- The type or form of recognition should be meaningful to the particular employee(s)
- How the recognition is given – some staff may not like being acknowledged in open forums
- Clearly communicate the reason for the recognition, firstly to the recipient(s), then to a wider audience (where appropriate).

### Funding

The funding of all recognition comes from the work area/Division/Branch budget. **There is no central funding for recognition.**

Managers must be aware that the value of an award can increase significantly due to the application of FBT. For example, movie tickets worth \$100 have an effective cost to the ABF of \$196 once FBT is applied.

You can contact the Tax Team at [Tax@homeaffairs.gov.au](mailto:Tax@homeaffairs.gov.au) for further information.

## Recognition Categories

Managers are to use their discretion to determine the appropriate method of recognition and may discuss preferences with the nominator and recipient or ABF awards team.

Item	FBT applied
Deputy Secretary/Commissioner Certificate First Assistant Secretary/Assistant Commissioner Certificate Assistant Secretary/Commander Certificate	No
Verbal or written praise or "thank you", either privately or publicly	No
Writing a short note or "thank you" card or email	No
Acknowledgement at staff meetings or other appropriate functions	No
A certificate and/or letter of appreciation with a copy placed on the staff member's personnel file	No
Morning/afternoon teas to celebrate significant work-related achievements provided to employees only, on work premises on a normal work day	Generally exempt from FBT
Recreational type functions, e.g., golf day, bowling or tennis court hire off work premises	No
Movie tickets with a maximum expenditure of \$100	Yes
Gift vouchers (e.g. Westfield, Myer) cannot exceed \$100	Yes
Payment of professional membership fees – e.g. CPA membership for accountants (requires completion an "Expense Payment Benefit Declaration" – 1343 to reduce FBT)	Requires completion of an "Expense Payment Benefit Declaration 1343
Trophies or plaques	No
Leather binders for notepads/diaries	Requires completion of an "Expense Payment Benefit Declaration 1343
Additional leave  Send an email request to Support Connect specifying the number of days to be added to the employee's existing leave entitlements and attach your Assistant Secretary/Commander's approval.  Five days is the maximum. In exceptional cases, the Secretary may determine leave greater than five days. The number of days should reflect the significant effort or contribution an individual makes over and above their normal work.	No

**Due to the ABFs Drug and Alcohol Management Program, alcohol must not be provided as a part of the recognition program.**

## Retirement

When an employee retires after a period of greater than 20 years with the ABF, they are eligible to receive an engraved medallion in a timber box presented by their supervisor (or more senior officer), along with a signed certificate.

An employee retiring with less than 20 years of service within the ABF may receive a retirement certificate.

**IMPORTANT:** The funding of all retirement medallions comes from the work area/Division/Branch budget. **There is no central funding for retirement medallions.**

## Service Recognition

### Criteria

The recognition of years of service milestones is the acknowledgement of the contribution every ABF employee, (engaged under the *Public Service Act 1999*), makes as an ongoing member of the Australian Public Service (APS).

The ABF considers it appropriate to recognise cumulative APS service milestones rather than service within an individual program. Recognition is for the 10, 20, 30, 40 and 50+ year milestones. Employees will receive a lapel pin and certificate.

Service awards will be provided for milestones achieved **from** 1 July 2015. There will be no retrospective awarding applied to these awards.

### Eligibility

Any person currently employed by the ABF who in the course of their duty, or whilst on service as an employee, or attached to the organisation reaches 10, 20, 30, 40 or 50+ years of service.

Service under the *Public Service Act 1999* is the basis for the award. This does not include State/Territory Government service or organisations such as the Australian Federal Police or the Australian Defence Force. The table below details the impact that leaving the APS and re-joining has on Long Service entitlements. If the gap between the two periods of employment is greater than 12 months, the earlier employment is **not** recognised.

**Table 1 - Impact of leaving the APS and Long Service**

If you leave the APS	And	Then
having already met the qualifying period for Long Service	less than 12 months passes before you re-join the APS	you are considered to meet the qualifying period and Long Service begins to accrue immediately. However, you do not accrue any entitlement for the time you were not working in the APS.
having already met the qualifying period for Long Service	more than 12 months passes before you re-join the APS	your previous employment will not be recognised and you will need to work another 10 years to meet the initial qualifying period.
and have not yet met the 10 year qualifying period	less than 12 months passes before you re-join the APS	your previous employment will count towards meeting the qualifying period and you will need to work the balance in order to qualify for Long Service.
and have not yet met the 10 year qualifying period	more than 12 months passes before you re-join the APS	your previous employment will not be recognised and you will need to work another 10 years to meet the initial qualifying period.

**Table 2 – Identifies leave that will and will not count as service**

Leave That Counts as Service	Leave that Does Not Count as Service
Annual Leave	Maternity Leave – 38 weeks unpaid
Personal Leave with pay	Adoption/Foster Leave - 38 weeks unpaid
Purchased Leave	Parental Leave Without Pay
Long Service Leave	Ceremonial Leave
Maternity Leave - first 14 weeks paid	Extended Purchased Leave
Parental Leave with pay - 4 weeks paid	
Adoption/Foster Leave with pay - first 14 weeks paid	
Defence Reserve Leave – paid and unpaid	
Emergency duty with State Emergency Services	
War Service Sick Leave	
NAIDOC Leave	
Jury Leave	
Miscellaneous leave (Delegate determines whether leave counts as service)	

Released by the Department of Home Affairs  
under the Freedom of Information Act 1982



## ABF Service Recognition

As the ABF was established on 1 July 2015, service recognition specifically for tenure within the ABF will not be available until 1 July 2025. ABF tenure will be recognised at the 10, 20, 30, 40 and 50+ year milestones. Once ABF service recognition is established, ABF officers will only be eligible for this and not any other form of Service Recognition.

## Key Stakeholders

All ABF employees and managers are responsible for the success of this Framework and the implementation of the awards through actively nominating their peers for awards listed in this document.

### Commissioner

The Commissioner approves and confers the Commissioner Awards and has responsibility for the approval of nominations for the Australian Honours System and the external awards administered by other organisations.

### Talent Management and Recognition Committee (TMARC)

The TMARC consists of Deputy and Assistant Commissioners from each division within the ABF and is responsible for assessing and recommending nominations to the Commissioner. The TMARC is also responsible for providing guidance and recommendations to the Operational Practices Command.

You can find the Terms of Reference for the TMARC at Appendix C.

### Senior Executive

Senior Executives are responsible for promoting recognition throughout their lines of business, as well as, nominating, sponsoring, refereeing and in some cases assessing nominations.

### Integrity and Professional Standards (I&PS)

I&PS conduct background checks on all nominees and provide advice in relation to the suitability of nominees to the TMARC. It is the Commissioner's discretion as to whether someone who has an adverse finding receives an award.

### Workplace Behaviours

Workplace Behaviours conduct checks on all nominees and provide advice in relation to the suitability of nominees to the TMARC. It is the Commissioner's discretion as to whether someone who has an adverse finding receives an award.

### Performance

Performance conduct checks on all nominees and provide advice in relation to the suitability of nominees to the TMARC. It is the Commissioner's discretion as to whether someone who has an adverse finding receives an award.

### Department of Home Affairs Awards and Recognition Team

The Department's Awards and Recognition Team administer the contract with the ABF's award supplier. They may also assist in the management of nomination processes from time to time.

### Support Connect/People Services

Provide advice to employees in relation to the Framework.

## Employees

All current employees of the ABF are able to nominate their colleagues and peers for the following awards listed within this document:

- Tier 1 – Australian Honours System
- Tier 2 – Any Commissioner Award
- Tier 3 - Australia Day Achievement Medallion
- Tier 4 – Acknowledgement under the internal recognition program

## Measurement of Success

The Framework will be introduced following approval by the Commissioner.

The potential outcomes of a successfully implemented Framework are outlined below, and will be assessed annually:

- Increase in operational performance (measured through Annual Report outcomes)
- Increase in positive organisational culture (measured through the Employee Census)
- Increase in employee morale, job satisfaction and engagement (measured through the Employee Census)
- Improved retention of valued staff (measured through workforce metrics)
- Reduced unscheduled absence (measured through workforce metrics)

## Consultation

The Awards Framework has been developed in consultation with the following stakeholders across the Department and broader Government agencies:

- People Division
- Legal Division
- Communications and Engagement, Executive Division
- Finance Division
- Department of Defence
- Office of the Governor General, National Honours team
- Department of the Prime Minister and Cabinet
- Australian Federal Police

Released by the Department of Home Affairs  
under the *Freedom of Information Act 1982*

## APPENDIX A - Commissioner Award Criteria

A key consideration for all criteria is adherence to the ABF Signature Values and the APS Code of Conduct and Values.

	Description	Criteria
<b>Bravery Medal</b>	Bravery means an act of selfless courage, bravery or valour, whereby an individual deliberately places themselves in a situation that may result in injury or death whilst attempting to rescue, protect, or prevent harm to another. Bravery also applies when hindering or preventing criminal activity at risk to one's self.	<p>When assessing nominations the following factors will be considered:</p> <ul style="list-style-type: none"> <li>• Degree of risk;</li> <li>• Nature of the danger;</li> <li>• Persistence;</li> <li>• Choosing to act in the face of a known danger;</li> <li>• Impact of the physical surroundings;</li> <li>• Skills of the nominee;</li> <li>• Condition of the nominee;</li> <li>• Equipment available;</li> <li>• The scope of the situation; and</li> <li>• The level of risk – Extreme to Low.</li> </ul> <p><b>Notes:</b> The act does not have to be successful for a nominee to be worthy of an award; the saving or attempted saving of a life is not in itself sufficient to merit a bravery award.</p> <p>The TMARC may recommend that recipients of the Bravery Medal have their names forwarded to the Australian Bravery Decorations Council and the Royal Humane Society of Australasia.</p>





<b>Leadership Medal</b>	<p>Within this category, there will only be one award conferred for each group.</p> <p>ABF leaders promote a culture of transparency, accountability and collaboration to ensure that the overall ABF objectives are given primary consideration over discrete functions, tasks and individual KPIs.</p>	<p>When assessing nominations the following factors will be considered:</p> <ul style="list-style-type: none"> <li>• Demonstrates integrity through the promotion of a culture of transparency and accountability;</li> <li>• Engages with risk and commits to action and makes tough decisions, while acting with compassion and care;</li> <li>• Works effectively and sensitively to navigate complex situations using analytically sound, informed and inclusive approaches;</li> <li>• Demonstrates the capability to solve strategic problems and develop the organisation through collective undertakings;</li> <li>• Demonstrates the commitment and capability to drive change and innovation, build performance and capability and comfortably handle risk and uncertainty;</li> <li>• Communicates and drives the ABF's vision and objectives and aligns them with the broader public service outcomes and cross government operating environment; and</li> <li>• Demonstrates the ABF Signature Values through formal and informal leadership interaction.</li> </ul>
<b>Excellence Medal</b>	<p>Excellence is an activity beyond the normal pursuit of defined activity outcomes and encompasses demonstrated personal values of the highest order.</p>	<p>When assessing nominations the following factors will be considered:</p> <ul style="list-style-type: none"> <li>• Demonstrates an outstanding contribution over a substantial period of time;</li> <li>• Demonstrates excellence in public administration and management;</li> <li>• Exemplifies best practice in service delivery, program and project management policy, regulatory functions and/or professional/technical functions.</li> <li>• Dedication above and beyond the call of duty;</li> <li>• Provides a good example for others to follow; and</li> </ul>

		<ul style="list-style-type: none"> <li>• Clear demonstration of where a positive contribution has been made to improve service/processes/outcomes.</li> </ul>
<b>Excellence Medal (Work Health &amp; Safety)</b>	Health and Safety activities are those that result in a significant improvement to the general level of health and/or safety in the workplace, or address a particular health or safety emergency in the workplace or an individual contribution to health and safety in the workplace.	
	<p><b>Workplace health and safety hazard</b></p> <p>This recognises excellence in developing and implementing a solution to an identified workplace health and safety risk or hazard, either physical or psychosocial.</p> <p>The nomination may include a product solution, design/ engineering innovation, training program, awareness-raising activity or other risk control measure that has been developed in response to this hazard and reduces the risk of work related injury or disease.</p>	<p>The following factors will be considered:</p> <ul style="list-style-type: none"> <li>• Efficiency or effectiveness - the solution is measurable and eliminates or minimises the risk or hazard (measurement, such as, reduction in number of incidents). A cost effective solution is an added benefit;</li> <li>• Innovation – the solution represents a new/ innovative approach to addressing the specific hazard;</li> <li>• Engagement – the solution was developed in consultation with staff and has their support; and</li> <li>• Applicability – the solution is applicable to other areas of the Service.</li> </ul>
	<p><b>Individual contribution to health and safety</b></p> <p>This recognises individual contribution and commitment to addressing workplace health and safety issues.</p>	<p>Consideration for this will include:</p> <ul style="list-style-type: none"> <li>• Commitment – the individual has demonstrated an outstanding commitment to health and safety issues;</li> <li>• Resilience – the individual has overcome barriers in addressing health and safety issues to achieve results;</li> <li>• Impact/ Outcomes – the individual has made a significant impact on health and safety in the organisation to improve short-term and long-term outcomes;</li> </ul>

		<ul style="list-style-type: none"> <li>Engagement – the individual has engaged staff and stakeholders in making their contribution; and</li> <li>Applicability – the individual's contribution is applicable to other areas of the Service.</li> </ul>
	<p><b>Addressing a health and safety emergency in the workplace</b></p> <p>An emergency is an unplanned or imminent event that affects or threatens the health, safety or welfare of people, property and infrastructure, and which requires a significant and coordinated response.</p>	<p>The following factors will be considered:</p> <ul style="list-style-type: none"> <li>Implementing significant preventative and proactive solutions or initiatives to mitigate and reduce risk to workforce health and well-being;</li> <li>Sustained high level of effort and performance; and</li> <li>Capably handling a health and safety emergency that occurred in the workplace where the employee is seen to perform above and beyond what is reasonably expected of them.</li> </ul>
<b>Excellence Medal (Outstanding Achievement in Diversity Management)</b>	<p>This award aims to recognise people who enhance workplace diversity by demonstrating a commitment to equity through the elimination of any employment related disadvantage.</p> <p>This award will be conferred to a person or team who through their engagement, innovation or business model have contributed to greater diversity and inclusion in: gender, race or ethnicity, disability, sexual orientation or gender identity, religion or faith, or culture for individuals or groups.</p>	<p>When assessing nominations the TMARC will consider the following factors:</p> <ul style="list-style-type: none"> <li>The impact on inclusion for one or all identified diversity groups;</li> <li>Did it create/foster a supportive, flexible and fair work environment where difference among employees is respected;</li> <li>Addressing the findings in inclusiveness/diversity audits;</li> <li>Build on current workforce planning, recruitment, career management and diversity initiatives; and</li> <li>Demonstrated commitment to increase the representation of diversity groups within the organisation.</li> </ul>
<b>Conspicuous Conduct Commendation</b>	<p>For any employee who has demonstrated continuous, consistent, diligent and outstanding dedication to duty in circumstances demanding tenacity of a high order through the application to their duties and/or work requirements.</p>	<p>When assessing nominations the following factors will be considered:</p> <ul style="list-style-type: none"> <li>Hazardous or adverse circumstances;</li> <li>Persistence;</li> <li>Commitment to achieving the task or outcome despite adversity and challenge;</li> <li>Choosing to act in the face of a known danger;</li> </ul>


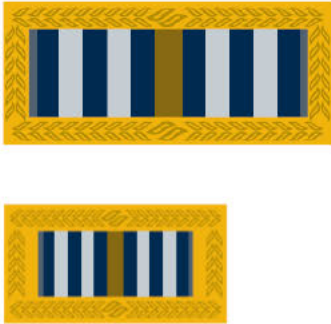
		<ul style="list-style-type: none"> <li>• Impact of the physical surroundings; and</li> <li>• Skills of the nominee.</li> </ul>
<b>Innovation Commendation</b>	<p>Innovation is an activity that results in the design, development, modification or creation of a product that produces a significant change and that achieves definable improvements to what we do or the way we do it.</p>	<p>When assessing nominations the following factors will be considered:</p> <ul style="list-style-type: none"> <li>• The innovation addresses an item of concern and has a positive impact within the ABF (operations/policy/process/system);</li> <li>• The innovation results in measureable benefits to the ABF and is cost effective;</li> <li>• The innovation represents a significant change to the product, service or process they preceded it;</li> <li>• The innovation was achieved through repeatable and transparent processes where any pitfalls found are well documented to inform future such innovations;</li> <li>• Implementation of the innovation was a collaborative process that involved all the relevant stakeholders – e.g. is not an IT solution that didn't involve consultation with IT; and</li> <li>• Contributes to complete work more efficiently and effectively.</li> </ul>
<b>Operation Medal</b>	<p>For an employee who has contributed to an operational activity that is deemed suitable for recognition and is prescribed by the Commissioner.</p> <p><b>Note: Staff/Teams cannot be 'nominated' for an Operation Medal. Recipients of Operation Medals are determined by the ABF Senior Executive for their significant contribution.</b></p>	<p>The operation must have included the following criteria:</p> <ul style="list-style-type: none"> <li>• Multi-state and/or international dimensions;</li> <li>• Length and complexity of the operation; and</li> <li>• Significant operational outcome, for example arrests, seizures and revenue collected.</li> </ul> <p><b>Operations eligible to be prescribed by the Commissioner will be sought by the Operational Practices Command annually, in line with the Commissioner's Awards Ceremonies.</b></p>




APPENDIX B - Awards Design Samples

Award	Design
Bravery Medal	
Bravery Medal (Group Citation)	

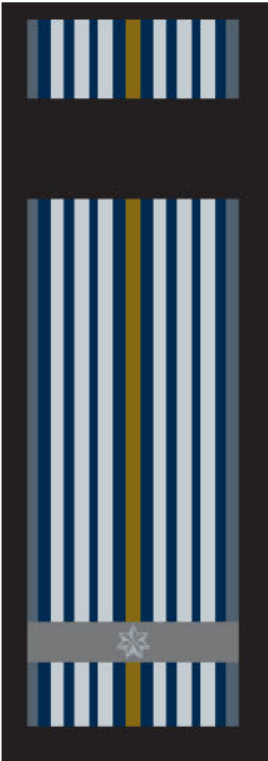
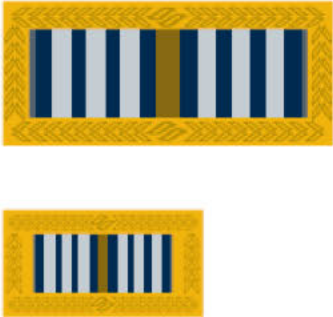
Released by the Department of Home Affairs  
under the *Freedom of Information Act 1982*




Award	Design
Leadership Medal	 <p>The image shows the design of the Leadership Medal. It features a gold medal with a circular face. The face contains the Australian Coat of Arms in the center, surrounded by the words "AUSTRALIAN BORDER FORCE" at the top and "FOR LEADERSHIP" at the bottom. The medal is suspended from a ribbon with five vertical stripes: blue, white, blue, white, and blue. Above the medal is a small rectangular bar with the same five vertical stripes.</p>
Leadership Medal (Group Citation)	 <p>The image shows the design of the Leadership Medal (Group Citation). It features a gold rectangular bar with a decorative border. Inside the bar are five vertical stripes: blue, white, blue, white, and blue. Below the bar is a smaller rectangular bar with the same five vertical stripes.</p>

Award	Design
Excellence Medal	
Excellence Medal (Group Citation)	

Award	Design
Conspicuous Conduct Commendation	
Conspicuous Conduct Commendation (Group Citation)	 



Award	Design
Innovation Commendation	 The ribbon features a dark blue background with a central gold stripe. It is decorated with horizontal stripes in white, light blue, and dark blue. A small white star is positioned on the gold stripe near the bottom.
Innovation Commendation (Group Citation)	 The ribbon design consists of two horizontal bars. Each bar has a gold border and contains a central gold stripe flanked by white, light blue, and dark blue horizontal stripes.

Award	Design
Operation Medal	
Service Pins	
Retirement Medallion	

## APPENDIX C – TMARC Terms of Reference

Governance Body	Talent Management and Recognition Committee
<i>Chair:</i>	Deputy Commissioner Support
<i>Committee Sponsor:</i>	Commissioner.
<i>Membership:</i>	<p>The TMARC will consist of Deputy Commissioner Support and Assistant Commissioners from each command/division within the ABF. It is the expectation of the Chair that TMARC members nominate and provide a proxy if unable to attend a meeting. This is only permitted if a proxy is acting in a members role for 1 month or more. Requirements for a quorum are 33% of final membership.</p> <p>Deputy Commissioner Operations can attend the TMARC as an observer.</p>
<i>Role of Members:</i>	<p>It is the responsibility of TMARC members to:</p> <ul style="list-style-type: none"> <li>maintain consistent attendance at TMARC meetings and keep abreast of TMARC activities</li> <li>engage in discussions without prejudice and with an aim to promote the interests of the ABF</li> <li>review and assess nominations purely on their merit without prejudice and in accordance with the APS Code of Conduct</li> <li>work with the Chair and other committee members at each meeting to identify who is responsible for any follow-up action and the time frame for that action</li> <li>give appropriate consideration to submissions prior to each meeting and engage in informed discussion during meetings</li> <li>work with the Secretariat to ensure that input for agendas, meeting minutes and actions are provided in a timely manner.</li> </ul>
<i>Responsibilities:</i>	<p>In line with the Framework the TMARC will:</p> <ul style="list-style-type: none"> <li>engage with their group to ascertain validity and detail of nominations</li> <li>review and assess nominations for awards</li> <li>recommend to approve or reject nominations</li> <li>review and endorse the Framework for final Executive approval.</li> </ul>
<i>Decision Rights:</i>	The TMARC makes decisions in relation to the level of award required and where it fits in the Framework or the Australian Honours and Awards System, governance and the dates for the ceremonies.
<i>Frequency of Meetings:</i>	In the three months prior to an award ceremony, meetings will occur as frequently as required, otherwise meetings will occur bi-monthly. All meetings will be held in Canberra.
<i>Out of Session &amp; extraordinary meetings:</i>	When the quantity and complexity of items to be considered by the TMARC during a meeting is too great for the limited time available or requires further detailed work or consultation, the TMARC through the Chair may pursue such matters out-of-session.
<i>Secretariat:</i>	<p>The Secretariat will:</p> <ul style="list-style-type: none"> <li>act as a central point for information and advice on the TMARC's meeting processes and requirements for submissions</li> </ul>

Governance Body	Talent Management and Recognition Committee
	<ul style="list-style-type: none"> <li>co-ordinate a formal agenda for meetings. All proposed agenda items should be submitted through the out-of-session process in the first instance               <ul style="list-style-type: none"> <li>agenda items will be called for at least three weeks prior to the meeting</li> <li>members must submit items within seven days of the call for agenda items</li> <li>the agenda and supporting papers will be circulated to members no later than one week prior to the meeting</li> <li>additional information may be submitted after the initial distribution of agenda papers</li> </ul> </li> <li>record and prepare minutes of meetings. A draft copy of the minutes will be forwarded to the members of the TMARC within one week of the meeting. Where there has been no response within one week, it will be assumed that the minutes are approved.</li> </ul>
<i>Guests:</i>	All discussion at meetings shall be restricted and not open to observers.
<i>Substitution:</i>	A committee member may send a proxy if they are unable to attend a meeting. However, this is based on the principle that good governance requires continuity and as such, members are encouraged to attend all meetings where possible. A proxy is only permitted if they are acting in a members role for 1 month or more.
<i>Administration:</i>	Meeting administration and coordination will be provided by the Operational Practices Command.
<i>Agenda:</i>	<p>The Chair will approve the agenda.</p> <p>The Chair, committee members and the Operational Practices Command are responsible for drafting the agenda.</p> <p>Agenda items should be forwarded to the Secretariat within seven days of request.</p>
<i>Review of Terms of Reference:</i>	A review of the structure, procedures, composition and business of the TMARC will be conducted annually from the date of the first meeting.