

BPA Human Resources Directive 410-08

Employee Recognition and Awards

Table of Contents

1. Purpose & Background	2
2. Policy Owner	2
3. Applicability	2
4. Terms & Definitions	2
5. Policy	3
6. Responsibilities	3
7. Standards & Procedures	4
7.1. Awards and Recognition: General	4
7.2. BPA Success Share and Organizational Team Share Awards	5
7.3. Performance Awards	5
7.4. Quality Step Increases (QSIs)	6
7.5. Other Individual and Group Results Awards	6
7.6. Honorary Recognition	8
7.7. Informal Recognition	8
7.8. Recognition Celebrations and Refreshments/Light Meals	9
8. Authorities & References	10
8.1. Additional Resources	10
9. Revision History	10
Appendix 1: List of Organizations Whose Executives and Managers Have Delegated Authority to Manage Administration of BPA’s Recognition System	11
Appendix 2: Monetary Awards Scale for Tangible/Intangible Benefits	13
Appendix 3: Time Off Award Scale for Tangible/Intangible Benefits	15



1. Purpose & Background

Communicates BPA-wide guidance and/or delegated authority for providing monetary or other recognition to BPA employees as authorized by Government-wide regulations.

2. Policy Owner

The Chief Administrative Officer, through the Human Capital Management (HCM), Strategy Integration (NHI-1) has overall responsibility for monitoring, reporting, executing, and maintaining this BPA HR Directive.

3. Applicability

BPA's Employee Recognition and Awards directive applies to all BPA employees except those in the Senior Executive Service (SES) and Senior Professional or Technical (SL/ST) positions except where noted. Former employees, or legal heirs of estates of deceased employees, may be granted awards for contributions made during Government employment that benefited BPA and met its awards criteria.

4. Terms & Definitions

- A. **Award:** Something bestowed, or an action taken, to recognize and reward an individual or team achievement that contributed to meeting organizational goals or improving the efficiency, effectiveness, and economy of the Government, or is otherwise in the public interest. Such awards include, but are not limited to, employee incentives which are based on predetermined criteria such as productivity standards, performance goals, measurement systems, award formulas, or payout schedules.
- B. **Casual Meals:** Meals that include such items as pizza, sandwiches, or barbeques, but do not include meals the public would consider to be excessive or extravagant.
- C. **Honorary Recognition:** Non-monetary items that have lasting trophy value, symbolize the employee-employer relationship, and are appropriate for public use and consistent with appropriate expenditure of public funds. They are something the recipient will value but do not convey a sense of monetary value of their own.
- D. **Hours in Pay Status:** Regular time worked and hours in paid leave status such as annual leave, sick leave, credit hours, compensatory time off, excused absence, military leave, and "continuation of pay" time under the Federal Employees Compensation Act (FECA).
- E. **Informal Awards:** Non-monetary items intended to recognize contributions of lesser scope that might otherwise go unrecognized. The items must be of nominal value (\$50 or less) and must take an appropriate form to be used in the public sector consistent with appropriate expenditure of public funds for BPA employees.

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 2

- F. **Light Refreshments:** Incidental refreshments that include but are not limited to items such as doughnuts, bagels, fruit, pretzels, cookies, chips, and muffins. Beverages may include non-alcoholic beverages such as coffee, tea, milk, juice, and soft drinks for BPA employees.
- G. **Monetary Awards:** One-time payments awarded to an individual or a group of BPA employees for an outstanding accomplishment or contribution that produces tangible savings or intangible benefits to BPA, for effective performance, or for their part in helping their organization meet its performance targets.
- H. **Pay Pool:** Funding allocated for performance awards.
- I. **Performance Award:** A lump-sum cash award or QSI based on a rating of record.
- J. **Positive net revenue:** Positive net revenue is defined as occurring when BPA’s power and transmission net revenue is positive for the fiscal year, regardless of improvements that may have been made in financial performance from start-of-year expectations.
- K. **Quality Step Increase (QSI):** An additional within-grade increase (WGI) used to recognize and reward General Schedule (GS) employees at any grade level who display outstanding performance. A QSI has the effect of moving an employee through the GS pay range faster than by periodic step increases alone.
- L. **Recognition:** Acknowledging contributions through monetary and non-monetary means.
- M. **Relative:** An individual who is related to the referring employee as a husband, wife, father, mother, son, daughter, brother, half-brother, sister, half-sister, grandfather, grandmother, grandson, granddaughter, uncle, aunt, first cousin, nephew, or niece, as well as step-relatives and in-law relatives.
- N. **Success Share:** A monetary payout to eligible employees based on BPA’s accomplishment of one or more Agency success targets established for the fiscal year.
- O. **Team Share:** A monetary payout to eligible employees based on their organization’s accomplishments of pre-designated balanced scorecard objectives established at the beginning of the fiscal year.

5. Policy

Recognizing employees for their contributions to the organization and its success is a vital part of employee performance management and BPA’s strategic human capital management objectives.

6. Responsibilities

As stated in applicable HR Desk References and/or Standard Operating Procedures (see “Related HR Desk References” section.)

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 3

7. Standards & Procedures

7.1. Awards and Recognition: General

- A. **Basis for Recognition:** Recognition is given to employees solely on the basis of organizational or individual accomplishments and is not to be used for any other purpose such as to encourage an employee to remain employed with BPA or to address perceived or real salary discrepancies between BPA and other employers.
- B. **An employee may not receive both a performance award and another monetary award for the same contribution:** Contributions based on an employee’s performance plan and summary rating of record are rewarded through performance awards. Contributions to BPA that are typically outside an employee’s performance plan and non-recurring in nature may be rewarded through other monetary awards, including time-off awards.
- C. **Funds are used only for recognition of BPA employees:** Funds may not be used to recognize contractor personnel.
- D. **BPA Annual Limit:** The sum of all monetary awards for an individual employee may not exceed \$10,000 per fiscal year. Organizations are responsible for monitoring awards given to ensure this limit is not exceeded.
- E. **Regulatory Limit:** A single award in excess of \$10,000 for an individual employee must be approved by the U.S. Office of Personnel Management (OPM). HCM will forward such awards to OPM through the Department of Energy (DOE).
- F. **Funding for Awards:** Awards are to be charged to the recipient’s organization except where the nominating and recipient’s organizations both agree that the cost should be charged to the nominating organization. These exceptions should not apply to more than one percent of all awards processed at BPA.
- G. **Training:** All newly appointed BPA managers must receive training on BPA’s Recognition System.
- H. **New Employee Orientation:** All newly appointed BPA employees will receive information on BPA’s Recognition System as part of their new employee orientation.
- I. **BPA’s Recognition Council:** Reviews the overall effectiveness of the Recognition System and makes recommendations to BPA’s Human Resources Director (HRD) and Executive Management for changes or areas of increased emphasis. The HRD requests that Organizational Vice Presidents appoint or approve members to the Council who are representative of constituencies across BPA.
- J. **Tier I executives and managers or their designees:** May approve funding exceptions as outlined in paragraph F. of this section for employees in their organizations.

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 4

- K. **Executives and managers:** Administer elements of BPA’s Recognition System in their organizations (as reflected in Appendix 1).

7.2. BPA Success Share and Organizational Team Share Awards

- A. **No payout** will occur if BPA does not make its scheduled annual payment to the Department of the Treasury. In addition, **no BPA Success Share payout** is made if BPA does not have positive adjusted net revenue of at least \$5M.
- B. **Eligible BPA hourly and annual employees share equally in payouts:** BPA hourly and annual employees with “Meets Expectations” or higher performance ratings who were in pay status for a minimum of 1,760 hours during the fiscal year are eligible for payouts, including those retiring during the year. Share amounts will be pro-rated for eligible employees who were in a pay status with BPA for less than 1,760 hours during the fiscal year (but 320 hours or more) based on the number of hours in a pay status, i.e., the number of hours in a pay status at BPA divided by 1,760.
- C. **Ineligible employees:** Employees in a pay status with BPA less than 320 hours during the fiscal year and employees who separate, except by retirement, from BPA prior to the end of the last full pay period in the fiscal year, as well as any employee who is involuntarily separated for cause after that date but prior to the actual effective date of the BPA Success Share pay-out, are not eligible for payouts.
- D. **The minimum payout** will be \$100. Any payout less than \$100 will be rounded up to the minimum.
- E. **BPA’s Deputy Administrator and/or Chief Operating Officer (COO)** determines whether BPA Success Share targets and criteria for payout are met and approves Success Share celebrations coordinated by Public Affairs.
- F. **Executives and managers** with designated authority to manage BPA’s Recognition System (see Appendix 1) determine whether Organizational Team Share targets were met in consultation with the COO.

7.3. Performance Awards

- A. **Eligibility:** An employee or manager must be on BPA rolls the last day of the performance period and have a qualifying rating of record to be eligible for a performance award.
- B. **Mandatory Awards:** Performance awards are mandatory for all BPA employees (managerial and non-managerial) with a summary rating of “Significantly Exceeds Expectations” (SE) if not receiving a QSI and for those with a summary rating of “Exceeds Expectations” (EE).

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 5

- C. **Discretionary Awards:** Performance awards may be granted to BPA employees (managerial and non-managerial) with a summary rating of “Meets Expectations” (ME) as long as no individual critical element is rated below ME.
- D. **Award Amounts:** The average performance award amount for a SE summary rating must be higher than the average award amount for an EE summary rating. The average amount for an EE rating must be higher than the average amount for an ME summary rating.
- E. **Cash Award or QSI:** All eligible employees with a summary rating of SE may receive either a cash performance award or a QSI, but not both.
- F. **Separate performance award funding pools will be established:** One for GS supervisors and managers, and one for all other employees.
- G. **Executives and managers with designated authority:** Manage administration of BPA’s Recognition System (see Appendix 1) approve final amounts of performance awards when they serve as “performance award pool managers.”

7.4. Quality Step Increases (QSIs)

- A. An employee with a summary rating of SE is eligible for a QSI in lieu of a cash award if the following criteria are met for the entire annual appraisal period:
 - 1. The employee has not received a QSI;
 - 2. The employee is at the full performance level of a career ladder;
 - 3. The employee has not been promoted, including a transfer that results in a promotion; and
 - 4. The employee has been in the same grade or pay band level.
- B. QSIs are made effective at the beginning of the next pay period after approval. With the approval of the applicable manager, employee, and the HCM staffing personnel, the effective date of a QSI may be deferred for a maximum of two pay periods to enable the employee to receive a WGI due during that period. The advantage of delaying a QSI for this reason must first be discussed with the employee.
- C. Business Units shall give no more QSIs than allowed per limits established based on budget restrictions and/or OMB/OPM/DOE guidance. QSIs are funded from Business Unit budgets. Funds shall not be re-allocated from Business Unit Recognition Program budgets.
- D. Recommending managers must complete form BPA F 3450.01e, Quality Step Increase Award Nomination and Justification.

7.5. Other Individual and Group Results Awards

A. On the Spot Award (OTS) or Special Act or Service Awards (SAA):

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 6

1. No OTS or SAA may be given for achievements and accomplishments directly identified in performance plans.
2. There is no limit to the number of OTS or SAA awards that may be given to an individual employee.
3. Monetary amounts must be based on the scale in Appendix 2 with the following minimum/maximum amounts:
 - a. OTS: \$150/\$300 for an individual employee; there is no total maximum amount for a group award; and
 - b. SAA: \$300/\$7,500 for an individual employee; there is no total maximum amount for group award. A manager seeking to award an individual SAA over \$7,500 should consult with HCM. The Front Office must approve individual SAA greater than \$1,000 and group awards totaling more than \$10,000.

B. Time Off Awards (TOA):

1. **Imputed Value:** TOAs are non-monetary; however, the imputed value counts toward BPA’s individual per year award limit (see 008.4.1 paragraph D.) and the cost is allocated to the Individual/Group Results funding pool.
2. **Maximum TOA per single instance of recognition (given in whole hour increments):** Eight hours or the number of regularly scheduled non-overtime hours in the employee’s typical daily work schedule, whichever is greater. A pro-rated equivalent limit will be applied for part-time employees. The number of hours to be given for a single instance of recognition must be based on the scale in Appendix 3.
3. **Fiscal Year Limits for TOAs:** No individual employee may be given more than two TOA awards or more than 16 hours within a fiscal year.
4. **Use of TOAs:** May be taken in half-hour increments and must be used within 26 pay periods from the effective date of the award.
5. **TOA Transfers-in:** BPA honors unused TOAs for employees hired in from other Federal agencies.

C. Employee Referral Program (ERP): HCM employees directly involved in recruiting and hiring processes, including support employees, and BPA employees who refer an applicant who is a relative are ineligible for payment under the ERP.

D. Supervisors/Managers approve On-the-Spot and Time-Off Awards for employees under their immediate supervision. Next-higher managerial level approval is required for all individual Special Act awards and for group awards totaling less than \$10,000.

E. The Front Office approves Special Act group awards totaling \$10,000 or more.

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 7

7.6. Honorary Recognition

- A. **BPA honorary recognition:** Commemorates extraordinary accomplishments ranging from career milestones to demonstrated and sustained excellence in support of BPA’s mission.
- B. **The Administrator’s Excellence Awards:** BPA-wide honorary awards given for exceptional achievements in various categories. In addition to the eligibility criteria listed for each award category, nominees should possess attributes that reflect BPA’s values of operational excellence, trustworthy stewardship, collaborative relationships and safety.
- C. **Organizational Honorary Recognition:** Individual organizations may establish honor awards specific to their organization’s mission and objectives. BPA award titles may not be used in organization awards. Recognition items given must be of nominal value (not to exceed \$50 per recipient for any single accomplishment, regardless of whether a single item or multiple items is/are given) and have the BPA logo, insignia, or other inscription to clearly indicate their purpose as employee recognition materials.
- D. **Executives and managers with designated authority:** To manage administration of BPA’s Recognition System (see Appendix 1) may establish honor awards specific to their organization’s mission and objectives.

7.7. Informal Recognition

- A. **Awards to Superiors:** No employee (supervisory or non-supervisory) may give informal recognition, including P2P awards, to any supervisor or manager in their chain of command; nor may a supervisor or manager accept such recognition from any subordinate within their chain of command.
- B. **Receipt of Recognition Items:** When a manager purchases the same informal recognition item for each direct report, for example, a logo water bottle or logo sweatshirt, the manager may also receive the item provided the next highest manager has approved the purchase.
- C. **Limits on Informal Recognition:** Informal recognition can be an effective tool to promote a culture of recognition. BPA-wide informal recognition may be used, provided the recognition is of nominal value which must not exceed \$50 per recipient for any single accomplishment, regardless of whether a single item or multiple items is/are given, and is appropriate for public use consistent with wise spending of public funds. Informal recognition may include items such as event tickets, balloons and books. Event tickets must be to a specific event (date/time) and not redeemable for cash. For example, tickets to a play at a specific date and time are valid for informal recognition. Gift cards, such as movie gift cards the employee can use at any time are not appropriate.

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 8

- D. **Supervisors/Managers:** May award informal recognition to employees under their immediate supervision.
- E. **Employees:** May award P2P recognition to other BPA employees, including supervisors/managers who are not in their own chain of command.

7.8. Recognition Celebrations and Refreshments/Light Meals

- A. **A BPA-wide celebration:** May be held each year concurrent with the Success Share payout. Field organizations may participate in this centrally-funded event if the celebration is held at or close to the same time and coordinated with the Public Affairs staff. No celebration is to be held if there is no payout.
- B. **Organizations are permitted to conduct and fund appropriate celebrations** in conjunction with recognition-related events, subject to the rules in this BPA HR Directive, supplemental HR Desk References and Guides, and other related BPA policies, e.g., those issued by the Chief Financial Officer).
- C. **Federal law permits use of recognition funds to purchase light refreshments and/or casual meals** in connection with a recognition ceremony or event honoring employee and/or group accomplishments, e.g., completion of significant projects or work efforts and other achievements that may be recognized under the monetary and non-monetary award provisions of the BPA Recognition Program.
- D. **Organizations may use recognition funds to provide light refreshments**, e.g., coffee, cake, punch, cookies and comparable items, at a celebration to honor the contributions and accomplishments of retiring employees. Expenditures must comply with limits established with applicable Finance directive. Requests must be submitted on BPA F. 2200.01e and approval must be received in advance of any expenditure or accruing any financial obligation. Approval must be noted on related procurement and disbursement documents.
- E. **Spending Limit:** In addition to meeting the definition of light refreshments or casual meals in “Terms and Definitions,” per person (BFTE only) spending limits established by Finance per event must be followed. Incidental refreshments or casual meals that exceed an average of the per person limit are not authorized. Formal meals at any cost are not authorized. Form BPA F 2200.01e, Request for Approval for Food and/or Refreshments, lists current per person limits and must be completed and approved in advance.
- F. **Location of Celebrations involving refreshments/casual meals:**
 - 1. BPA-owned or leased premises, whenever possible.
 - 2. Off-site locations may be used as a last resort only if there are no appropriate on-site locations.

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 9

- G. **Consequences:** Purchasers and authorizing officials who do not comply with the rules regarding the purchase of refreshment/light meals may be subject to discipline up to and including removal.
- H. **Executives and managers with delegated authority** to manage administration of BPA’s Recognition System (see Appendix 1) may authorize use of recognition funds for celebrations and light refreshments/casual meals.

8. Authorities & References

- A. 5 U.S.C., Chapter 45, Incentive Awards
- B. 5 CFR, Part 451, Awards

8.1. Additional Resources

- A. Related HR Desk References:
 - 1. 410-08-01: Employee Recognition and Awards
 - 2. 410-08-02: Recognition – Performance-Based

9. Revision History

This chart contains a history of the revisions and reviews made to this document.

Version Number	Issue Date	Brief Description of Change/Review
1.0	1/19/2016	Initial publication.
2.0	2/19/2016	Changed § 7.8.D language from “retiring or resigning after a lengthy tenure with BPA” to “retiring.” Retained 1/19/2016 effective date.
3.0	6/28/2016	Style, formatting, and grammar changes.

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 10

Appendix 1: List of Organizations Whose Executives and Managers Have Delegated Authority to Manage Administration of BPA's Recognition System

Notes: The table below lists the organizations having delegated authority to manage the administration of various parts of BPA's recognition system. This authority is vested in the most senior executive or manager in such organizations. In some cases, the Senior VPs have the authority to further delegate this responsibility to lower-tier organizations.

Organization Routing	Level to Which Authority is Delegated			
	Administration of Organizational Team Share	Administration of Individual/Group Results Fund (other than Performance Awards)	Administration of Performance Awards Pool Funds	
			Annual Managers	All Other Employees
All CORPT (A, C, D, F, L, S, K)	CORPT (may be delegated to Tier II)	CORPT (may be delegated to Tier II)	D/K ¹ (may be delegated to Tier I, II)	CORPT (may be delegated to Tier II)
All E	E	E (may be delegated to Tier II)	E	E
All J	J	J (may be delegated to Tier II)	J	J
All N	N	N (may be delegated to Tier II)	N ¹	N (may be delegated to Tier II)
All P	P	P (may be delegated to Tier II)	P	P (may be delegated to Tier II)
All T	T	T (may be delegated to Tier III in TF; otherwise, may be delegated to Tier II)	T	T (may be delegated to Tier III in TF; otherwise, may be delegated to Tier II)

Organization Integrated Stratgey (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 11

¹ With respect to the Performance Awards Pool Funds for annual managers, the Deputy Administrator, Chief Operating Officer, and Chief Administrative Officer will manage separate pools for their direct reports.

Organization Integrated Stratgey (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 12

Appendix 2: Monetary Awards Scale for Tangible/Intangible Benefits

MONETARY AWARDS SCALE FOR TANGIBLE/INTANGIBLE BENEFITS			
<p><i>Note: BPA's Making ŞenŞe Innovations program has no mandatory monetary recognition. Managers have discretion, and are encouraged to recognize employees whose ideas (improve efficiency, safety, and/or work environment and/or avoid costs or save resources. Depending on the idea, managers may recognize employee ideas with certificates of appreciation and/or On-the-Spot, Special Act or Service, or Time-Off awards.</i></p>			
VALUE OF BENEFIT	EXTENT OF APPLICATION		
	Limited	Extended	Broad
	Affects functions, mission, or personnel of one office, e.g., field site office or one office within a BPA Business Line. Affects a small area of science or technology.	Affects functions, mission, or personnel of more than one office, e.g., more than one field site office or offices within a BPA Business Line. Affects an important area of science or technology.	Affects functions, mission, or personnel of an entire BPA Business Line or BPA-wide. Affects a broad area of science or technology.
<i>Moderate</i> Change or modification of an operating principle or procedure with limited impact or use.	Up to \$100	Up to \$200	Up to \$300
<i>Substantial</i> Change or modification of an operating principle or procedure; an important improvement to the value of product, activity, or program.	Up to \$325	Up to \$425	Up to \$525
<i>High</i> Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product,	Up to \$550	Up to \$650	Up to \$750

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 13

major activity, or program.			
<i>Exceptional</i> Initiation of a new principle or procedure; a superior improvement to the quality of a critical product, activity, or program.	Up to \$775	Up to \$875	Up to \$1,000

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 14

Appendix 3: Time Off Award Scale for Tangible/Intangible Benefits

TIME OFF AWARD SCALE FOR TANGIBLE/INTANGIBLE BENEFITS	
<i>NOTE: The maximum TOA per employee during a fiscal year are two TOAs and a total of 16 hours.</i>	
Value of Employee's Contribution	Hours to be Awarded
<i>MODERATE</i> – A contribution to a product, program or service to the public which is of sufficient value to merit formal recognition. Beneficial change or modification of operating principles or procedures.	Up to 4 Hours (or .50 of the hours in the daily tour ¹ of duty, whichever is less)
<i>HIGH</i> – A significant contribution to the value of a product, activity, program or service to the public. Complete revision of operating principles or procedures with considerable impact.	Up to 6 Hours (or .75 of the hours in the daily tour of duty, whichever is less)
<i>EXCEPTIONAL</i> – A superior contribution to the quality of a critical product, activity, program or service to the public. Initiation of a new principle or major procedure with significant impact.	Up to 100% of the hours in an employee's daily tour of duty (e.g., for a 4/10 compressed work schedule, 10 hours; for a flexi-schedule, 8 Hours)

¹ Daily tour of duty: The hours of a day the employee is regularly scheduled to work.

Organization Integrated Strategy (NHI)		Title/Subject Employee Recognition and Awards		Unique ID 410-08
Author HCM	Approved by CAO	Date 4/18/2016	Version 3.0	Page 15