



**DEPARTMENT OF THE NAVY**

NAVAL TRAINING CENTER  
2601A PAUL JONES ST  
GREAT LAKES, ILLINOIS 60088-2845

NTCGLAKESINST 12451.1D  
T01M  
30 Nov 00

NTC GREAT LAKES INSTRUCTION 12451.1D

From: Commander, Naval Training Center, Great Lakes

Subj: INCENTIVE AWARDS PROGRAM (CIVILIAN)

Ref: (a) SECNAVINST 12451.3  
(b) DON HUMAN RESOURCES IMPLEMENTATION GUIDANCE,  
GUIDE NO.451-01

Encl: (1) DON Incentive Awards  
(2) Eligible Personnel  
(3) Civilian Employee Award Request  
(4) Incentive Awards Processes  
(5) Incentive Awards Annual Report

1. Purpose. This instruction establishes local policies and procedures which implement the Department of the Navy Incentive Awards Program in accordance with references (a) and (b).

2. Cancellation. NTCGLAKESINST 12451.1C

3. Policy. The goal of the Naval Training Center (NTC) Incentive Awards Program is to encourage and recognize civilian personnel for significant contributions being made to the mission and priorities established for NTC at all levels. The Incentive Awards Program should motivate employees to increase productivity by recognizing creativity in the workplace and by rewarding employees and groups of employees as soon as possible after contributions are made.

4. Incentive Awards Definitions and Eligibility. Incentive awards available under reference (b) guidance are identified and defined in enclosure (1). Personnel eligible for awards under this program are identified in enclosure (2).

5. Responsibilities.

a. Commander, Naval Training Center will:

(1) Establish activity organizational goals and objectives.

(2) Ensure that an activity incentive awards program is in place and working effectively.

(3) Assign financial and award planning responsibilities, ensure that adequate funds are available to assure prompt action on awards and ensure that awards are paid within the budgetary limits set by law and regulation.

(4) Approve DON Meritorious Civilian Service Awards. Review and endorse awards requiring higher echelon approval, as identified in enclosure (1).

(5) Fulfill any requirement for collective bargaining prior to implementation.

b. Commanding Officers will:

(1) Implement this instruction for their respective incentive awards programs or promulgate their own instruction in accordance with the guidelines set forth in this instruction.

(2) Fulfill any requirement for collective bargaining prior to implementation.

c. Chiefs of Staff will:

(1) Ensure that the assistant chiefs of staff and special assistants in their organizational element follow the requirements in this instruction and have access to incentive awards training.

(2) Approve Special Act, Suggestion and Invention Awards up to \$5,000, Time-Off Awards and Quality Step Increases (QSI) as specified in enclosure (1). Review and endorse all awards requiring CNTC approval or endorsement.

d. Assistant Chiefs of Staff/Special Assistants will:

(1) Ensure that all employees under their cognizance are considered for, and have an opportunity to achieve, incentive awards.

(2) Establish awards criteria, such as productivity standards, performance goals and measurement systems, for granting monetary or non-monetary awards for individual, team, or organizational achievements or contributions and ensure that criteria for awards is fair and equitable and does not discriminate against individuals on the basis of race, color, religion, sex, national origin or disability. Incentive awards planning should incorporate incentive award target levels established by the command.

(3) Establish informal recognition awards.

(4) Approve On-the-Spot, Time-Off, Performance, and informal awards. Review and endorse Special Act, Suggestion, Invention and QSI requests. Request DON Honorary Awards, as appropriate.

(5) Utilize enclosure (3) to document incentive award requests and follow the processes outlined in enclosure (4), ensuring that the funding level established by the command is not exceeded.

(6) Ensure that the managers and first line supervisors in their organizational element are aware of the requirements in this instruction and have access to incentive awards training.

(7) Establish and maintain documentation of the criteria, justification, amount and recipient for all monetary and time-off awards recommended or approved for their respective personnel. Submit an Incentive Awards Annual Report as per the format in enclosure (5) to the Incentive Awards Program Manager NLT than 31 October for the previous fiscal year.

e. Managers and First Line Supervisors will:

(1) Motivate, recognize and reward eligible employees' accomplishments and contributions through the awards criteria established by their respective ACOSs.

(2) Ensure that all eligible employees under their supervision are given a copy of the awards criteria established by their respective ACOSs.

f. Incentive Awards Program Manager will:

(1) Review and update this instruction.

(2) Utilize enclosure (3) to document incentive award requests for COS approval and follow the process outlined in enclosure (4).

(3) Establish and maintain documentation of the criteria, justification, amount and recipient for all monetary and time-off awards approved by COSs.

(4) Prepare NLT 30 November each year a summary report for the COSs based on the annual reports submitted by the ACOSs/Special Assistants and Comptroller and the documentation maintained on awards approved by the COSs. A copy of this report will be provided to union representatives upon written request.

g. Financial Resources/Comptroller will:

(1) Budget for awards using financial management controls consistent with budgetary limits and funding levels set by reference (b) and other laws and regulations.

(2) Set target levels and funding limits for award expenditures for COSs, ACOSs and Special Assistants based on the aggregate base salaries of covered employees as of 1 October each year.

(3) Via the enclosure (4) process, monitor cash awards to ensure that assigned funding limits are not exceeded.

(4) Prepare an annual report NLT 31 October for the previous fiscal year on incentive awards expenditures and provide it to the Incentive Awards Program Manager for inclusion in the Summary Report.

h. Human Resources Office-Pensacola, Great Lakes Service Center will:

(1) Advise a. through g. personnel and all eligible employees on program requirements and related awards issues.

(2) Process and input to the Defense Civilian Personnel Data System (DCPDS) all approved awards.

6. Effective Date. The policy contained in this instruction is effective 1 December 2000.



G. L. GERARD  
Chief of Staff, Operations

DISTRIBUTION:

NTCGLAKESINST 5216.5M  
Lists I, II(B) (only 1,2,3)

**DON INCENTIVE AWARDS**

**1. Awards under ACOS/Special Assistant Approval Authority**

**A. On-the-Spot Awards**

- RECOGNIZES:** 1) One-time achievement by individual or group that has resulted in service of an exceptionally high quality or quantity.  
 2) Particularly appropriate for rewarding employee efforts that might go unrecognized.
- WHEN:** At any time -- designed for quick recognition/immediate reinforcement.
- HOW MUCH:** \$25 to \$750, commensurate with the nature of the service or act being recognized. In establishing the amount of the award, consider:  
 1) The extent of the quality service, i.e., the number of customers or commands affected; and  
 2) The value of the service received -- its impact on the customers.

**B. Performance Awards**

- RECOGNIZES:** 1) Demonstrated sustained performance for individual, team, or organizational achievements of high quality, significantly above that expected at the "Acceptable" level.  
 2) Appropriate when an employee performs substantially beyond expectations on a regular or continuing basis.  
 3) Accomplishments include:  
     a) Exceptional program or project management  
     b) Work that results in a high quality product or service to customer  
     c) Other high quality performance significantly above what is expected at the "Acceptable level" and consistently sustained over a period of time.  
 4) Performance substantially beyond expectations on a regular or continuing basis is demonstrated via the ratings given each critical element for the annual rating of record. Two award levels may be utilized:  
     a) Employee is rated Acceptable and exceeds fully successful on all critical elements; and/or  
     b) Employee is rated Acceptable and exceeds fully successful on the majority of critical elements.
- WHEN:** Annually, following the end of the performance rating cycle. Performance Awards should be forwarded to the Awards In Box/Comptroller by the ACOS NLT 60 days from the end of the performance rating cycle. (For a performance cycle ending 31 May, performance awards must be submitted NLT 30 July.) An employee must be on board on the last day of the rating cycle to be eligible for a performance award.
- HOW MUCH:** May be determined using a specific dollar amount or a percentage of basic pay. Awards granted as a % of basic pay may not exceed 10% and are subject to the local \$5,000 approval authority.
- NOTE:** For performance awards, the rate of basic pay used shall be determined without taking into account any locality-based comparability payment or an interim geographic adjustment or special law enforcement adjustment. (5 CFR Ch.1 Section 451.104)

C. Time-Off Awards

- RECOGNIZES: 1) High-level performance  
2) Making a high quality contribution involving a difficult or important project or assignment.  
3) Displaying special initiative and skill in completing an assignment or project before the deadline.  
4) Using initiative and creativity in making improvements in a product, activity, program or service.  
5) Ensuring the mission of the unit is accomplished during a difficult period by successfully completing additional work or a project assignment while maintaining the employee's own workload.  
6) Accomplishing a specific, one-time, or special assignment that required extra effort or resulted in the organization receiving recognition for responsiveness to unprogrammed requirements.
- WHEN: May be given at any time. Must be used within one year of the award's effective date. Transferable within DON -- but not any other government agency.
- HOW MUCH: The DON Time-Off Awards scales, provided in this enclosure, should be utilized to determine the appropriate quantity of time-off for the individual's contribution or accomplishment. Because any award for more than one work day must be approved by an official at an organizational level higher than the individual making the initial award determination, COS approval is required for a Time-Off Award in excess of one workday for an employee whose first line supervisor is an ACOS or Special Assistant.
- NOTES: 1) A time-off award is not considered a monetary award. It is an alternative award to recognize achievements and accomplishments. It cannot be converted to cash under any circumstances and therefore cannot be paid out in lump sum leave if an employee resigns, retires or takes a job with a non-DON activity.  
2) Managers and Supervisors are to consider fully wage costs and productivity loss when granting time-off awards. They are also to make every effort to ensure that the employee is able to use the time-off award. Part-time employees can also receive time-off awards but scale is reduced for the time that can be given.

D. Informal Recognition Awards

- \*Recognize contributions of lesser scope that might otherwise go unrecognized.
- \*Item given must be of nominal value and must take an appropriate form to be used in the public sector and to be purchased with public funds.

**2. Awards under COS Approval Authority**

A. Special Act Awards

- RECOGNIZES: 1) A group or individual effort that exceeds expected job performance; and  
2) Is an exceptional accomplishment/outstanding achievement
- WHEN: May be given at any time.
- HOW MUCH: Based on the DON tangible and intangible benefits scale which is provided in this enclosure. (\$501 to \$5,000)

**B. Quality Step Increases**

**RECOGNIZES:** Must meet all of the following criteria:  
1) Receive a rating of record of "Acceptable";  
2) Demonstrate sustained performance of high quality significantly above the "Acceptable" level, as indicated by exceeding fully successful on all critical performance elements on the last rating of record;  
3) Made a significant, specified contribution to the organization's mission;  
and  
4) Expectation that high quality performance will continue in the future.

**WHEN:** An employee is eligible for one QSI within any 52-week period.

**HOW MUCH:** Increases pay via within grade step increase. Example: A GS-5 step 6 budget assistant eligible for his next regular step increase in November 1999 received a QSI in July 1999. His salary increased from \$26,415 to \$27,169 (step7) in July and increased again in November to \$27,924 (step8). Without the QSI, he would not have been eligible for step 8 until November 2002 -- when he will now be eligible for step 9. Employee costs more every year until he would have normally reached step 10 -- in November 2008. Estimated total cost to NTC: \$8,000.

**C. Suggestions**

**RECOGNIZES:** Suggestions which:  
1) Identify an improvement in the quality of operations, a cost reduction opportunity or an improvement in the timeliness of service delivery that results in tangible or intangible benefits to the U.S. Government;  
2) Identify a specific proposed course of action to achieve improvement or cost reduction; and  
3) Are adopted in whole or in part for implementation.

**WHEN:** Upon adoption of idea and identification of improvement.

**HOW MUCH:** Based on the DON tangible and intangible benefits scale which is provided in this enclosure. (\$25 to \$5,000)

**D. Inventions**

**RECOGNIZES:** Inventions which:  
1) Identify an improvement in the quality of operations, a cost reduction opportunity or an improvement in the timeliness of service delivery that results in tangible or intangible benefits to the U.S. Government;  
2) Identify a specific proposed course of action to achieve improvement or cost reduction; and  
3) Are adopted in whole or in part for implementation.

OR

1) Determined to be of value to DON or DOD; and  
2) The inventor has consented to consideration of an award and has signed a claim waiver agreement.

**WHEN:** Initial, upon adoption. An additional award may be issued when the patent covering the invention is granted.

**HOW MUCH:** Based on the DON tangible and intangible benefits scale which is provided in this enclosure. (\$25 to \$5,000)

**NOTE:** An employee who receives an award for a contribution as a suggestion cannot also receive an invention award for the same contribution.

**E. Time-Off Awards (in specific circumstance defined below)**

COS approval is required for a Time-Off Award in excess of one workday for an employee whose first line supervisor is an ACOS or Special Assistant. More detailed information on Time Off Awards is given under section 1C above.

**3. Awards requiring CNTC Approval or Endorsement**

**A. DON Honorary Awards**

1) DON Distinguished Civilian Service Award (DCSA)  
 APPROVAL: SECNAV  
 STATUS: The highest honorary award that SECNAV can confer on a DON civilian employee.  
 RECOGNIZES: Is to be reserved for contributions that are so unusual and/or significant that recognition at the SECNAV level is deserved. For example, accomplishments/achievements which have had, at minimum, DON-wide impact.

2) DON Superior Civilian Service Award (SCSA)  
 APPROVAL: CNET  
 STATUS: The second highest honorary award in DON.  
 RECOGNIZES: Same criteria but a narrower scope than the DCSA. For example, accomplishment that is significant and has far-reaching major command-wide (i.e., CNET-wide) impact.

3) DON Meritorious Civilian Service Award (MCSA)  
 APPROVAL: CNTC, via chain of command  
 STATUS: The third highest honorary award in the DON.  
 RECOGNIZES: Same criteria -- but with narrower scope than SCSA. For example, accomplishment should be significant and have far-reaching (command or base wide) impact, but less than SCSA.

**B. Special Act, Suggestion or Invention Monetary Awards over \$5,000 (per individual award)**

Amount	Approval Authority
\$5001 to \$7500	CNET
\$7501 to \$10,000	SECNAV
over \$10,000	DOD and/or OPM

Award requests over \$5,000 must receive CNTC endorsement to be forwarded up the chain of command.

**C. Time-Off Awards (in specific circumstance defined below)**

CNTC approval is required for a Time-Off Award in excess of one work day for an employee whose first line supervisor is a COS. More detailed information on Time Off Awards is given under section 1C above.

**D. Awards for Private Citizens and Organizations**

\*For people not employed by DON and not providing a commercial service to DON. Given to private citizens for outstanding contributions to the mission and best interests of DON.

\*There are three awards corresponding with the Distinguished, Superior and Meritorious civilian awards. There is also a Group Achievement award -- and DOD and Presidential Awards.

SCALE OF AWARD AMOUNTS BASED ON INTANGIBLE BENEFITS

VALUE OF BENEFIT	EXTENT OF APPLICATION			
	<i>LIMITED</i> Affects functions, mission, or personnel of one facility, installation, regional area, or an organizational element of headquarters. Affects small area of science or technology.	<i>EXTENDED</i> Affects functions, mission, or personnel of an entire regional area, command, or bureau. Affects an important area of science or technology.	<i>BROAD</i> Affects functions, mission, or personnel of several regional areas or commands, or an entire department or agency. Affects an extensive area of science or technology.	<i>GENERAL</i> Affects functions, mission, or personnel of more than one department or agency, or is in the public interest throughout the Nation and beyond.
<i>MODERATE</i> Change or modification of an operating principle or procedure with limited use or impact.	\$25 - \$500	\$501 - \$750	\$751 - \$1,000	\$1,001 - \$1500
<i>SUBSTANTIAL</i> Substantial change or modification of procedures. Important improvements to the value of a product, activity, program, or service to the public.	\$501 - \$750	\$751 - \$1,000	\$1,001 - 1,500	\$1,501 - \$3,150
<i>HIGH</i> Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product or service.	\$751 - \$1,000	\$1,001 - \$1,500	\$1,501 - \$3,150	\$3,151 - \$6,300
<i>EXCEPTIONAL</i> Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program, or service to the public.	\$1,001 - \$1,500	\$1,501 - \$3,150	\$3,151 - \$6,300	\$6,301 - \$10,000

**SCALE OF AWARD AMOUNTS BASED ON TANGIBLE BENEFITS**

BENEFITS AWARD

<u>Estimated First-Year Benefits</u>	<u>Amount of Award to Employee</u>
Up to \$10,000 in benefits	10% of benefits
Between \$10,000 and \$100,000	\$1,000 plus 3% to 10% of benefits over \$10,000
More than \$100,000 in benefits	\$3,700 to \$10,000 for the first \$100,000 in benefits, plus 0.5% to 1.0% of benefits above \$100,000 up to \$25,000, with the approval of the Office of Personnel Management via the Office of the Secretary of Defense. Presidential approval is required for all awards of more than \$25,000.

**TIME-OFF AWARDS SCALE I**

Applies to:	Employees who have an authorized and established tour of duty of 80 hours in a biweekly pay period
Value to Organization	Moderate
Number of Hours	1 to 10
Criteria	(1) A contribution to a product, activity, program, or service to the public, which is of sufficient value to merit formal recognition. (2) Beneficial change or modification of operating principles or procedures.
Value to Organization	Substantial
Number of Hours	11 to 20
Criteria	(1) An important contribution to the value of a product, activity, program, or service to the public. (2) Significant change or modification of operating principles or procedures.
Value to Organization	High
Number of Hours	21 to 30
Criteria	(1) A highly significant contribution to the value of a product, activity, program, or service to the public. (2) Complete revision of operating principles or procedures, with considerable impact.
Value to Organization	Exceptional
Number of Hours	31 to 40
Criteria	(1) A superior contribution to the quality of a critical product, activity, program, or service to the public. (2) Initiation of a new principle or major procedure, with significant impact.
Maximum Amount for an employee in any given leave year:	80 hours

**TIME-OFF AWARDS SCALE II**

Applies to: Employees who have an authorized and established tour of duty of 144 hours in a biweekly pay period.

Value to Organization Moderate  
 Number of Hours 2 to 18  
 Criteria (1) A contribution to a product, activity, program, or service to the public, which is of sufficient value to merit formal recognition.  
 (2) Beneficial change or modification of operating principles or procedures

Value to Organization Substantial  
 Number of Hours 19 to 36  
 Criteria (1) An important contribution to the value of a product, activity, program, or service to the public.  
 (2) Significant change or modification of operating principles or procedures.

Value to Organization High  
 Number of Hours 37 to 54  
 Criteria (1) A highly significant contribution to the value of a product, activity, program, or service to the public.  
 (2) Complete revision of operating principles or procedures, with considerable impact.

Value to Organization Exceptional  
 Number of Hours 55 to 72  
 Criteria (1) A superior contribution to the quality of a critical product, activity, program, or service to the public.  
 (2) Initiation of a new principle or major procedure, with significant impact.

Maximum Amount for an employee in any given leave year: 144 hours

**TIME OFF AWARDS SCALE III**

Applies to: Employees who have an authorized and established tour of duty of less than 80 hours in a biweekly pay period

Utilize Time Off Awards Scale I, as follows:  
 For each level given, divide the number of hours in the authorized and established biweekly pay period tour of duty by 80. The maximum equals the total hours worked in the pay period.

Example: Part time employee on a 32 hour tour of duty, per pay period:  
 Moderate: 1 to 4 hours, Substantial: 5 to 8 hours, High: 9 to 12 hours,  
 Exceptional: 13 to 16 hours. Maximum amount in any given leave year: 32

**ELIGIBLE PERSONNEL****1. Employees**

All DON civilian employees who meet the definition of Title 5, USC 2105, are eligible to receive awards under the DON Awards Program. Performance awards may be paid to Senior Executive Service employees only under 5 CFR 534.403 and not on the basis of this guidance. (5 CFR 451.101(c) and (d) and DoD 1400.25-M, Subchapter 451, E.1.)

**2. Former Employees**

Awards for contributions made by an individual when employed by the DON may be paid to a former employee or to the estate or legal heirs of a deceased employee, under 5 CFR 451.104(e). (DoD 1400.25-M, Subchapter 451, E.2.)

**3. Non-Appropriated Fund Employees**

Employees paid with non-appropriated funds (NAF) are not eligible to receive monetary awards paid from appropriated funds but may receive non-monetary awards under this program. DON's NAF employees are eligible for the following honorary awards:

- (1) DON's Distinguished Civilian Service Award,
  - (2) DON's Superior Civilian Service Award, and
  - (3) DON's Meritorious Civilian Service Award.
- (DoD 1400.25-M, Subchapter 451, E.3.)

**4. Foreign National Employees**

A direct hire foreign national employee paid with appropriated funds is eligible to receive awards under this program. Restrictions on employees paid with non-appropriated funds are covered in paragraph 5.c. An indirect hire foreign national employee is not eligible to receive monetary awards under this program but may receive non-monetary awards. This does not preclude payment of monetary awards under any other locally developed awards program. (DoD 1400.25-M, Subchapter 451, E.4.a. and b.)

**5. Private Citizens and Organizations**

Private citizens and organizations may be recognized for significant contributions to the DON with non-monetary awards only, i.e., DON's Public Service Awards. Persons or organizations having a commercial or profit making relationship with DoD or DON shall not be granted recognition, unless the contribution is substantially beyond that specified or implied within the terms of the contract establishing the relationship, or the recognition is clearly in the public interest. (DoD 1400.25-M, Subchapter 451, O.1. and 2.)

**6. Other Agency or DoD Personnel**

Awards may be approved for employees of other Government agencies or other DoD components and payment will be made by transferring funds to the individual's employing component or agency. If the administrative costs of transferring funds exceed the amount of the award, the organization employing the individual shall absorb the costs and pay the award.

(5 CFR 451.104(d) (1) and DoD 1400.25-M, Subchapter 451, H.2.)

Enclosure (2)

CIVILIAN EMPLOYEE AWARD (CEA) REQUEST

Name/ Organizational Code/ Title, Series & Grade/ of Nominee(s):

Type of Award Requested:

Total Cost or Time-Off Hours, Current Fiscal Year:

Criteria for Award (from Incentive Awards Instruction):

Justification (based on award criteria):

Title/Name	Signature	Date
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Requestor		Date
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Endorsing Official (if applicable)		Date
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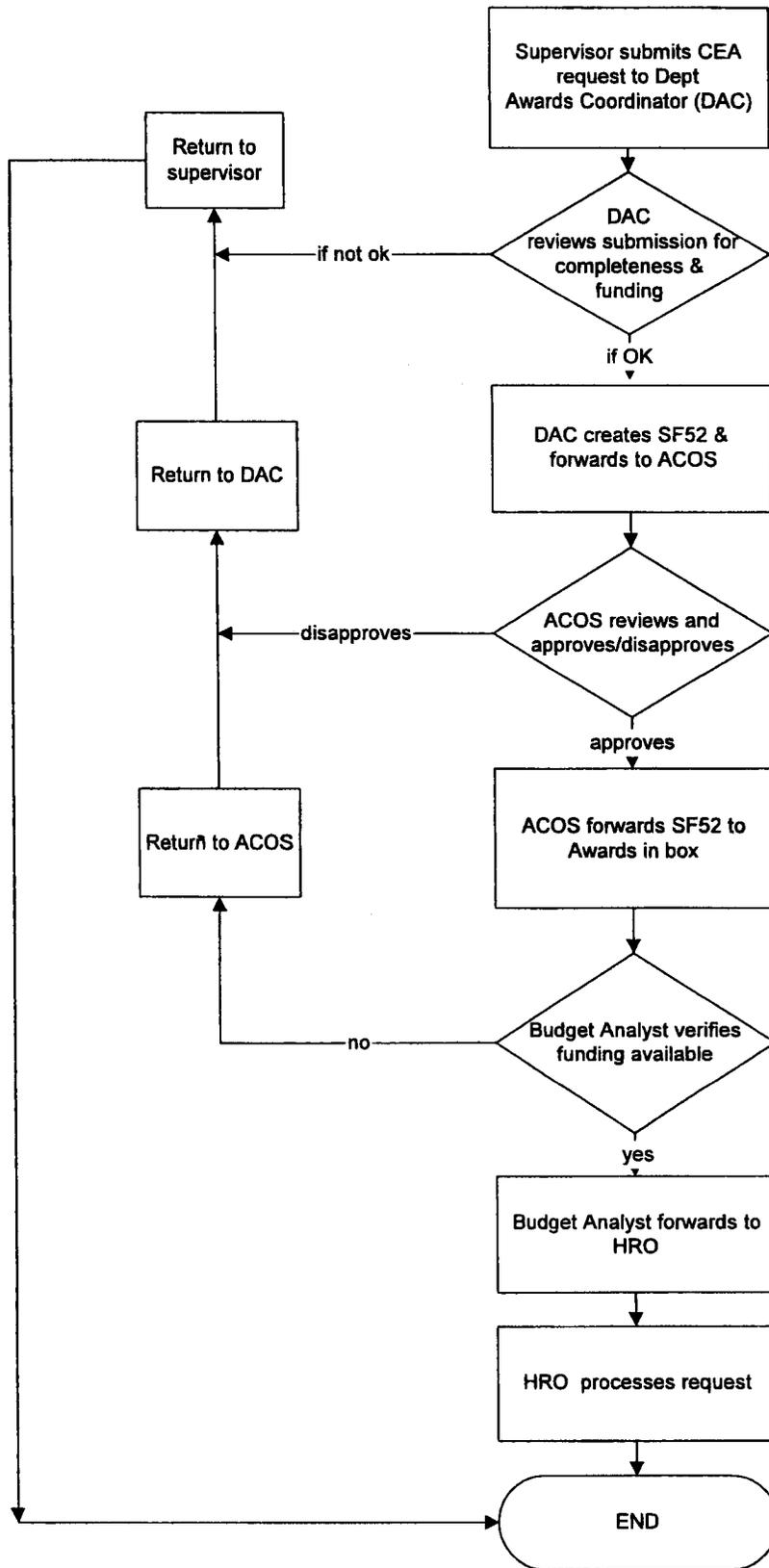
Approving Official		Date
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Signature indicates endorsement/approval; to disapprove, print NO, initial and date.

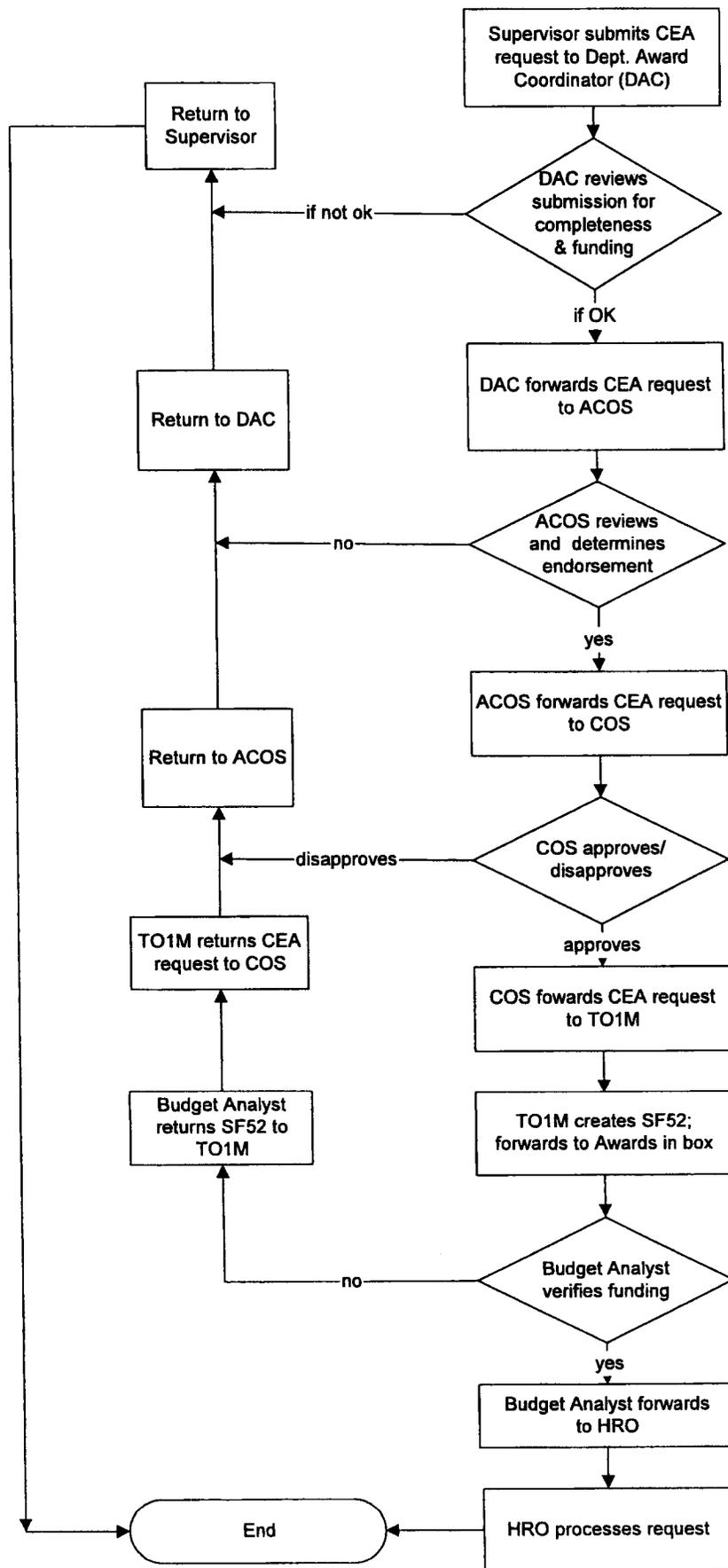
SF52 # \_\_\_\_\_  
to be added when SF52 is created,  
for tracking purposes.

Enclosure (3)

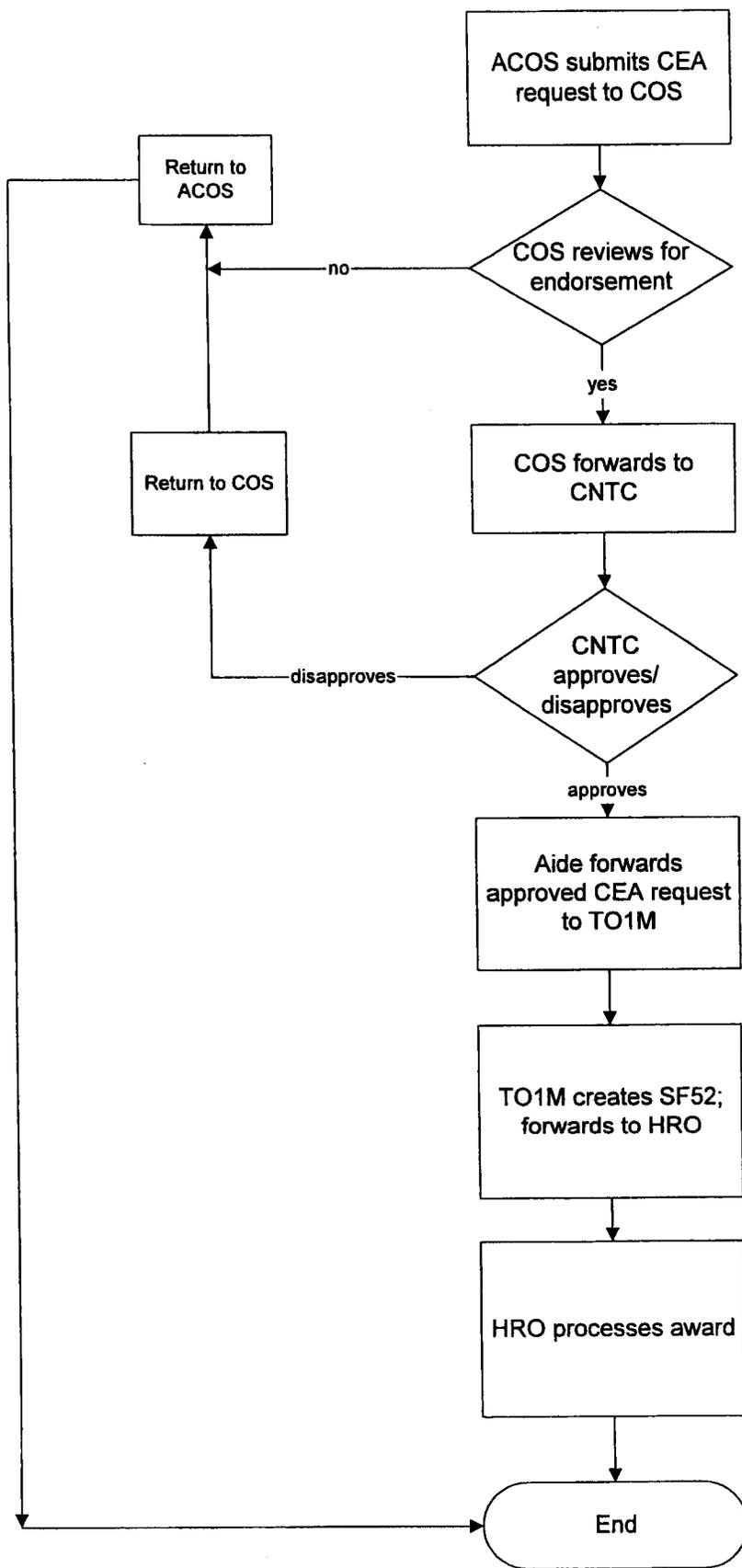
I. Awards under ACOS/Special Assistant Approval Authority



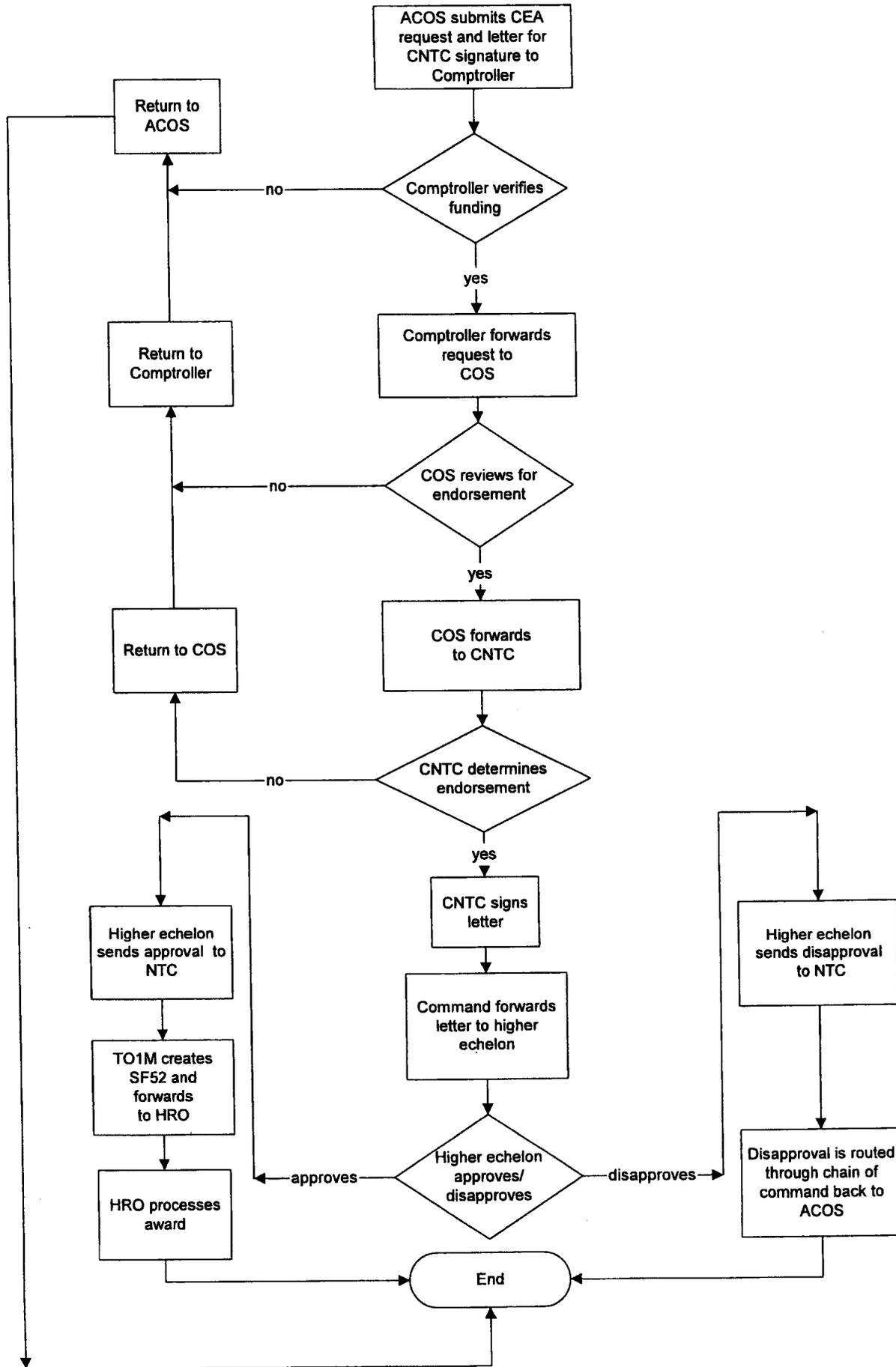
## II. Awards Under COS Approval Authority



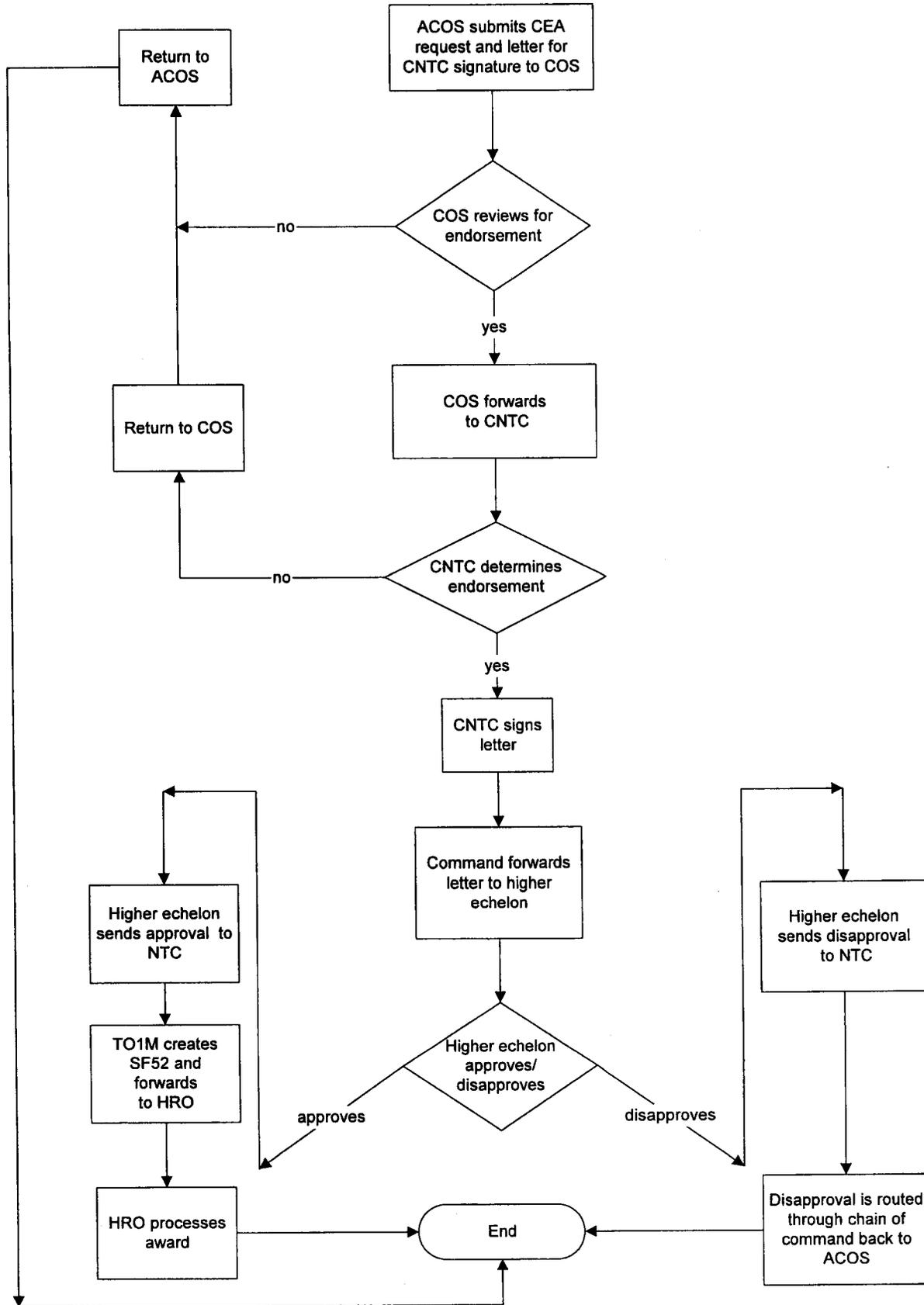
### III. Awards Requiring CNTC Approval



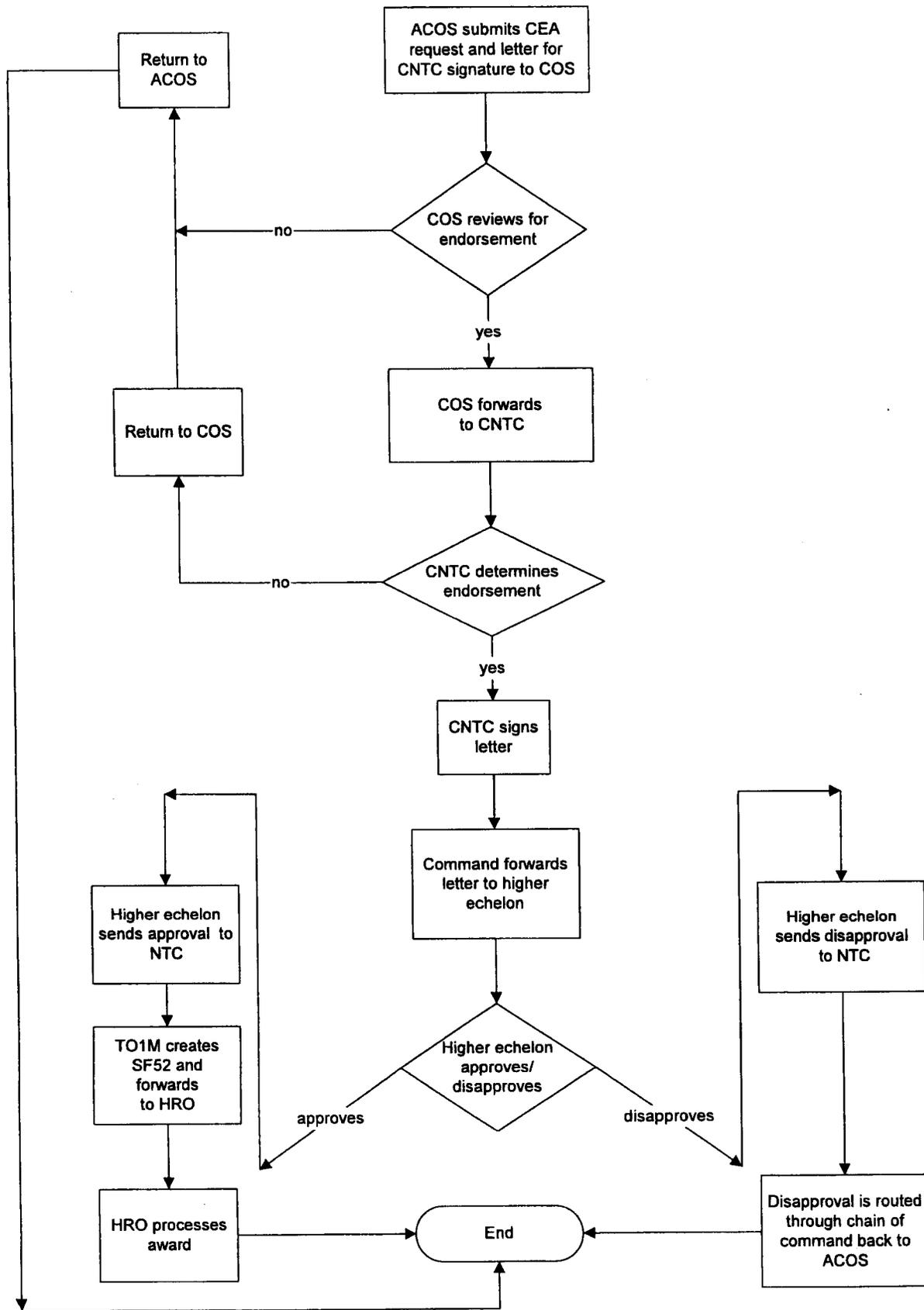
**IV. Monetary Awards Requiring CNTC Endorsement**



### V. Honorary Awards Requiring CNTC Endorsement



### V. Honorary Awards Requiring CNTC Endorsement



**INCENTIVE AWARDS ANNUAL REPORT**

FY \_\_\_\_\_

ACOS/Special Assistant \_\_\_\_\_

Signature

Org Code

Name/Title (typed)

NAME (alpha)	OTS/SA (\$)	PERF (\$)	QSI (\$)	T-Off (Hours)	Honorary (#)	Total (#)
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For all employees on board 90 days or more during the fiscal year.  
 OTS - On the Spot SA - Special Act PERF - Performance Award  
 Honorary - DON Honorary Awards only; do not include informal awards  
 TOTAL - total number of awards given  
 Alpha list may be divided by departments, if desired.

TOTAL

Example

**INCENTIVE AWARDS ANNUAL REPORT**

**FY 2000**

ACOS/Special Assistant \_\_\_\_\_

Signature

N9

G. Washington, ACOS/Executive Branch

Org Code

Name/Title (typed)

NAME (alpha)	OTS/SA (\$)	PERF (\$)	QSI (\$)	T-Off (Hours)	Honorary (#)	Total (#)
Adams, John NMN	825	735	1	0	0	4
Adams, John Q.	850	765	0	11	1	7
Buchanan, James	75	0	0	7	0	2
Fillmore, Millard	0	875	0	8	0	2
Harrison, William	775	NE	0	40	0	3
Jackson, Andrew	845	765	0	10	0	6
Jefferson, Thomas	825	745	1	0	0	4
Madison, James	835	750	0	17	0	6
Monroe, James	830	760	0	7	0	4
Pierce, Franklin	0	410	0	0	0	1
Polk, James	850	795	0	13	0	5
Taylor, Zachary	850	NE	0	5	0	3
Tyler, John	0	270	0	0	0	1
Van Buren, Martin	860	780	0	5	0	4
<b>TOTAL</b>	<b>8420</b>	<b>7650</b>	<b>2</b>	<b>123</b>	<b>1</b>	<b>52</b>

Enclosure (5)