



## City of Riverside Administrative Manual

*Effective Date:* 11/2013  
*Review Date:* 11/2016  
*Prepared by:* City Manager

*Approved:*

Department

City Manager

### **SUBJECT:**

## **Employee Suggestion Awards Program**

### **PURPOSE:**

To establish a policy that will set forth the process to be used in considering an employee's suggestion; provide criteria for documenting, calculating and verifying the benefit to the City of each employee suggestion; provide the criteria for reporting credit for each employee suggestion; setting forth methods for motivating employees to participate in the Employee Suggestion Awards Program; and establish criteria for presenting monetary awards for approved and implemented suggestions.

### **POLICY:**

Qualified employees who submit eligible suggestions that will enhance the effectiveness of City government both in terms of cost savings and improved services will have those suggestions evaluated and receive recognition and monetary awards for approved and implemented suggestions.

Qualified Employees - Generally, all employees of the City are eligible to submit suggestions except:

- City Manager
- Assistant City Managers
- Department Heads
- Assistant Department Heads

Eligible Suggestions - All areas of activity within the City are eligible for submission with the following exceptions:

- a suggestion previously submitted by another employee
- subject currently being actively considered for implementation by management
- meet and confer matters
- routine maintenance or minor housekeeping operations
- recommendations for study or review of a problem
- errors in drawings, specifications or operation rules which would normally be corrected
- personal grievances, position reclassification, or salary recommendations
- those suggestions that fall into one's scope of responsibility to implement and could be implemented by management upon request when cost is under \$500.

Criteria for Judging Suggestions - Suggestions that will be accepted should result in one or more of the following results:

- improved operations
- saved time, labor, materials or reduced costs
- increased revenues (except fees and charges regularly reviewed)
- increased efficiency or productivity
- improved service to public
- improved safety conditions
- improved morale
- improved working conditions
- reduced energy and/or water usage

Awards - A combination of monetary and non-monetary recognition will be awarded an employee for the implementation of an approved suggestion as follows:

1. Tangible Savings - Cash awards are based on 10% of the first year's measurable savings in labor, materials, equipment, cost reductions or an increase in revenue to a maximum award of \$5,000.
2. Intangible Savings - Cash awards range from \$25 to \$100 and are based on intangible savings (net savings or net increase in revenue which cannot be estimated).
3. Non-Monetary Recognition – Awards may also be presented at a regularly scheduled City Council meeting. In addition, a letter of recognition from the City Manager may be placed in the employee's personnel file(s).

Employee Suggestion Awards Committee – The City Manager's Office and HR Department shall convene, on an as-needed basis, an ad hoc committee to review employee suggestion application submittals. The ad hoc committee will vary in number and makeup according to the complexity and/or technical nature of the suggestion to be evaluated, and will always include pertinent subject matter experts. Committee members may be at any level up to and including Department Heads.

Employee Suggestion Awards Committee Responsibility - The Committee will:

- meet on an as-needed basis to review suggestions unless none have been submitted.
- consider and decide questions of employee and suggestion eligibility.
- consider each suggestion, its evaluation by the Department Head(s), and recommend acceptance and amount of award to the City Manager.

City Manager Responsibility - The City Manager will (upon review of the suggestion, evaluation of Department Head(s), and Committee recommendation) either accept, reject or modify the Committee's recommendation.

Requests for Additional Consideration – Such requests regarding the amount of the award given for an accepted suggestion can be made to the City Manager, in writing, within 10 days of the City Manager's decision if the concerned employee can demonstrate tangible benefits greater than those used to calculate the award.

Resubmission of Suggestion - A suggestion may be resubmitted for up to 24 months with additional information and request a second evaluation.

Attachment: Employee Suggestion Awards Program Form

## EMPLOYEE SUGGESTION AWARDS PROGRAM RULES

<b>Tangible Savings:</b>	Cash awards are based on 10% of the first year's measurable savings in labor, materials, equipment, cost reductions or an increase in revenue up to an award of \$5,000.
<b>Intangible Savings:</b>	Cash awards range from \$25 to \$100 and are based on intangible savings (net savings or net increase in revenue which cannot be estimated).
<b>Eligibility:</b>	All employees of the City of Riverside are eligible to submit suggestions except the City Manager and Department Heads. The suggestor is not eligible for a cash reward if the suggestion falls within the scope of their assigned duties and responsibilities.

Eligible Suggestions:	Ineligible Suggestions:
<ul style="list-style-type: none"> <li>• Improve operations</li> </ul>	<ul style="list-style-type: none"> <li>• Was previously submitted by another employee</li> </ul>
<ul style="list-style-type: none"> <li>• Save time, labor, materials, or reduce costs</li> </ul>	<ul style="list-style-type: none"> <li>• Was already actively being considered for implementation by Management</li> </ul>
<ul style="list-style-type: none"> <li>• Increase revenue (except fees and charges regularly reviewed)</li> </ul>	<ul style="list-style-type: none"> <li>• Must be approved through the meet and confer process</li> </ul>
<ul style="list-style-type: none"> <li>• Increase efficiency of productivity</li> </ul>	<ul style="list-style-type: none"> <li>• The problem would be corrected through normal maintenance and/or housekeeping</li> </ul>
<ul style="list-style-type: none"> <li>• Improve service to public</li> </ul>	<ul style="list-style-type: none"> <li>• Proposes or requires study or review of problem</li> </ul>
<ul style="list-style-type: none"> <li>• Improve safety conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Corrects errors in drawings, specifications or operation rules which would normally be corrected</li> </ul>
<ul style="list-style-type: none"> <li>• Improve morale, working conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Involves personal grievances, position reclassification, or salary recommendations</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce energy usage, water usage</li> </ul>	<ul style="list-style-type: none"> <li>• Falls into one's scope of responsibility to implement and could be implemented by Management upon request when cost is under \$20</li> </ul>

### Your suggestion must:

1. *Present a problem and provide a solution.*
2. *Be submitted on a signed Employee Suggestion Awards form.*

**HOW DO YOU COME UP WITH A GOOD SUGGESTION:** Just look around you! What could be done easier, quicker, cheaper, safer, better? You know more about your job than anyone else—and you probably know how it could be done efficiently. Develop your thoughts into a specific recommendation for improvement and simply describe your suggestion on an employee Suggestion Awards Form.

### **INSTRUCTIONS:**

Fill out an Employee Suggestion Awards Form as completely as possible. Be specific when describing the problem and your solution. Provide as much supporting evidence as possible. Clearly explain the benefits: show the number of saved and job classification of employee doing the job, how often the job is performed, how many locations are involved, how much material will be saved, etc. When possible, determine the actual cost savings benefits in dollars. If available, attach documentation to verify your claims (such as work orders, purchase orders, invoices, samples, or documentation from other organizations that have successfully implemented the same idea). It is important that you fill out the form completely, and sign your name. Your suggestion is confidential unless you note otherwise.

### **PROCESS:**

Once submitted, suggestion is logged in and reviewed for thoroughness and to determine eligibility. Employee receives a letter or receipt. Eligible suggestions are forwarded to the appropriate department(s) for evaluation. When completed, the evaluation and suggestion are considered by the Suggestion Awards Committee. If the suggestion is adopted, the Committee recommends the amount of award to the City Manager for approval or modification.

City of Riverside

EMPLOYEE SUGGESTION AWARDS PROGRAM FORM

Title of Suggestion:

Describe the problem and why it should be changed:

Describe your suggestion:

Attach additional pages, sketches, or samples. Specify in as much detail as necessary to fully explain your suggestion. Providing detailed information justifying your suggestion will improve its chances of being adopted.

How will your suggestion benefit the City: (Show actual dollar savings if possible:

- \_\_\_ Saves Time
\_\_\_ Saves Materials
\_\_\_ Saves Money
\_\_\_ Generates Revenue
\_\_\_ Improves Safety
\_\_\_ Reduces Costs
\_\_\_ Improves Services
\_\_\_ Raises Morale
\_\_\_ Reduces Paperwork

Name of Suggestor: \_\_\_\_\_

Job Title: \_\_\_\_\_

Department/Division: \_\_\_\_\_

Work Extension: \_\_\_\_\_

Home Address: \_\_\_\_\_

City, Zip Code \_\_\_\_\_

# \_\_\_\_\_
(to be filled in by Awards Coordinator)

Suggestor's Signature: \_\_\_\_\_

City of Riverside

EMPLOYEE SUGGESTION EVALUATION

<b>To:</b>	<b>Date:</b>	<b>#</b>
<b>Title:</b>	<b>Date Due:</b>	
<b>DO YOU RECOMMEND THAT THIS SUGGESTION BE ADOPTED BY USE FOR THE CITY?</b>		
<p>_____ YES                      NO _____</p> <p>Please provide a brief explanation of the reasons for your recommendation. Your evaluation may be presented to the suggestion awards committee and also used in the response to the suggestor. Please make it as clear and concise as possible.</p>		

***If you are recommending adoption, please fill out the estimated savings form.  
If the suggestion does not provide measurable savings, fill out intangible savings guide.***

	YES	NO	COMMENTS
Has suggestion been implemented in pilot program?	_____	_____	
If so, was pilot program developed by suggestor?	_____	_____	
If approved, will implementation be delayed?	_____	_____	
Was department considering idea earlier?	_____	_____	
Will other approval be needed to use this idea?	_____	_____	

If additional time beyond the due date is needed for thorough completion of this evaluation, please notify the suggestion awards coordinator at ext. 5403. If you need additional information from the suggestor, have any questions, or would like assistance in completing this evaluation, feel free to contact the coordinator.

\_\_\_\_\_  
Signature/Date

City of Riverside

ESTIMATED SAVINGS OF EMPLOYEE SUGGESTION # \_\_\_\_\_

Annual cost of present method: (labor, materials, supplies, maintenance, mileage, etc.)

Annual Cost of Suggested Method: (labor, materials, supplies, maintenance, mileage, etc.)

Cost of Implementation: (planning, design, labor, materials, equipment, etc.)

PRORATED IMPLEMENTATION COST:

Use realistic time for life of improvement

Implementation costs

Life of improvement (in years) = \_\_\_\_\_ = \$

NET ANNUAL SAVINGS:

AWARD:

Cost of present method: \$ \_\_\_\_\_

Net annual savings X 10% = \_\_\_\_\_

Less cost of suggested method (\_\_\_\_\_)

GROSS ANNUAL SAVINGS

Less prorated implementation costs: - \$ \_\_\_\_\_

Net Annual Savings \_\_\_\_\_

\_\_\_\_\_  
Evaluator Signature/Date

City of Riverside

INTANGIBLE BENEFITS GUIDE FOR SUGGESTION # \_\_\_\_\_

Probable Labor Savings  
(per month)

NONE                  UNDER \$20                  \$20-\$50                  OVER \$50

Probable savings in  
Materials, supplies, etc.  
(per month)

NONE                  UNDER \$20                  \$20-\$50                  OVER \$50

Probable improvement in  
Quality of service, morale,  
Working conditions, or  
Housekeeping

NONE                  UNDER \$20                  \$20-\$50                  OVER \$50

Extent of Application

LOCAL                  RESTRICTED                  GENERAL  
(one area)                  (several areas)                  (more than 10)

Utilization per  
application

ONE TIME                  INFREQUENT                  FREQUENT                  CONSTANT  
(monthly)                  (weekly)                  (daily)

Degree of elimination  
Of problem

N/A                  SLIGHT                  SUBSTANTIAL                  COMPLETE

Effect of change on  
Department

NONE                  SLIGHT                  SUBSTANTIAL                  COMPLETE

Originality

NONE                  COMMON                  UNCOMMON                  UNIQUE

*If savings can be measured, please fill out the estimated savings form. This form applies to suggestions where savings and benefits are intangible and cannot accurately be measured or estimated.*

Evaluator's Signature: \_\_\_\_\_

Date: \_\_\_\_\_