

WCSD EMPLOYEE SUGGESTION AWARDS PROCEDURES

I. **Purpose and Goal**

The purpose of the Employee Suggestion Program is to recognize, encourage and reward the innovative ideas of WCSD employees which will enhance the efficiency and effectiveness of WCSD through reduced or eliminated expenditures, conserved energy, generation of revenues, increased productivity, better customer service, enhanced public safety, and/or improved quality of government operations. The goal of the program is to create a continuously improving and responsive government through an environment of open communication of ideas that maximizes the participation of citizens and employees in the operation of government at all levels.

II. **Definitions**

1. **Adoption** means the putting of a suggestion into effect.
2. **Committee** is the WCSD suggestion program committee.
3. **Cost Avoidance Savings** are savings that increase the efficiency of government operations by allowing the government to provide more services or services faster with the same level of resources.
4. **WCSD Employee** means any person employed by WCSD
5. **Estimated Annual Net Savings** are the net cost avoidance or net savings estimated through the evaluation process for the first 12 months of adoption.
6. **Evaluation** means the process of determining and documenting the merits of a suggestion to reduce or eliminate expenditures, conserve energy, generate revenues, increase productivity, better customer service, enhance public safety, and/or improve the quality of government operations. Evaluation also entails identifying the feasibility of adopting a suggestion including implementation costs and legal authority.
7. **Initial Award** an individual award of \$100 or a team award of \$200 total per team for a meritorious suggestion recommended by the Committee.

8. **Initial Review** is the review done by the Budget Department to determine if the suggestion meets program eligibility requirements and contains a complete, clear explanation and sufficient information to understand the current problem, the proposed solution and benefits to be gained.
9. **Intangible Savings** are improvements for which no measurable cost savings or revenue generation can readily be determined. Many intangible suggestions propose changes for the making the workplace safer or more secure, to increase public safety, to enhance customer services or the quality of services, and to improve employee morale.
10. **Net Cost Avoidance Savings** are the documented costs avoided within the first twelve month from adopting a suggestion. Avoided costs are not documented in a department's budget and include items such as more efficient use of employee time and resources. Net cost avoidance savings are calculated by subtracting adoption costs from gross cost avoidance savings.
11. **Net Savings** are the documented cash savings or revenues generated which have been realized in a department's budget within the first twelve months from adopting a suggestion. Net savings are calculated by subtracting adoption costs from gross savings or gross revenue increases.
12. **Savings Award** a cash award recommended by the Committee for suggestions resulting in documented net savings, documented net cost avoidance savings, or intangible savings during the first twelve months of adoption. Net savings awards can be recommended equal to 10% of documented net savings to a maximum of \$2,000 for an individual and \$4,000 for a team.
13. **Suggestion** means a proposal by a WCSD employee or team, which would improve the operation of WCSD government by reducing or eliminating expenditures, conserving energy, generating revenues, increasing productivity, bettering customer service, enhancing public safety, and/or improving the quality of government operations.
14. **Tangible Savings** are measurable reductions in expenditures in a department(s) budget(s), measurable cost avoidance, or measurable revenue generation that are the result of adopting a suggestion.
15. **Token Gift** is a gift given at the discretion of the Committee for suggestions that the Committee reviewed but did not recommend an initial cash award.

III. Program Responsibilities

1. **WCSD Suggestion Committee** is responsible for establishing the program rules and regulations, and recommending initial and savings awards. The committee is responsible for deciding award eligibility and award amounts. The committee meets as warranted based on the needs of the program.
2. **WCSD Suggestion Program Coordinator** - the Budget Department serves as the Program

Coordinator and has administrative responsibility for the Program. Administrative functions include:

- Receive and provide initial processing of all suggestions including review for eligibility and incomplete suggestions.
- Maintain and update records necessary to operate the program.
- Notify employees and citizens of the status of their suggestions.
- Conduct and/or coordinate the initial and annual evaluations of suggestions with departments.
- Alert departments to due dates for evaluations on suggestions.
- Make recommendations to the Committee on suggestions.
- Prepare reports to the Committee on each suggestion detailing if the suggestions was adopted, the date adopted, any actual or estimated benefits the suggestion will make to reduce or eliminate expenditures, conserve energy, generate revenues, increase productivity, better customer service, or improve the quality of government operations. If a suggestion is found ineligible for an initial award, the Budget Department will report the ineligibility reason(s) to the Committee.
- Ensure the policies, rules, and procedures of the program are followed.
- Disseminate appropriate information involving the interpretation of policies, procedures, and other relevant program information.
- Provide technical assistance to citizens, employees, and departments, when appropriate.
- Establish a promotion campaign to inform citizens and employees of the program, its purposes and benefits.
- Prepare and submit a quarterly report of the program's activities, and periodically analyze the results of the program and report findings and recommendations to the WCSD Suggestion Program Committee.

IV. Participation

1. WCSD Employees: All employees of the WCSD including division and department heads are eligible to participate individually or as members of a team.

V. Eligible Suggestions for Awards

A properly submitted suggestion which:

1. Proposes to improve the operation of WCSD government by reducing or eliminating expenditures, conserving energy, generating revenues, increasing productivity, bettering customer service, enhancing public safety and/or improving the quality of government operations.
2. Is not otherwise ineligible as specified in section VII.

VI. Criteria for Viable Ideas

1. Be department specific.

2. Improve service outcomes.
3. Be accomplished within current funding and/or identified resources to implement.
4. Eliminate redundancy.
5. Bring in additional revenue.
6. Increase efficiency.
7. Improve staff capability.
8. Provide better customer service.

VII. Ineligible Suggestions for Awards

Suggestions related to following subjects are not eligible for awards:

1. Personal grievances or complaints;
2. Do not include a solution or plan for improvement;
3. Duplicate suggestions previously reviewed by the Committee;
4. Employee compensation or position classification concerns or other matters within the scope of collective bargaining;
5. Suggestions that depend on the use of specific vendors, brands, and/or products;
6. Suggestions proposing practices, procedures or processes that are the same as those currently in place, or that were in place in the past;
7. Matters requiring judicial action;
8. Matters which address issues under active consideration by the affected WCSD department(s);
9. Matters that an employee would be normally required to perform as part of a specific job requirement or a specific job assignment.
10. Matters concerning levying taxes or raising fees;
11. Suggestions reducing or compromising public safety, or the security of WCSD property and personnel;
12. Matters that are the result of assigned or contracted audits, studies, surveys, reviews, or other research projects;
13. Enforcement of, or compliance with existing federal, state, or local rules, regulations, and laws including WCSD policies and procedures.

VIII. Suggestion Submission

1. To submit a suggestion, an employee has to complete the WCSD suggestion program suggestion form. Suggestion forms are available on-line at the WCSD's web-site or from the Budget Department.
2. Each suggestion form must contain a clear explanation of a problem or area where expenditures can

be reduced or eliminated, energy conserved, productivity increased, revenue generated, customer service bettered, public safety enhanced, and/or otherwise WCSD government operations improved. The suggestion form must also contain sufficient details on a viable solution and provide sufficient documentation of the anticipated benefits.

3. Within one week, the Budget Department will send a notice thanking the suggester(s) for their participation, indicate their suggestion is under review, and they will receive further notice when the review is completed.

IX. Initial Review

1. The Budget Department will perform an initial review of all suggestions to determine:
 - a) the suggestion meets eligibility criteria;
 - b) the completeness of the suggestion. It has to contain a clear explanation and sufficient information to understand the problem or area for improvement, proposed solution, and benefits to be achieved from the suggestion;
 - c) The Budget Department will also consult with the office(s) or department(s) potentially affected by the suggestion to gather comments on the merits of the suggestion.
 - d) The Budget Department will also consult with the employees' department and Human Resources to determine if the suggestion is part of the employee's normal job expectations.
2. If a suggestion does not meet eligibility criteria, the Budget Department sends the suggester(s) a letter specifying the reasons for not accepting the suggestion.
3. If a suggestion needs clarification before evaluation can be done, the Budget Department will contact the suggester(s) by letter, telephone, or email to request clarification. If additional information is needed before an evaluation can be done, the Budget Department will request the information from the suggester(s) by letter. The suggester(s) will have 60 days from the date of the letter to reply to the request for additional information. If the suggester(s) does not reply, the suggestion will be considered withdrawn. Another suggester(s) may propose the matters addressed in a withdrawn suggestion.

X. Evaluation of Suggestions

1. The Budget Department will within 60 days of receiving a suggestion evaluate the merits of the suggestion and prepare a report to the Committee containing the findings of the evaluation and recommendations for action on the suggestion. The report will also provide the Committee statistics on the number of suggestions received and the number of ineligible suggestions including the ineligibility criteria.
2. If it is not practical for the Budget Department to evaluate the merits of a suggestion within 60 days,

the Budget Department must obtain approval from the Chief Financial Officer to extend the evaluation time. The suggester(s) must be notified of any delays in evaluating the suggestion.

3. The Budget Department in conjunction with the affected department(s) will do the evaluation.
4. Evaluations will be completed on a suggestion evaluation form or any other reasonable media so long as sufficient information is provided to understand and verify the results of the evaluation.
5. The purpose of the evaluation is to determine the merits of the suggestion. This process involves estimating or documenting the benefits and costs of adopting the suggestion and evaluating the feasibility of adopting the suggestion. To have merit, the estimated benefits have to outweigh the estimated costs of adopting the suggestion.
6. Dependent on the subject of the suggestion, the Budget Department and the affected department(s) will evaluate each suggestion for estimated tangible savings or intangible benefits. Evaluating the tangible savings involves assessing the affect the suggestion will have on expenditures, revenues, costs, productivity, waste, and other issues that relate to the economy and efficiency of WCSD operations. The merits of tangible savings will be weighed by comparing the potential dollars saved or earned to the estimated costs of adoption. Evaluating intangible benefits entails assessing the impact the suggestion will have on customer service, safety, employee morale, and other issues related to the quality of WCSD operations. The merits of intangible benefits will be weighed by comparing the extent of impact (i.e., a single function/program, division/department-wide, or the entire WCSD) and the degree of improvement (i.e., major, moderate, minor) to the estimated costs of adoption.
7. The Budget Department will record the results of the evaluation including a recommendation to Committee on whether the suggestion should be recommended for an initial award and amount. The Budget Department will report all suggestions received that do not meet eligibility criteria including the ineligibility reason(s).

XI. Initial Awards

1. For making a worthy, meritorious suggestion, the Committee may recommend an initial award equal to \$100 per suggestion for an individual, and \$200 per team.
2. A suggestion does not have to be adopted by the affected department(s) to be eligible to receive an initial award.
3. For individual suggestions, the amount of the initial award will be recommended, based on an evaluation of the estimated annual net savings to the WCSD. The amount of the recommended award is determined at the Committee's discretion using the following schedule as a guide:

Estimated Net Savings	Award
Greater than \$1,000	\$100
Up to 1,000	\$50
Less than \$100	Token Gift

4. For team suggestions, the amount of the initial award will be recommended, based on an evaluation of the estimated net savings to the WCSD, at the Committee’s discretion using the following schedule as a guide:

Estimated Net Savings	Award
Greater than \$2,000	\$200
Up to \$2,000	\$100
Less than \$200	Token Gift(s)

- a) The amount of award per team member will be equal and determined by dividing the number of team members into the initial award amount as recommended by the Committee.
5. Initial awards for suggestions with intangible benefits will be recommended, based on an evaluation of the estimated benefits and impact of the suggestion. These factors will be scored using the guidelines listed below. Awards are recommended at the discretion of the Committee using the following point scoring system as a guide:

Extent of Application of the Suggestion		(Column A) Evaluation Points	Potential Degree of Improvement	(Column B) Evaluation Points
All Students and/or Employees	More than one Department or Division	5	Major	7
Many Students and/or Employees	A Department or Division	3	Moderate	4
Few Students and/or Employees	A Program or Function	1	Minor	1

- a) A suggestion will be scored in each category, the amount of initial award the suggestion will be eligible for is based on the total score (column A + column B) using the following schedule as a guide.

Evaluation Points	Initial Award (Individual/ Team)
8 or above	\$100/200
4 to 7	\$50/100
2	Token Gift(s)

- b) The amount of award per team member will be equal and determined by dividing the number of team members into the initial award amount as recommended by the Committee.
6. The Budget Department will notify the suggester(s) of the Committee's decision to recommend an initial award within three business days after the Committee meeting.
 7. Initial cash awards will be paid after the Committee recommends the award and the Board of Trustees accepts the recommendation and recognizes the suggester. Initial cash awards are considered wages and are subject to income tax withholding.

XII. Twelve-month Evaluation and Net Savings, Net Cost Avoidance, and Intangible Benefit Calculation

1. For suggestions adopted, the Budget Department will conduct an evaluation within 30 days of the end of the twelfth month after the suggestion was adopted. The purpose of the evaluation is to measure the tangible net savings, net cost avoidance, net revenue generation, or intangible benefits achieved from adopting the suggestion.
2. If a suggestion was not adopted, it is not eligible for a savings award.
3. The twelve-month evaluation will be completed on a savings award evaluation form or any other reasonable media so long as sufficient information is provided to understand and verify the results of the evaluation.
4. The Budget Department in conjunction with the department head, or their designee, of the affected department(s) will determine the annual net savings, net cost avoidance, or intangible benefits achieved.
5. The Budget Department will determine net savings by identifying gross hard cash savings or revenue generated that were documented in the department's budget then adjusting the gross for the costs of adopting the suggestion.

6. The Budget Department will determine net cost-avoidance savings by identifying the gross level of efficiencies realized, such as providing more services at the same resource level then adjusting the gross for the costs of adopting the suggestion. Calculation of these savings is estimated based on increases in productivity, reductions in staff time, and reductions in other resources needs or energy consumption.
7. The Budget Department will calculate intangible benefits through available data applicable to the suggestion that measures such factors as citizen satisfaction ratings, customer surveys, traffic accident statistics, employee turnover, employee absenteeism, crime statistics, and other such data as is needed and available.
8. The Budget Department will record the results of the twelve-month evaluation and report the findings including a recommendation to the Committee on the amount of cash savings award.
9. In cases where the above evaluations can be made prior to 12 months, the Budget Department shall conduct its evaluation in a timely manner.

XIII. Savings Cash Award

1. Following successful implementation for a twelve-month period, the Committee at its discretion will recommend savings awards equal to 10% of documented net savings to a maximum of \$2,000 per individual suggestion or \$4,000 per team suggestion.
 - a) The amount of award per team member will be equal and determined by dividing the number of team members into the initial award amount as recommended by the Committee.
2. In most cases, the cash savings cannot be readily identified for intangible savings awards, therefore the amount of the a annual savings award will be indexed, in a dollar amount up to \$2,000 for individuals and \$4,000 for teams, using the same evaluation scoring method as the initial award. The amount of the savings award is recommended at the discretion of the Committee using the following scoring schedule as a guide.

Extent of Application of the Suggestion		(Column A) Evaluation Points	Degree of Improvement	(Column B) Evaluation Points
All Students and/or Employees	More than one Department or Division	5	Major	7
Many Students and/or Employees	A Department or Division	3	Moderate	4
Few Students and/or Employees	A Program or Function	1	Minor	1

- a) A suggestion will be scored in each category, the amount of initial award the suggestion will be eligible for is based on the total score (column A + column B) using the following schedule as a guide.

Evaluation Points	Savings Award (Individual/ Team)
8 or more	\$2,000/\$4,000
5 to 7	\$1,000/\$2,000
2 to 4	\$500/\$1,000

- b) The amount of award per team member will be equal and determined by dividing the number of team members into the initial award amount as recommended by the Committee.
3. If the annual net savings or net cost avoidance savings can be calculated for intangible benefits, the net savings award will be recommended up to 10% of documented savings up to a maximum of \$2,000 per individual and \$4,000 per team.
 4. The Budget Department will notify the suggester(s) of the Committee's decision to recommend a savings award within one week after the Committee meeting.
 5. Savings cash awards will be paid after the Committee recommends the award and the Board of Trustees accepts the recommendation and recognizes the suggester(s) with a certificate of recognition. Savings cash awards are considered wages and are subject to income tax withholding.

XIV. Appeals Process

1. Suggestions rejected by the WCSD Suggestion Program Coordinator may be appealed to the Committee for reconsideration. To appeal, the suggester(s) must submit a written appeal to the Committee within 30 days of the date of the letter that notified the suggester their suggestion was declined. The written appeal must include additional information or clarification not previously considered, which demonstrates that the suggestion should not have been considered ineligible. The Committee will render a final decision concerning the appeal.
2. Suggestions declined for initial awards by the Committee may be appealed for a second evaluation. To appeal, the suggester(s) must submit a written appeal to the WCSD Suggestion Program Coordinator within 30 days of the date of the letter that notified the suggester their suggestion was declined. The written appeal must include additional information or clarification not previously considered. The Budget Department will evaluate the additional information and submit a recommendation to the WCSD Suggestion Committee. The Committee will render a final decision concerning the appeal.

XV. Modified Adoption

1. If a department modifies a suggestion and adopts the suggestion in a different form, the suggester(s) is eligible for a savings award if the suggester(s) was directly responsible for management taking-action.

XVI. Suggestion Eligibility Period for an Award

1. A suggestion granted an initial award but not adopted by the affected department may be eligible for a subsequent savings award for a period of up to three years from the time suggestion was received, if the suggestion is adopted during that time. Monitoring future implementation for potential awards is the responsibility of the employee who submitted the suggestion.
 - a) To extend the eligibility for a savings award, the suggester(s) must notify the Budget Department in writing that the suggestion has been adopted. The Budget Department will conduct an evaluation to determine eligibility and recommend a savings award amount to the Committee.