



City of West Allis

Matter Summary

7525 W. Greenfield Ave.
West Allis, WI 53214

File Number	Title	Status
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2007-0086 Request In Committee

Communication from Employee Suggestion Award Committee requesting approval of revisions to the Employee Suggestion Award Program Handbook.

Introduced: 2/20/2007

Controlling Body: Administration & Finance Committee

COMMITTEE RECOMMENDATION

Approved POF

ACTION DATE:	MOVER	SECONDER		AYE	NO	PRESENT	EXCUSED
<u>FEB 20 2007</u>		<input checked="" type="checkbox"/>	Barczak	<input checked="" type="checkbox"/>			
			Czaplewski	<input checked="" type="checkbox"/>			
			Dobrowski				
			Kopplin				
			Lajsic	<input checked="" type="checkbox"/>			
			Narlock				
		<input checked="" type="checkbox"/>	Reinke	<input checked="" type="checkbox"/>			
			Sengstock				
			Vitale				
			Weigel	<input checked="" type="checkbox"/>			
		TOTAL		<u>5</u>			

SIGNATURE OF COMMITTEE MEMBER

[Signature]
Chair

Vice-Chair

Member

COMMON COUNCIL ACTION **APPROVAL**

ACTION DATE:	MOVER	SECONDER		AYE	NO	PRESENT	EXCUSED
<u>FEB 20 2007</u>		<input checked="" type="checkbox"/>	Barczak	<input checked="" type="checkbox"/>			
		<input checked="" type="checkbox"/>	Czaplewski	<input checked="" type="checkbox"/>			
			Dobrowski	<input checked="" type="checkbox"/>			
			Kopplin	<input checked="" type="checkbox"/>			
			Lajsic	<input checked="" type="checkbox"/>			
			Narlock	<input checked="" type="checkbox"/>			
			Reinke	<input checked="" type="checkbox"/>			
			Sengstock	<input checked="" type="checkbox"/>			
			Vitale	<input checked="" type="checkbox"/>			
			Weigel	<input checked="" type="checkbox"/>			
		TOTAL		<u>10</u>			

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CITY OF WEST ALLIS COMMON COUNCIL
2004**

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Vice-Chair: Martin J. Weigel
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MEMORANDUM



TO: Common Council
FROM: Mayor Jeanette Bell, Paul Zieher, City Administrative Officer/Clerk-Treasurer, Joe Kempen, Employee Suggestion Award Program Committee Member
DATE: February 6, 2007
SUBJECT: Revisions to the Employee Suggestion Award Program Handbook

Attached is an updated version of the Employee Suggestion Award Program Handbook. This Handbook includes all aspects of the program including Establishment, By-Laws, Promotion and Publicity, Rules and Regulations, Procedures, and Evaluator Guidelines for Investigation and Review.

The majority of the changes to the Handbook were for updates such as Personnel to Human Resources, individual position titles, and the program title to Employee Suggestion Award Program. In addition, changes were made to the format and some language to maintain consistency throughout the document.

The following are changes that have a significant impact on the Program.

1. Award Scale

All references to awarding a "minimum of twenty-five dollars (\$25.00)" were removed. Maximum award of \$2,000.00 did not change. The Awards will be given based on the award point chart below.

GENERAL AWARD SCALE

Table with 2 columns: POINTS and AWARD. Rows include 10-55 (Commendation or up to \$50), 60-75 (Up to \$100), and 80-100 (Up to \$200).

SAFETY RELATED AWARD SCALE

Table with 2 columns: POINTS and AWARD. Rows include 0-30 (Commendation or up to \$25), 40-50 (Up to \$50), 60-70 (Up to \$75), and 80-90 (\$100 plus).

2. Reports to Common Council

The requirement for an annual report to be submitted to the Common Council is being changed to a periodic report, as awards are made, including the summary of the Employee Suggestion Award Program.

c: Audrey Key, Human Resources Manager
Distribution List

Suggestion Award Program Handbook Distribution List

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**EMPLOYEE
SUGGESTION
AWARD
PROGRAM
HANDBOOK**



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**ESTABLISHMENT
OF THE
EMPLOYEE
SUGGESTION
AWARD PROGRAM**

ESTABLISHMENT OF EMPLOYEE SUGGESTION AWARD PROGRAM

A special committee established by the Mayor has determined that an Employee Suggestion Award Program would be beneficial as a means of cost savings, improving communications, and improving employee morale.

The Employee Suggestion Award Program Committee will consist of:

Mayor or designee
City Administrative Officer
Citizen representative to be appointed by the Mayor for a term of two (2) years
Human Resources Manager (non-voting member)

It shall be the duty and responsibility of the Employee Suggestion Award Program Committee to:

1. Formulate, establish and promulgate rules and regulations governing the operation of any plan or plans to encourage and reward city employees for suggestions which promote efficiency and economy in city government.
2. Determine the eligibility and qualifications of city employees to participate; the character and quality of suggestions submitted for consideration; the method of their submission; and, the procedure for their review.
3. Establish procedures for nominations for merit awards, and the kind, character, and value of such awards, and such other rules and regulations as may be deemed necessary or appropriate for proper administration of this section and the accomplishment of the purposes thereof.
4. Make final determinations relative to the acceptance or rejection of submitted suggestions.

The Human Resources Manager shall serve as secretary, without voting power, to the Employee Suggestion Award Program Committee. The staff of the Human Resources Division shall perform the necessary administrative duties connected with the Employee Suggestion Award Program as directed by the Committee through its secretary.

The Employee Suggestion Award Program shall be administered and operated by the Employee Suggestion Award Program Committee in accordance with the following guidelines and provisions:

- d. Such other positions as the Employee Suggestion Award Program Committee may designate from time to time.
- e. Any eligible employee submitting a suggestion which is placed into effect shall not lose his/her eligibility for a monetary award by reason of termination of employment or by becoming ineligible subsequent to submission of the suggestion.

5. Common Council Reports

The Employee Suggestion Award Program Committee shall submit to the Common Council a periodic report as awards are made including the summary of the Employee Suggestion Award Program.

- c. Advise the suggester of any undue delay in the consideration of the suggestions.
- d. Notify the suggester relative to the final disposition of the suggestion.

3. Suggestion Awards

- a. Subject to budgetary controls, the Employee Suggestion Award Program Committee shall determine the nature and extent of cash awards and certificates of recognition signed by the Mayor, in accordance with the following chart.

GENERAL AWARD SCALE

<u>POINTS</u>	<u>AWARD</u>
10 – 55	Commendation or up to \$50
60 – 75	Up to \$100
80 – 100	Up to \$200

SAFETY RELATED AWARD SCALE

<u>POINTS</u>	<u>AWARD</u>
0 – 30	Commendation or up to \$25
40 – 50	Up to \$50
60 – 70	Up to \$75
80 – 90	\$100 plus

- b. All awards shall be presented at a ceremony presided over by the Mayor, the City Administrative Officer and Human Resources Manager.
- c. Refer to Rules & Regulations, Section 11. Awards Schedule for further information.

4. Employee Eligibility

Employees are eligible to participate in the program to receive cash and non-cash awards except:

- a. Department/Division Heads and Deputies.
- b. Administrative technical staff of the Employee Suggestion Award Program Committee as determined by the Committee.
- c. An employee assigned to a position of conducting research and development, or assigned to a job requiring the solution of specific problems when the suggestion submitted is found by the Employee Suggestion Award Program Committee to be within the scope of such research, development, or problem.

- d. Such other positions as the Employee Suggestion Award Program Committee may designate from time to time.
- e. Any eligible employee submitting a suggestion which is placed into effect shall not lose his/her eligibility for a monetary award by reason of termination of employment or by becoming ineligible subsequent to submission of the suggestion.

5. Common Council Reports

The Employee Suggestion Award Program Committee shall submit to the Common Council a periodic report as awards are made including the summary of the Employee Suggestion Award Program.

**EMPLOYEE
SUGGESTION
AWARD
PROGRAM**

COMMITTEE BYLAWS



EMPLOYEE SUGGESTION AWARD PROGRAM COMMITTEE BY-LAWS

1. Preamble

Creation: Resolution Number 18727 passed by the Common Council of the City of West Allis, Wisconsin provides for the creation of a Employee Suggestion Award Program Committee for the purpose of establishing and maintaining a plan(s) to encourage and reward unusual meritorious suggestions by city employees which improve efficiency, economy, or government operations.

2. Composition of the Employee Suggestion Award Program Committee

- a. The Employee Suggestion Award Program Committee shall consist of the Mayor/Designee, the City Administrative Officer, a citizen of the City of West Allis who is appointed by the Mayor, and the Human Resources Manager who will be a non-voting member.
- b. The members of the Employee Suggestion Award Program Committee may appoint an alternate who will have all the powers of a committee member in the absence of the principal.
- c. The Employee Suggestion Award Program Committee shall elect a chair person from among its members at the committee's first meeting in each calendar year.
- d. The Human Resources Manager shall serve as permanent secretary and the Human Resources Division staff shall perform all administrative duties connected with the plan(s) developed by the Committee.

3. Duties of the Employee Suggestion Award Program Committee

- a. To formulate, establish, and maintain a plan(s) to encourage and reward unusual meritorious suggestions of West Allis employees promoting efficiency, economy, or improved operations in city government.
 - i. To refer to appropriate departments to analyze and review suggestions of city employees submitted for consideration under such plan(s) and to make recommendations there on to the Employee Suggestion Award Program Committee.
 - ii. To determine and render the type of award to be granted to city employees nominated to receive them in accordance with the plan(s) developed by the Committee.
- b. The Employee Suggestion Award Program Committee shall perform the following specific duties in respect to the suggestion system:

- i. Set policy and develop, approve, change, modify and interpret rules and regulations.
- ii. Review evaluations of suggestions as summarized by the secretary and take action approving or rejecting awards.
 - a) Approval of an award for a suggestion will require an affirmative vote of the majority of members present.
 - b) The Committee will grant specific award amounts.
 - c) Rejecting or adopting an award recommended or not recommended by a Department Head requires timely submission of the suggestion to the appropriate Common Council Standing Committee for re-consideration. The Department Head/Designee and one member of the Employee Suggestion Award Program Committee will appear and present the basis for their respective recommendations.

A simple majority vote by the Standing Committee to approve or reject the award will be final.

4. Duties of the Employee Suggestion Award Program Committee Secretary

- a. Develop procedures and methods for the development and maintenance of all plans approved by the Committee in accordance with the approved rules and regulations.
- b. Provide the ongoing administration of the program(s) or plan(s) including, but not limited to, the following:
 - i. Receive employee suggestions, send them to appropriate departments for evaluation, review completed evaluations for completeness and accuracy, assist departments with evaluations as necessary, mediate/resolve disputed recommendations for adoption/non-adoption from different departments, and follow up on untimely evaluation responses.
 - ii. Prepare a summary of evaluated suggestions for Committee review. Distribute summary and agenda to Department/Division Heads prior to Committee meeting.
 - iii. Coordinate the ceremony where employees will receive awards.

- iv. Develop and maintain an ongoing program promoting the Employee Suggestion Award Program.
- v. Maintain records regarding the suggestions received and communicate with employees who have submitted suggestions regarding the suggestion's status.
- vi. Inform the Committee of the status of the suggestion program and advise it of any changes in rules which should be considered.
- vii. Prepare documents needed for payment of awards to employees.
- viii. Develop budget requests and program projections as needed.
- ix. Schedule and arrange for all Committee meetings, and provide legally required notices of such meetings.
- x. Maintain financial records and authorize payment of invoices or purchase orders.
- xi. Develop and maintain a procedures manual in respect to all Employee Suggestion Award Committee programs.
- xii. Provide assistance, as needed, to all subcommittees appointed by the Committee.
- xiii. Any other duties as may be assigned by the Employee Suggestion Award Program Committee.
- xiv. Prepare reports.

5. Meetings

- a. The Employee Suggestion Award Program Committee shall meet quarterly, or as needed, or at the call of the chair.
- b. Except in unusual circumstances, all meetings will be held on city property or facilities.
- c. A quorum shall consist of two (2) of the three (3) Employee Suggestion Award Program Committee members or their alternates.
- d. Minutes will be taken at meetings by the secretary and distributed to all Employee Suggestion Award Program Committee members,

Department/Division Heads and interested parties as soon as possible after adjournment.

6. The Employee Suggestion Award Program Committee may appoint a sub-committee for the purpose of planning any program, event, or other task approved by the Committee.
7. Any change in the By-Laws of the Employee Suggestion Award Program Committee will require a unanimous vote of the Committee.

**PROMOTION
&
PUBLICITY**



PROMOTION AND PUBLICITY

1. Management and Administrative Support

- a. The most effective means of promoting a suggestion plan is the constant and active support of the program by all levels of management. The employee's attitude toward the plan will always reflect the attitude of the city's management. All awards should be presented through appropriate management and the immediate supervisor should participate in the presentation, either alone or with higher management.
- b. All suggestions received should be promptly handled. In cases of delays the suggester should be kept informed of the progress of his suggestion.
- c. Employees must be assured that all suggestions are being considered fairly and thoroughly. This includes full explanation to employees on the merits or faults of their ideas.
- d. Suggestions for which awards are given should be placed into effect as soon as practicable.
- e. Poster-pockets should be placed conveniently and attract the attention of the greatest number of employees in the area.

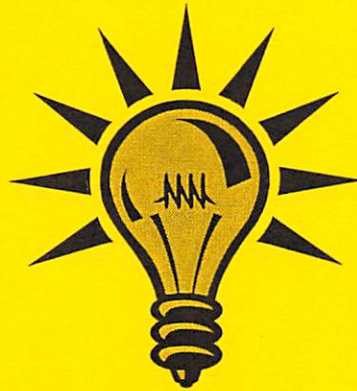
2. Promotion and Publicity

In addition, a regular program of promotion and publicity is essential. Recommended items are:

- a. An employee booklet or pamphlet. Initially, this booklet should be distributed to all employees on the payroll with a letter announcing the new suggestion plan. As new employees are added, the booklet should be distributed to the employees as part of the employment procedure.
- b. A supervisor's booklet explaining the highlights of the suggestion system and pointing out the advantages that can be gained by actively supporting the program both personally and for the city. This booklet should be distributed at a scheduled meeting of supervisors at which this suggestion system is thoroughly presented and discussed.
- c. Stories and pictures can be released to local newspapers. Letters can be mailed to employees' homes, and inserts handed out with paychecks, employee newsletter, and intranet.

- d. A steady flow of suggestions should be encouraged through effective planned promotion and management support. Some organizations have found a periodic concentrated campaign or contest useful. However, contests do inflict heavy processing loads upon administrators, quality of suggestions may decrease with increased quantity, and processing quality may be affected.

RULES
&
REGULATIONS



RULES AND REGULATIONS

1. Eligible/Ineligible Employees

- a. Employees eligible to participate in monetary awards:
 - i. An employee or group of employees in the classified service of the City of West Allis; an unclassified employee in the service of the city, not a management employee, an employee in part-time permanent status; and, an employee in either of the protective services.
 - ii. Employees who have resigned, retired, or are on layoff prior to committee approval of an award remain eligible to receive awards for suggestions made while employed by the City.
 - iii. If an employee dies prior to Employee Suggestion Award Program Committee approval of an award, it will be paid to the estate.
 - iv. An employee remains eligible to receive an award for a suggestion made prior to entering an ineligible category.
- b. Employees ineligible to participate in monetary awards:
 - i. Employee Suggestion Award Program Committee members, or any designated alternates; and, the administrative secretary of the committee.
 - ii. Elected officials in the service of the city.
 - iii. Members of citizen boards or commissions.
 - iv. Department Heads and their Deputies/Assistants.
 - v. Supervisors with suggestions pertaining to their division.
 - vi. Employees who have resigned, retired, or are laid off.

2. Eligible Suggestions

- a. For purposes of this plan, "Suggestion" means a written proposal by an eligible city employee that clearly suggests to the administration of the city the way to do any job, system, or procedure better, quicker, easier, safer and/or at less cost.

- b. The suggestion shall include:
 - i. A brief statement describing the present method.
 - ii. A specific statement of what is suggested.
 - iii. How it should be accomplished.
 - iv. What the suggestion will accomplish.
 - v. Each suggestion should be submitted on an official Employee Suggestion Award Program form and it should be accompanied by all detail and supporting information in order to save investigation time.
 - a) If a time-saving procedure is suggested, the amount of time saved, the number of employees involved, and why the proposed method is more efficient than the existing one should be shown.
 - b) If a revised form is suggested, the proposed form with the copy of the original form should be submitted.
 - c) Pictures or drawings should be attached to the suggestion where applicable.

3. Ineligible Suggestions

- a. Any suggestion which the Employee Suggestion Award Program Committee determines was previously under management consideration is not eligible for an award.
- b. Suggestions which an employee makes to a supervisor or member of management and which are adopted, unless such employee submits the suggestion to the Employee Suggestion Award Program within a reasonable period of time as determined by the Employee Suggestion Award Program Committee.
- c. Suggestions which call attention to a problem, but do not suggest an acceptable solution.
- d. Suggestions dealing with normal maintenance, unless such suggestions contribute to a solution of maintenance problems.
- e. Suggestions dealing with salary adjustments and job classifications.

- f. Suggestions dealing with hours and other terms and conditions of employment which are subject to negotiations with recognized employee organizations.
 - g. Suggestions which are within the scope of the normal job responsibility of the suggester.
 - h. Suggestions for which the expected savings are not enough to justify the capital outlay under existing circumstances, even though the suggestion be otherwise meritorious.
 - i. Suggestions which are presently under consideration for which current studies, research or development is under way.
 - j. Suggestions by persons not eligible for participation under the program.
 - k. Suggestions dealing with matters of policy, such as contract negotiations, for example.
 - l. Suggestions which are frivolous, impractical, or inconsequential in character.
4. If the same or essentially similar suggestions are submitted, on separate forms, by more than one person, the first suggestion received by the Employee Suggestion Award Program Committee determined by the time stamp in the Human Resources Division will be the only one considered for an award. Decisions of the Employee Suggestion Award Program Committee are final.
 5. Any eligible employee may submit original suggestions, worthy of investigation, as often as desired.
 6. All suggestions must be submitted to the Employee Suggestion Award Program Committee secretary on an official suggestion form as distributed by the Employee Suggestion Award Program Committee. In the event the official suggestion form does not provide sufficient space, the suggester(s) may attach additional pages to the form.
 7. All suggestion forms submitted must be signed by the suggester(s).
 8. A suggestion may be submitted by two or more employees, in which case each employee must sign the suggestion form. The employees will share equally in any award granted as a result of a suggestion so submitted.
 9. If an employee subsequently obtains a patent for a suggestion for which he/she has submitted to the Employee Suggestion Award Program, all benefits from the patent shall accrue to the suggester, except that the City of West Allis shall be entitled to use the patented idea, feature, device, product, process, apparatus, or

design without charge. Suggestions which have been adopted and for which an award has been granted become the property of the city.

10. Time Limit

- a. A suggestion will remain eligible for an award for a period of two years after submission. In the event the suggestion is declined and then implemented within the two year period, the suggestion shall be eligible for an award if so determined by the Employee Suggestion Award Program Committee. It is the suggester's responsibility, however, to inform the Employee Suggestion Award Program Committee if a suggestion submitted and declined is implemented; or, if circumstances change to allow implementation of the idea within the two-year eligibility period.
- b. All Suggestions must be evaluated and returned to the Human Resources Division within thirty (30) days.

11. Awards Schedule

- a. Upon finding that a net savings will accrue to the city through adopting and placing the suggestion in operation, the Employee Suggestion Award Program Committee will grant a monetary award to be paid to the suggester. The award shall be 10% of the greater of the first year savings or the three (3) year average of net savings after implementation.
- b. In no event shall the total monetary award for any one suggestion exceed an aggregate total of \$2,000.
- c. Suggestions that have no tangible cost savings to the city but are implemented for reasons other than cost savings, will be awarded based on the appropriate point award scale. (Refer to Establishment of Employee Suggestion Award Program, Section 3. Suggestion Awards, a.)

12. Overruling the Suggestion Evaluator

- a. The Employee Suggestion Award Program Committee may modify, in part or whole, the decision of the evaluator(s) with regards to adoption or non-adoption of any suggestion.
- b. The Employee Suggestion Award Program Committee may cause any suggestion to be implemented over the objections of the Department Head. However, rejecting or adopting an award recommended or not recommended by a Department Head requires timely submission of the suggestion to the appropriate Common Council Standing Committee for re-consideration. The Department Head/Designee and one member of the Employee Suggestion Award Program Committee will appear and present the basis for their respective recommendations. A simple majority

vote by the Standing Committee to approve or reject the award will be final.

13. The Employee Suggestion Award Program Committee reserves the right to modify, change, or alter the rules and regulations of the Employee Suggestion Award Program at any time without prior notice.
14. All decisions made by the Employee Suggestion Award Program Committee are final.
15. The City of West Allis reserves the right to terminate the Employee Suggestion Award Program at any time without prior notice.

PROCEDURES



PROCEDURES

1. Method of Submitting a Suggestion

- a. All suggestions should be submitted on the printed suggestion form, in triplicate.
- b. Employee Suggestion Award Program poster pockets will be posted on employee bulletin boards and in other places of access by employees:
- c. The poster pockets will contain copies of suggestion forms.
- d. It will be the responsibility of the department in which the poster pocket is located to keep it stocked with forms.
- e. Suggestions will be collected through the inter-office mail delivery system or may be mailed directly to the Human Resources Office.

2. Receipt of Suggestion

- a. Upon receipt of a suggestion, the Employee Suggestion Award Program secretary will time stamp and number the suggestion consecutively, making certain that no number is duplicated or eliminated, and send acknowledgement to the suggester.
- b. As required, prepare additional copies of the suggestion, including any sketches that accompanied the suggestion, to use for investigation.
 - i. Clarify the suggestion, if necessary. It may be necessary to contact the suggester to obtain a better understanding of his/her suggestion.
 - ii. To insure unbiased consideration of the suggestion, the suggester's name should not appear on any of the work copies.
- c. Review subject file of previous suggestions to determine if the suggestion is similar to any other suggestion received prior to the date of receipt of this suggestion. If investigation reveals that a similar suggestion had been submitted within three years prior to the date of receipt of this suggestion, the suggestion shall be returned with a letter that;
 - i. Clearly states the reason the suggestion is being returned.

- ii. Thank the suggester for the idea and encourage him/her to submit other suggestions.
- d. Determine the responsible investigator and send him/her copies of the suggestion prepared under letter b. above for investigation and reply. Detail of this procedure is covered in the next subdivision of these procedures.

In a large measure, the success of this Employee Suggestion Award Program will depend largely upon the expeditious processing of all suggestions received, progress reports furnished the suggester, and courteous and complete communications to the suggester.

3. Investigating the Suggestion

This is an extremely important step in the suggestion program procedure, for here you can either gain or destroy the employee's confidence in the City's attitude toward the Plan. Employees must be assured that their individual suggestions are being given full and impartial consideration. Investigations can be made by a department head, a supervisor, a committee, a specially appointed investigator, or others who may be qualified to evaluate particular types of suggestions. Whatever procedure is adopted, it should insure FULL and IMPARTIAL INVESTIGATION.

- a. A copy of the suggestion and suggestion evaluation worksheet (Exhibit A) will be sent to one of the following:
 - i. Most generally, the suggestion will be submitted to the department head whose department would be affected by an implementation of the suggestion, and he/she will determine the means of investigation and make a recommendation.
 - ii. The suggestion may be submitted to a special committee appointed by the Employee Suggestion Award Program Committee to investigate and evaluate a suggestion, particularly one for example, which may have multi-departmental application.
 - iii. The suggestion may be submitted for investigation to a specially qualified individual appointed by the Employee Suggestion Award Program Committee for his/her expertise in the subject matter dealt with in the suggestion.
- b. The suggestion and the suggestion evaluation worksheet will be returned to the Employee Suggestion Award Program secretary, together with a recommendation.

Whatever type of investigating procedure is adopted, it should include the use of a suggestion evaluation worksheet (Exhibit A) or such other form that accomplishes the same purpose.

The investigation of the ordinary suggestion should not require more than two (2) weeks to complete. After a period of two weeks, the Employee Suggestion Award Program secretary should contact the investigator to determine the progress of the investigation.

4. Acceptance or Rejection of Suggestions

When the completed worksheet is returned to the Employee Suggestion Award Program secretary, the processing of the suggestion should continue as follows:

- a. If insufficient information is given, the secretary will return form to investigator for further elaboration.
- b. Remove the suggestion from the "Awaiting Replies" file and attach the worksheet to the suggestion.
- c. Place the suggestion in the file for the next Employee Suggestion Award Program Committee meeting.

The Employee Suggestion Award Program Committee should meet quarterly, as needed, or upon the call of the chair to review all investigated suggestions when a sufficient number have accumulated, and decide acceptance or rejection.

5. Accepted Suggestion

Suggestions that are accepted by the Employee Suggestion Award Program Committee shall be further processed in accordance with the following procedure:

- a. Send the Adopted Suggestion Memorandum to the department head(s) concerned to determine when the approved suggestion will be put into effect.
- b. Awards may be made prior to implementation.
- c. The employee will be notified that his/her suggestion has been adopted and that the Employee Suggestion Award Program Committee's recommended award is being processed.
- d. An order will be sent to the Finance Manager/Comptroller for preparation of the award check.

- e. Prepare letters of transmittal and congratulations announcing the Award Ceremony. Prepare Certificate of Recognition to accompany award check.

6. Rejected Suggestions

Suggestions that are rejected by the Employee Suggestion Award Program Committee shall be processed in the following manner.

- a. Write a personal letter to the suggester, informing him/her that the suggestion is not being adopted, explaining the reasons for this action and encouraging the employee to submit more suggestions.
- b. Close out the suggestion file. Include a copy of the letter of rejection and be certain that all pertinent data is included. Retain this file for a period of at least three years from the date of submission.

EVALUATOR GUIDELINES

FOR THE

**INVESTIGATION
& REVIEW**

OF

EMPLOYEE SUGGESTIONS



EVALUATOR GUIDELINES FOR THE INVESTIGATION AND REVIEW OF EMPLOYEE SUGGESTION AWARD PROGRAM

1. Preface

The City of West Allis Employee Suggestion Award Program was established to give monetary recognition to employees for ideas which benefit the city.

Employees submit suggestions as a sincere attempt to improve operations. They deserve prompt, thorough and objective evaluation of their ideas. Your responsibility as an evaluator is to assure that this is done. Every suggestion program, to be effective, must be oriented to the employee point of view. Employee confidence in the program is essential. This means that when reasonable doubt exists, the decision should favor the suggester.

These guidelines are provided to assist you in conducting proper evaluations and serve as a handy reference. For additional information, see Employee Suggestion Award Program Rules and Regulations.

2. Suggestion Definition

A suggestion is a constructive proposal, submitted in writing by one or more employees, intended to accomplish a job better, faster, or cheaper; to simplify or improve productivity, operations, tools, procedures, methods, or organization; to conserve energy, staffing, materials, supplies, or money; to eliminate or reduce hazardous conditions and accidents; and, to accomplish other similar purposes beneficial to the City organization and members of the public.

3. Classification of Suggestions

While the variety of suggestions submitted by employees is virtually limitless, they will fall into one of the following eight major categories:

- a. **Increases** in output or services.
- b. **Improvements** in existing conditions, processes, procedures, labor or expenditures.
- c. **Elimination or reduction** of unnecessary conditions, processes, procedures, labor or expenses.
- d. **Devising or conceiving** new ways of performing functions or processes, or introducing new procedures or products.
- e. **Combining** existing procedures or materials.

- f. **Simplifying** procedures or materials.
- g. **Substituting** a different procedure or material.
- h. **Conserving** materials, power or labor.

Suggestions are normally divided into two basic classifications: **Tangible** and **Intangible**.

Tangible suggestions are those which can be calculated and translated, or at least estimated, in terms of monetary savings. Such ideas frequently suggest ways to perform a job, system or procedure better, quicker, easier or at less cost.

Intangible suggestions are those which produce no measurable monetary savings but are still deemed to be of some benefit to the City. Such ideas usually involve suggestions on safety, quality of service, environment, housekeeping, or any other type of improvement for which savings cannot be calculated.

4. Suggestions Eligible for an Award

In general, eligible suggestions are those which contribute directly to productivity, economy, or efficiency; or, directly increase effectiveness in carrying out City missions and programs. The following types of ideas are examples of suggestions which are eligible for an award:

- a. Ideas dealing with the elimination of waste of all kinds.
- b. Ideas which suggest savings in labor, materials and supplies.
- c. Ideas dealing with cost reductions.
- d. Ideas dealing with improvement of services and satisfaction to citizens of the community without raising the level of cost.
- e. Ideas dealing with the simplification or elimination of unnecessary records, data, materials or equipment.
- f. Ideas dealing with the more efficient use of staff, equipment or space.
- g. Ideas that concern the safety of employees and members of the public - suggestions that will reduce or eliminate a hazard, accident or unsafe practice.
- h. Ideas which suggest new modifications or applications to old ideas, whether or not previously adopted.

- i. Ideas dealing with the conservation of energy.
- j. Ideas which are instrumental in motivating management's action in effecting an improvement, even though not adopted in the form submitted, may be eligible for an award based on the extent of influence the suggestion had in motivating the improvement action taken.

5. Suggestions Ineligible for an Award

The following types of proposals, unless they have a significant impact on energy conservation, are not eligible for consideration as suggestions and should be handled through normal administrative channels:

- a. Proposals that deal with wages, hours and conditions of employment which are subject to negotiations with recognized employee organizations.
- b. Proposals which are in the nature of personal complaints or grievances.
- c. Proposals dealing with job classification and salary adjustments.
- d. Proposals which are frivolous, impractical or inconsequential.
- e. Proposals which vaguely state a problem but do not present a specific method or way to solve the problem.
- f. Proposals that deal with matters which are presently under consideration for which current studies, research or development are under way.
- g. Proposals that deal with normal maintenance activities such as the routine work of taking care of buildings, grounds and parking facilities; or, such as cleaning, replacing, painting or adjusting equipment or machinery, unless the idea suggests a solution to a maintenance problem or suggests a more economical method of doing the work.
- h. Proposals that deal with services and benefits to employees such as vending machines, cafeteria services, rest room facilities or parking facilities.
- i. Proposals dealing with matters which are within the normal scope of the job duties of the suggester unless the suggestion clearly exceeds applicable performance requirements.
- j. Proposals for which the expected savings are not enough to justify the capital outlay under existing circumstances even though the suggestion is otherwise meritorious.

- k. Proposals that deal with matters of city policy such as, for example, what contracts are to be negotiated and awarded.
- l. Proposals that are not original with the suggester or duplicate previously submitted suggestions.

6. Role of the Evaluator

The evaluator's job is to get the facts. Decisions based on incomplete information cannot be sound. While you are not expected to know all the facts personally, you should know how and where to get them. A factually completed evaluation reveals to the suggester that the idea received a good businesslike review. The evaluator should:

- a. Think positive! Always approach the evaluation in a positive manner and look for ways the idea can be used, rather than ways it cannot.
- b. Review records. Talk to individuals involved. Follow through. Consult rather than refer.
- c. Make specific recommendations for adopting or not adopting the idea based on the results of your evaluation.
- d. If the idea is adoptable, either calculate the tangible savings or complete the appropriate intangible award guide portion of the Suggestion Evaluation Worksheet. Be sure to indicate the implementation date.
- e. Promptly implement adopted ideas.

7. Evaluation Procedure

Be objective in getting your facts. Do not let personalities influence your evaluation. The following are recommended to help you meet this objective.

- a. Act promptly! Read the file immediately upon receipt. If you are not the person to be answering the suggestion - date, sign and return the file in accordance with instructions at the bottom of the Suggestion Form. If known, identify the person or department that should evaluate the suggestion. If not known, return the file to the Human Resources Office. All suggestions must be evaluated and returned to the Human Resources Office within thirty (30) days (see f. below).
- b. Always keep the evaluation file intact. Never detach any documentation from the file. Keep a copy of complex answers or cost analysis data in the event the original is lost.

- c. Define the problem and solution shown on the Suggestion Form, making sure you fully understand what the suggester proposes. If in doubt, try to contact the suggester. If the suggester's identity is not revealed, contact the Employee Suggestion Award Program Secretary.
- d. Make an effort to talk with those employees and members of management whom you feel are most affected by the suggested change. Make sure they fully understand your mission, the problem the suggester identifies, and the recommended solution.
- e. Review all records, reports, and documentation relating to the suggestion. For example, if your evaluation shows that the City has already considered the subject of the suggestion, find out who initiated the action and why. Identify and list the dates of predating documentation.
- f. All suggestions must be evaluated and returned to the Human Resources Division within thirty (30) days. If the evaluation will require an extended period for completion, notify the Employee Suggestion Award Program Secretary. Explain the reason for the delay and the estimated additional time required. The Human Resources Division will inform the suggester of the reason for the delay. Retain the file until your evaluation has been completed. Promptness in completing an evaluation is extremely important. Suggestions cannot be suspended, but must remain with the evaluator until the evaluation is concluded.
- g. Analyze the situation and all the facts carefully. Does your evaluation answer all of the suggester's points? Are there any facts missing?
- h. Prepare your answer to the suggester in sufficient detail so that extensive rewriting or editing will not be necessary. If more space is required, add extra pages to the Worksheet. Does the answer fully address the problem and the solution? (Would you accept the answer if you were the suggester?) If you do not recommend adoption of the idea, the employee must be convinced that the reasons for not implementing the suggestion are sound. Make your recommendation for implementing or not implementing as factual as possible. If you recommend adoption of the idea, be sure to record the implementation date on the Suggestion Evaluation Worksheet. If you are not a manager, be sure to obtain your manager's review and signature on the evaluation report.

- i. If your evaluation results in any of the following findings, you must also indicate this in your report.
 - Employee not eligible for award (indicate reason).
 - Subject of the suggestion not eligible (indicate reason).
 - Subject periodically reexamined by management.
 - Idea already under consideration by the city (identify document source and/or dates).

8. Communication

Open and direct communication with suggester is encouraged.

- a. When contacting suggester, be certain of your facts when addressing questions about the plan's operation or refer the suggester to the Human Resources Office.
- b. Record on the Suggestion Evaluation Worksheet (or add additional sheets) a brief summary of what was said during such contacts.
- c. If suggester offers new situations or solutions, advise them that these should be submitted immediately as new suggestions since all ideas must be submitted on an official Suggestion Form to be eligible for an award. Stress that timeliness is important since someone else may submit the same idea before the suggester.
- d. Do not argue. If you have difficulty with a suggester, contact the Human Resources Division.
- e. Confidential information should not be discussed with the suggester(s) or be included in the suggestion answers. Your answer should be understandable to persons with less knowledge of the subject. Abbreviations or acronyms must be defined, or not used at all.

9. Summary

The basic points to remember are summarized as follows:

- a. Define the problem and solution
- b. Talk with individuals involved.
- c. Consult! Refer only when necessary.

- d. Review all pertinent records.
- e. Keep the Employee Suggestion Award Program secretary informed.
- f. Analyze the facts.
- g. Prepare the answer, making your recommendation.
- h. Provide identification and date of any predating documentation.
- i. If you are not a manager, obtain your manager's signature.

10. Referring a Suggestion

Suggestions are forwarded to the area that normally would be responsible for implementation if the idea were adopted. If it is necessary to refer a suggestion to someone else for evaluation, do the following:

- a. If you determine that your department or division is not the best qualified to evaluate a suggestion, follow the referral instructions at the bottom of the Suggestion Form and return to the Employee Suggestion Award Program secretary.
- b. Handle referrals expeditiously to prevent the newly assigned evaluator from being rushed because of the delay.

11. Tangible Savings Awards

A tangible Employee Suggestion Award is granted when the implementation of the specific solution in an adopted suggestion can be monetarily measured either in terms of net cash savings or cost avoidance. The types of suggestions that ordinarily result in calculable monetary savings are those which deal with conserving staff time, equipment, material, time, space and energy; or, those which deal with eliminating unnecessary processes, or improvement in existing methods and procedures. (For further information, see section titled Suggestions Eligible for an Award.)

Upon finding that a net savings will accrue to the city through adopting and placing a suggestion in operation, the Employee Suggestion Award Program Committee will grant a monetary award to the suggester equivalent to 10% of the greater of the first year savings or the three (3) year average of net savings after implementation; with a maximum award limit of \$2,000.00. All decisions of the Employee Suggestion Award Program Committee are final.

12. Completion of Tangible Suggestion Evaluation Worksheet

The following information should be included in the evaluator's report of the investigation of a suggestion and a summary set forth in the appropriate spaces on the Suggestion Evaluation Worksheet:

- a. What change will be made, or solution used?
- b. The date when the suggestion will be implemented.
- c. The identification of any documents used to implement the solution.
- d. The average estimated number of parts or amount of material saved during the first-third year of implementation, including the unit cost. Exclude burden such as heat, light, power and so on.
- e. The average estimated number and classification of labor hours saved (such as typists, mechanics, city truck driver, civil engineer) during the first-third year of implementation; and, the department(s) or division(s) in which the savings will occur. Include base rates, night shift premium and overtime premium, but exclude the cost of employee benefits.
- f. The estimated cost of implementation; this includes the costs of putting a suggestion into effect and involves one or more of the following three types of expenditures:
 - **Added Facilities** includes necessary capital equipment such as machine tools, powered equipment, conveyors, test equipment and the like. Appropriate cost of such added facilities included under suggestion implementation costs are first year depreciation of such equipment, according to appropriate accounting procedures, plus applicable first-year insurance costs.
 - **Tool Costs** includes the cost of tools and devices (other than capital equipment) necessary to implement the suggestion. If the tools are built by the organization in city facilities, these costs are limited to material and labor cost (base rate, shift premium and overtime premium, if applicable). In the event no record of tool cost is available, labor and materials costs are estimated.

Exclude elements of burden as cost of making such tools.

If it is expected that the suggestion will be used one year or less, deduct the entire tool costs from the cost savings.

If it is expected that the suggestion will be used for more than one year and if the tools themselves are expected to be used for more than a year, one half of the entire tool costs are deducted.

- **Installation Costs** include all costs involved in completing shop orders required to implement suggestions (other than for Added Facilities and Tool Costs), such as the cost of installing guard devices, installing switches, or removing obstructions.

Exclude elements of burden as a cost from the installation costs.

If it is expected that the suggestion will be used one year or less, the entire installation cost is deducted from the cost savings.

If it is expected that the suggestion will be used for more than one year, one-half the installation cost is deducted from the cost savings. These costs are considered on a two-year write-off basis.

- g. Identify other areas or locations where you think the idea has applicability.

PLEASE RETURN TO HUMAN RESOURCES OFFICE WITHIN **30** DAYS

PLEASE NOTE: This is an updated worksheet effective 7/1/06

**EMPLOYEE SUGGESTION AWARD PROGRAM
SUGGESTION EVALUATION WORKSHEET**

TO _____

SUGGESTION NO. 00-00

DEPARTMENT _____

DATE 0/00/0000

Please investigate the merits of the attached suggestion. Give specific recommendations on acceptance or rejection, as well as estimated saving and return to the Suggestion Award Secretary promptly.

ADOPTION NON-ADOPTION IMPLEMENTATION DATE _____

REASONS FOR ADOPTION OR NON-ADOPTION: _____

Indicate TANGIBLE SAVINGS whenever possible, if savings are non-measurable, indicate INTANGIBLE BENEFITS, using evaluation guides on reverse side.

AWARD CALCULATION SUMMARIZATION

LABOR SAVINGS

TOTAL LABOR SAVINGS \$ _____

MATERIAL SAVINGS

TOTAL MATERIAL SAVINGS \$ _____

LESS IMPLEMENTATION COSTS (Tooling, Labor, etc.)

TOTAL LABOR & MATERIAL SAVINGS \$ _____

INTANGIBLE BENEFITS, IF APPLICABLE (Improve safety, quality, etc.)

DEDUCT IMPLEMENTATION COSTS \$ _____

NET SAVINGS \$ _____

EVALUATOR'S NAME _____ DIVISION _____ DATE _____

EVALUATOR'S TIME _____ DEPARTMENT HEAD APPROVAL _____

If new manager, different departments, or further investigation is necessary, return to Employee Suggestion Award Program Secretary.

INTANGIBLE SUGGESTION EVALUATION

An Intangible Suggestion is one in which net savings to the City are incalculable.

The tables below will assist in evaluating the two types of intangible suggestion – General and Safety. Check only one box in each category opposite the statement most appropriate to the suggestion.

<u>GUIDE FOR EVALUATING GENERAL SUGGESTIONS</u>		<u>POINTS</u>
<u>TYPE OF BENEFIT CATEGORY</u>		
1. Improved operations, better use of facilities or equipment.....	<input type="checkbox"/>	60
2. Employee relations or working conditions.....	<input type="checkbox"/>	45
3. Service to the public or public attitude.....	<input type="checkbox"/>	30
4. Other.....	<input type="checkbox"/>	20
<u>VALUE OF BENEFITS CATEGORY</u>		
1. All facilities or the majority of employees.....	<input type="checkbox"/>	40
2. Several operations or facilities or many employees.....	<input type="checkbox"/>	25
3. Single operation or unit of some employees.....	<input type="checkbox"/>	10

AWARD SCALE

<u>POINTS</u>	<u>AWARD</u>
10 – 55	Commendation or up to \$50
60 – 75	Up to \$100
80 – 100	Up to \$200

<u>GUIDE FOR EVALUATING SAFETY SUGGESTIONS</u>		<u>POINTS</u>
Degree of Hazard Category	<input type="checkbox"/>	High 30
	<input type="checkbox"/>	Medium 20
	<input type="checkbox"/>	Low 10
Exposure Frequency Category	<input type="checkbox"/>	High 30
	<input type="checkbox"/>	Medium 20
	<input type="checkbox"/>	Low 10
Degree of Elimination Category	<input type="checkbox"/>	High 30
	<input type="checkbox"/>	Medium 20
	<input type="checkbox"/>	Low 10

AWARD SCALE

<u>POINTS</u>	<u>AWARD</u>
0 – 30	Commendation or up to \$25
40 – 50	Up to \$50
60 – 70	Up to \$75
80 – 90	\$100 plus

Comments:

Resolution No.

18727

By Advisory Committee

WHEREAS, a special committee established by the mayor has determined that an Employee Suggestion Program would be beneficial as a means for effectuating cost savings, improving communications, and improving employee morale; therefore, be it

RESOLVED, by the Common Council of the City of West Allis that an Employee Suggestion Program be and hereby is established; and, be it

FURTHER RESOLVED, that a Suggestion Award Committee consisting of

City Comptroller

Personnel Officer

Mayor or his designee

Citizen representative to be appointed by the president

of the Common Council for a term of two years, be and

hereby is created; and, be it

FURTHER RESOLVED, that it shall be the duty and responsibility of the Suggestion Award Committee to:

1. Formulate, establish, and promulgate rules and regulations governing the operation of any plan or plans to encourage and reward city employees for suggestions which promote efficiency and economy in city government, and
2. Determine the eligibility and qualifications of city employees to participate; the character and quality of suggestions submitted for consideration; the method of their submission; and, the procedure for their review, and

3. Establish procedures for nominations for merit awards, and the kind, character, and value of such awards, and such other rules and regulations as may be deemed necessary or appropriate for proper administration of this section and the accomplishment of the purposes thereof, and
4. Make final determinations relative to the acceptance or rejection of submitted suggestions;

and be it

FURTHER RESOLVED, that the personnel officer shall serve as secretary, without voting power, to the Suggestion Award Committee, and, that the staff of the personnel department shall perform the necessary administrative duties connected with the Employee Suggestion Program as directed by the Committee through its secretary; and, be it

FURTHER RESOLVED, that the Employee Suggestion Program shall be administered and operated by the Suggestion Award Committee in accordance with the following guidelines and provisions:

1. Suggestion Eligibility
 - a. To be eligible for consideration for an award, all suggestions submitted must:
 - i. Be original and must propose a change which is not under consideration by management at the time the suggestion was made;
 - ii. Make possible an extension of public service commensurate with the expense involved or an elimination or reduction

of city expenditures without substantially impairing such service, or provide a desirable safety factor;

- b. Suggestions relating to a problem assigned to an employee for solution shall not be eligible for an award.
- c. Supervisors are not eligible for awards for suggestions submitted relative to their own area of supervision, but may submit suggestions with regard to other divisions or departments.
- d. If duplicate suggestions are received, only the first received shall be eligible for an award;
- e. Each suggester shall be required to execute the following agreement for each suggestion submitted:

"In consideration of my presentation of this suggestion to the Suggestion Award Committee, I hereby agree that the use by the City of West Allis of my suggestion or any modification thereof shall not be the basis of a claim against the City of West Allis by me, my heirs, executors, or assigns, whether or not I receive an award therefore."

2. Suggestion Processing

The Suggestion Award Committee shall be required to:

- a. Receive, record, and acknowledge receipt of all suggestions;
- b. Refer all suggestions to the department affected for preliminary analysis and recommendation relative to the merit of the suggestion and for computation of the budgetary costs and estimated savings, if any, for the first year of implementation;
- c. Advise the suggester of any undue delay in the consideration of the suggestion;

- d. Notify the suggester relative to the final disposition of the suggestion.

3. Suggestion Awards

- a. Subject to budgetary controls, the Suggestion Award Committee shall determine the nature and extent of cash awards and certificates of recognition signed by the Mayor, President of the Common Council, and Chairman of the Suggestion Award Committee in accordance with the following:
 - i. Cash awards, accompanied by a suitable certificate of recognition shall be made on the following basis: suggestions that have no tangible cost savings to the City and are implemented for reasons other than monetary savings will be awarded a minimum twenty-five dollar savings bond; suggestions for which cost savings may be calculated will receive a cash award on the basis of 10% of the estimated first year savings or equivalent thereof as determined by the committee to a maximum of \$; awards greater than the specified maximum for exceptionally valuable suggestions may be made by special action of the Common Council.
 - ii. Non-cash awards in the form of a suitable means of recognition shall be presented for accepted suggestions resulting in minimal monetary savings.
- b. All awards shall, when possible, be presented at a regular meeting of the Common Council.

4. Employee Eligibility

All full time employees are eligible to participate in the program and to receive cash and non-cash awards except:

- i. Department heads and assistant department heads;
- ii. Administrative technical staff of the Suggestion Award Committee as determined by the Committee;
- iii. An employee assigned to a position of conducting research and development, or assigned to a job requiring the solution of specific problems when the suggestion submitted is found by the Suggestion Award Committee to be within the scope of such research, development, or problem;
- iv. Such other positions as the Suggestion Award Committee may designate from time to time.

5. Annual Reports

The Suggestion Award Committee shall be required to submit to the Common Council no later than January 31st of each year, an annual report of activities including, but not necessarily limited to, the costs incurred and savings realized from operation of the Employee Suggestion Program; and, be it

FURTHER RESOLVED, that any eligible employee submitting a suggestion which is placed into effect shall not lose his eligibility for a monetary award by reason of termination of employment or by becoming ineligible subsequent to submission of the suggestion; and be it

FURTHER RESOLVED, that the Suggestion Award Committee shall have full power and authority to adopt and promulgate such other rules and regulations as may be deemed appropriate for the proper administration and successful operation of the Employee Suggestion Program providing such

rules and regulations in no way conflict with any part or the intent of this resolution; and, be it

FURTHER RESOLVED, that monies for awards and promotion of this program shall be established in the City budget and shall be expended upon proper certification of the Chairman and Secretary of the Suggestion Award Committee after authorization of the committee as indicated in the minutes of same; and, be it

FURTHER RESOLVED, that all City departments, boards and commissions shall cooperate with the Suggestion Award Committee in the fulfillment of its duties.

Adopted Nov. 16, 1976

Phil Elliott
City Clerk

Approved Nov 19, 1976

Jack F. Paulich
Mayor



City of West Allis

*Employee Suggestion
Award Program*

Certificate of Award is presented to

as official recognition for an exceptional contribution to the
Employee Suggestion Award Program for their suggestion to

Dated at West Allis this _____ day of _____

Jeannette Bell, Mayor

The City of West Allis is an Equal Opportunity/Affirmative Action Employer and does not discriminate against individuals on the basis of race, color, religion, age, marital or veterans' status, sex, national origin, disability, or any other legally protected status in the admission or access to, or treatment or employment in, its services, programs or activities.

Upon reasonable notice, the City will furnish appropriate auxiliary aids and services when necessary to afford individuals with disabilities an equal opportunity to participate in and to enjoy the benefits of a service, program, or activity provided by the City.

It is the policy of the City of West Allis to provide language access services to populations of persons with Limited English Proficiency (LEP) who are eligible to be served or likely to be directly affected by our programs. Such services will be focused on providing meaningful access to our programs, services, and/or benefits.