



City Manager's Approval: \_\_\_\_\_

## THE CITY OF POMONA

### ADMINISTRATIVE POLICIES AND PROCEDURES

### **BENEFICIAL SUGGESTION POLICY**

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#### **I. PURPOSE**

To encourage, motivate and challenge employees to submit their ideas and suggestions for improving the quality of City services, efficiency, customer care, and to promote positive recognition for adopted ideas/suggestions.

#### **II. APPLICABILITY**

This Policy applies to all full-time and hourly/part-time City employees who do not have the authority and responsibility to make the suggested change(s).

#### **III. POLICY**

The City of Pomona supports and encourages the use of this Beneficial Suggestion Program in its ongoing efforts to promote continuous quality improvement. This Program shall provide a means of communication for identifying ideas that generate revenue, reduce costs, create more efficient and effective City operations, or improve customer care.

This Policy provides consistent and organized guidelines for eligible employees to think creatively, participate, and to bring their constructive ideas to management. The City will commit resources to recognize, honor, and reward the employee(s) or employee teams who have submitted their ideas and suggestions, and whose ideas have/or will be implemented/adopted.

All employees of the City are strongly encouraged to submit their ideas and beneficial suggestions. All suggestions become the exclusive property of the City of Pomona.

#### **IV. DEFINITION OF TERMS**

*"Tangible Idea"* is an idea that yields a net savings or net revenue of at least \$300 in the first year of implementation.

*"Intangible Idea"* is an idea where the savings or net revenue is less than \$300 in the first year of implementation or where savings/revenue cannot be accurately quantified or verified.

## **BENEFICIAL SUGGESTION POLICY (Continued)**

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“*Efficiency/Labor Saving Idea*” is an idea that yields an estimated net labor savings of an average of three (3) hours per week or in excess of 150 hours in the first year of implementation.

### **V. BENEFICIAL SUGGESTION COMMITTEE (BSC)**

A Beneficial Suggestion Committee will be comprised of Division Managers from the departments of Human Resources, Finance, Police, Public Works, and Utility Services. This Committee will be responsible for reviewing and prioritizing each suggestion and presenting them to the City Manager in order of merit.

### **VI. PROCEDURE**

#### **A. SUGGESTION ELIGIBILITY**

The BSC will review each suggestion based on its own merit, and decide collectively whether it is eligible or ineligible under the program rules.

##### **1. ELIGIBLE SUGGESTIONS**

Suggestions/ideas will be considered eligible unless they fall into one or more of the categories in Section VI.A.2. Employee suggestions must do one or more of the following:

- a. Eliminate operations that do not add value, are duplicative, or create a safety hazard;
- b. Improve methods, procedures, product quality, service, working conditions, use of tools, materials handling, security, safety, or work flow;
- c. Increase productivity, employee motivation;
- d. Extend the life of tools and equipment;
- e. Provide new services or new methods;
- f. Reclaim defective materials or scrap;
- g. Reduce equipment use, errors, working space, steps, or waste;
- h. Save time, material, labor, money, or energy; and/or
- i. Describe how the improvements can be made.

##### **2. INELIGIBLE SUGGESTIONS**

Suggestions are not eligible if they:

- a. Are within the employee’s authority or responsibility to implement;
- b. Have been submitted within the last year; however, after one (1) year has elapsed a rejected suggestion is eligible for resubmission;
- c. Concern matters already under City consideration;
- d. Concern personal grievances or complaints;

## **BENEFICIAL SUGGESTION POLICY (Continued)**

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- e. Are criticisms of other employees or their work performance;
- f. Concern active policies or procedures that are not being followed or properly applied;
- g. Concern salary ranges/scales or classifications;
- h. Do not offer a specific solution;
- i. Are related to the collective bargaining process; or
- j. Recommend enforcing laws that are already in effect.

### **B. SUBMITTING A SUGGESTION:**

1. Employees must submit their ideas or suggestions on an official Beneficial Suggestion Form and provide additional documentation as necessary. Official Beneficial Suggestion Forms may be obtained from the Human Resources Department or the City's website ([www.ci.pomona.ca.us](http://www.ci.pomona.ca.us)).

It is the Suggestor's responsibility to research and include information such as:

- a. Estimated cost savings,
  - b. Estimated labor/efficiency savings,
  - c. Implementation costs,
  - d. Desired area of application,
  - e. Equipment used or needed,
  - f. The basis for savings or improvement and provide as much documentation as possible, and/or
  - g. A complete solution or recommendation must be written on the Beneficial Suggestion Form.
2. Completed Beneficial Suggestion Forms must be submitted to the Human Resources/Risk Management Department (Attn: Senior Administrative Assistant) via the email system, interoffice mail, or regular mail.
  3. If an employee verbalized an idea to a supervisor and as a result the idea was implemented, the employee must submit a Beneficial Suggestion Form to the Human Resources/Risk Management Department (Attn: Senior Administrative Assistant) within thirty (30) days of the implementation date in order to be eligible for an award.

### **C. PROCESSING THE SUGGESTION**

1. A Human Resources representative will date the suggestion, assign a number, review for eligibility, and present the Beneficial Suggestion Forms to the BSC for action.
2. If two or more of the same or similar suggestions are received by the Human Resources Department, the suggestion received first will normally receive priority.

**BENEFICIAL SUGGESTION POLICY (Continued)**

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3. The BSC will review each suggestion for compliance and forward them to each appropriate Department Director or designee to review for feasibility of implementation. The Department Director has thirty (30) days to respond as to the status of the suggestion to the BSC (i.e. is the suggestion able to be fully/partially implemented; no implementation of suggestion possible; any monetary award, etc.)
4. If further clarification or information is needed to properly evaluate the suggestion, the Department Director shall return the suggestion to the BSC who will return it to the Suggestor.
5. The BSC will be responsible for reviewing and prioritizing each suggestion and presenting them to the City Manager in order of merit.
6. If the suggestion is approved for implementation and meets the criteria for an award, the employee will be notified that the suggestion has been accepted for an award.
7. The Suggestor will be notified by a Human Resources representative, if the suggestion is determined to be ineligible. To help the Suggestor clearly understand the reasons for non-adoption, responses may include copies of the evaluators' comments and/or sections of this Policy.
8. Suggestions will be retained in the Human Resources Department for three (3) years from the date the review of the suggestion is closed.

**D. EVALUATION:**

1. The Department Director or designee of the affected department, after the initial evaluation of the BSC, shall review and research the acceptability of the suggestion(s) and complete the evaluation form within thirty (30) business days of receipt. Written evaluations must be approved by the Department Director and returned to the BSC.
2. Evaluators should carefully investigate all aspects of the suggestion, requesting information from the Suggestor, other individuals, and departments when necessary. A complete response to the BSC (with supporting documentation) should be included with the evaluation form.
3. An evaluator may request that the BSC grant additional time for study prioritization. The time frame for the review process shall be based on the complexity of the suggestion. This request can be made on the evaluation form or by an email. Delinquent evaluations will be monitored by BSC with the assistance of the Human Resources Department.
4. If the suggestion cannot be implemented within six (6) months, the suggestion may

**BENEFICIAL SUGGESTION POLICY (Continued)**

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be denied and a recommendation made to the Suggestor to resubmit the suggestion at a later date.

5. The suggestion may not be implemented or awarded if the affected Department Director rejects it.

**E. APPROVED SUGGESTIONS**

1. If the suggestion is approved by the City Manager, the department involved will be responsible for implementing the suggestion and notifying the BSC. The BSC will notify Human Resources/Risk Management Director when the suggestion has been implemented. The Human Resources/Risk Management Director shall notify the City Manager or designee, as appropriate.
2. The BSC, with the approval of the Human Resources/Risk Management Director, shall authorize an award (if applicable) for the Suggestor. For tangible suggestions, a Human Resources representative shall notify the Suggestor that the savings/revenue will be monitored for the length of time approved by the BSC and an award determined following this implementation period.
3. All monitoring methods and length of time monitored (up to one year) shall be reviewed and approved by the BSC after coordination with the Finance Director and the affected Department Director.
4. For tangible suggestions, savings/revenue data shall be compiled using the most factual documentation available. This documentation shall be used to establish the savings/revenue. Responsibility for the savings/revenue evaluation lies with the departmental budget coordinator with approval by the respective Department Director. A memo summarizing the revenue generated or cost savings related to the idea should be attached to the copies of actual documents (e.g., invoices, purchase orders, checks, receipts, revenue reports, inventory reports, or other independently verifiable evidentiary documents). This information must be submitted to the BSC who will forward the information to the Finance Director for review and verification.
5. The award for a tangible suggestion is based on the first full year's net savings/revenue to the City and will be rounded to the nearest dollar. If the savings/revenue is one-time only, the first full year's savings/revenue will be evaluated at the earliest possible date and an award will be granted in accordance with the policy. If the savings/revenue is ongoing, it will be computed and an award will be made based on the net savings/revenue to the City in that first year. Awards will not be paid for savings/revenue beyond the one-year period. Awards for intangible suggestions will be made as indicated in Section VII.
6. The award for an efficiency/labor savings suggestion is based on the first full year's

## **BENEFICIAL SUGGESTION POLICY (Continued)**

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net time savings as verified by the supervisor. If it is not possible to properly document the efficiency/labor savings, the suggestion will be considered intangible.

7. If a specific suggestion is not adopted but a change in a related policy, process, or procedure is implemented as a direct result of the suggestion, the Suggestor may be eligible for an award in accordance with this Policy.

### **F. CALCULATION OF SAVINGS/REVENUE**

1. Net Savings/Revenue: Savings are determined to be those which are directly attributable to the suggested method, less the cost of the implementation or any cost transferred to another department as a result of the suggestion. Any new or enhanced City revenue, less the cost of implementation, shall be the basis for the net award for this type of suggestion.
2. A portion of the implementation costs will be deducted from the total net savings/revenue generated based on the useful life of the suggestion. If the useful life of the suggestion is determined to be five (5) years or more, 20 percent of the implementation costs will be deducted from the gross savings/revenue to arrive at the net savings/revenue. If the useful life is less than five (5) years, only the first year of implementation costs will be deducted from the gross savings/revenue to arrive at the net savings/revenue. The first year cost will be determined as follows: if the idea has a useful life of:
  - a. five or more years – 20%
  - b. four years - 25%
  - c. three years – 33 %
  - d. two years – 50%
  - e. one year – 100%
3. If the suggestion has tangible and efficiency/labor savings, tangible savings will be calculated first. If the tangible award would be less than \$150, then the suggestion will be considered in the efficiency/labor savings category.
4. For efficiency/labor savings suggestions, labor saved is net of any labor hours to implement the suggestion and labor transferred to another department as a result of the suggestion.

### **G. SPECIAL CONDITIONS**

1. If a suggestion is not awarded, the Suggestor owns the idea for a one (1) year period after it has been submitted but not implemented/considered. If the idea was initially denied, but then implemented within the one (1) year period, the Suggestor will be allowed to resubmit the suggestion in order to be eligible for an award.

## **BENEFICIAL SUGGESTION POLICY (Continued)**

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2. The same or similar suggestion is not eligible to be submitted by any other employee for a one (1) year period after the suggestion is reviewed and closed. After one (1) year, the suggestion is again eligible for submission by the Suggestor and after one year, one month by any employee.
3. Retirement, separation, or termination of employment, other than for just cause, does not change the former Suggestor's entitlement or eligibility for awards they would have received had they not left the City. Payment will be sent by mail to the Suggestor at the address currently on record.

### **H. APPEAL**

1. A suggestion or award may be appealed if the Suggestor feels it was not given proper evaluation or pertinent information was not considered.
2. Requests for re-evaluation must be submitted in writing to the BSC stating the reasons for appeal, and must be received within ninety (90) days of the non-adoption/denial notification.
3. The BSC shall provide a written response to the appeal within twenty (20) business days. The appeal response is final.

## **VII. RECOGNITION**

### **A. Awards:**

1. Recognition awards will be given for intangible suggestions and efficiency/labor savings. The intangible award is \$75. The efficiency/labor savings award is \$150.
2. Applicable state, federal and local taxes are applied in accordance with government regulations apply to cash awards.
3. At the end of the monitoring period for tangible suggestions, suggestors will receive up to 10% (ten percent) of the first year's actual savings/revenues, not to exceed \$1,000 (one-thousand dollars). Tangible awards are paid as cash awards.
  - a. Cash awards are paid by a City check. Applicable state, federal, and local taxes are withheld in accordance with government regulations.
  - b. Cash awards are based on the net savings/revenue that are confirmed by the Department Director after coordination with the Finance Director.
4. When two or more Suggestors jointly submit a suggestion, any award shall be divided equally. The award is based on the suggestion not the number of submitters.

**BENEFICIAL SUGGESTION POLICY (Continued)**

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**VIII. PRESENTATION**

The date, time and location of the award presentation will be coordinated by Human Resources Department or the BSC.

**IX. ACTION**

This Policy is effective this date.



City of Pomona

# IDEAS PAY OFF!

**DO NOT WRITE IN THIS SPACE**

Suggestion #: \_\_\_\_\_

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

Anonymous: \_\_\_\_\_

Evaluation Dept(s): \_\_\_\_\_

## BENEFICIAL SUGGESTION FORM

Employee's/Team's Name: \_\_\_\_\_ Department: \_\_\_\_\_

Classification: \_\_\_\_\_ Supervisor's Name: \_\_\_\_\_

**SUGGESTION TITLE:**

**PRESENT CONDITION** (Describe the present condition you would like to improve):

Current Process:

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**MY SUGGESTION** (Explain your suggestion in detail. Be specific. Attach additional sheets if necessary, see examples and procedures.)

Improve Process:

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**SAVINGS OR BENEFITS** (Give your best estimate of the dollar savings or other benefit that will result from your suggestion).

Manpower & Savings:

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Check this box if you attach additional sheets, drawings, samples, etc.

Check this box if you do not want your name to appear on the information seen by your supervisor.

If this is a joint suggestion, it must be signed by both or all Suggestors. Please provide co-Suggestor information on an additional ESP form or sheet.

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

I hereby understand and agree that the acceptance by me of any monetary award from the City of Pomona for this suggestion shall be deemed payment in full, and for myself, my heirs, or my assignees. In addition, I understand that my ideas become the property of the City.

**SUBMIT TO: SENIOR ADMINISTRATIVE ASSISTANT IN THE HUMAN RESOURCES DEPARTMENT**

If you are mailing this form, please mail to: City of Pomona  
505 S. Garey Ave., Pomona, CA 91766 - [www.ci.pomona.ca.us](http://www.ci.pomona.ca.us)  
Fax # (909) 620-2295 or Email: [Karen\\_carson@ci.pomona.ca.us](mailto:Karen_carson@ci.pomona.ca.us)

# City Of Pomona

# SUGGESTION EVALUATION FORM

Suggestion Number: \_\_\_\_\_ Date Received: \_\_\_\_\_ Date Returned: \_\_\_\_\_

Evaluator's Name: \_\_\_\_\_ Department: \_\_\_\_\_

**SUGGESTION TITLE:**

**TYPE OF IDEA:**  Tangible  Intangible  Efficiency/Labor Saving

ELIGIBILITY:	Yes	No
Was this idea under departmental consideration prior to the date of the suggestion? If yes, attach documentation identifying dates and individuals involved?		
Is the employee expected or required to make suggestions of the type under consideration as part of his/her normal job responsibilities?		
Can the employee implement the suggestion without higher authority?		
Was this problem specifically assigned to the Suggestor for the development of a solution?		
Did the suggestion, although not used itself, lead to another solution to the problem?		
Will the implementation of this suggestion infringe upon or violate existing City rules, regulations or policies?		
Does the suggestion meet the BSP rules for eligibility, if not, check reasons for ineligibility and explain below:		

**Suggestion Eligibility:**  Duplicate Suggestion  Employee Benefits/Salary  
 Collective Bargaining  Idea Already in Place  Grievance  
 Stricter Enforcement of Existing Rules  Other (Explain Below):

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

**RETURN COMPLETED FORM TO THE HUMAN RESOURCES DEPARTMENT**

Date Given to BSC: \_\_\_\_\_ BSC Approval/Priority: \_\_\_\_\_

City Manager's Approval: \_\_\_\_\_ Date of Implementation: \_\_\_\_\_  
Award Presented: \_\_\_\_\_