

Employee Suggestion Program**4.1.5****PURPOSE**

To encourage innovation and creativity among City employees and to recognize those ideas that improve City operations, reduce costs, and/or generate revenues. This includes, but is not limited to, areas of technological solutions that drive a culture of innovation and improve City services and/or reduce costs through efficiencies.

AUTHORITY

The City Manager, or designee, shall establish and maintain the Employee Suggestion Program (ESP) and shall be the final authority for the application of the policy. Any funding for the program must be approved by the City Council through the budget process.

POLICY

The Employee Suggestion Program allows for employees to submit ideas through a structured process. Employees may submit ideas individually or as a team.

Eligibility

All City employees, with the exception of those employees in Unit 99 – Executive Management, are eligible to submit ideas.

Submission/Review Process**Step One: Written Submittal Process (Employee / Team Initiated)**

- 1) During the submission period, the employee or team submits a maximum of 250 word description of their idea that explains and includes:
 - a. Name(s) and department(s) of employee(s) submitting the idea
 - b. Preliminary team lead of the project
 - c. Department Director or designee
 - d. The concept or area of improvement being proposed
 - e. Department that will be responsible for the idea
 - f. The benefit to the organization and/or community
 - g. Expected upfront costs/seed money (if any) to conduct a pilot
 - i. Identify if you or team believe this money can come from the department's current budget or if it will need to go through the budget process. (Budget office reserves the right to make final recommendation.)
 - h. Projected savings and/or revenue generation to the organization
 - i. Identify a clear and defined process for how savings and/or revenues will be tracked
 - i. Team's Department Director or designee sign-off

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- i. Sign-off includes:
 1. Department that will be responsible for project implementation review of the proposed project.
 - a. If this is a technology solution, ensure that the Information Technology Department (IT) has reviewed and given input.
 2. Management is aware of the project.
 3. Management has/can give guidance or help navigate coordination with necessary partners.
- 2) Submit your idea via the Employee Suggestion Program website (<https://sanjoseca.sharepoint.com/HR/SitePages/ESP.aspx/>)

Step Two: ESP Committee Review Process and Selection

- 1) The ESP Committee will be comprised of:
 - a. One City Manager representative
 - b. One Human Resources representative
 - c. One Department head or their designee
 - d. One Union representative
 - e. One Budget Office representative
- 2) The ESP Committee will review all submitted suggestions and select the top 5 original and feasible ideas to give a five (5) to fifteen (15) minute presentation to the committee.
 - a. Choose a team lead who will be the main contact for the submitted suggestion.
 - b. The presentation should include:
 - i. Provide reason(s) why implementing the idea would improve City operations, reduce costs, and/or generate revenues
 - ii. Describe implementation method
 - iii. Identify upfront costs (if any)
 - iv. Demonstrate Department support
 1. Team lead is designated at this point and selected by the department.
 - v. Describe projected savings and/or revenues
 1. What is the methodology to calculate the anticipated savings and/or revenues? How will savings be validated?
 - vi. Identify any cross-departmental dependencies
- 3) Ideas will be evaluated based on the following criteria:
 - a. Ingenuity and creativity of the idea (innovative)
 - b. Potential improvement to services and/or efficiencies of operations (efficiency/effectiveness)
 - c. Potential cost savings and/or revenue generation for the organization (cost-savings/revenue generation)

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- 4) The idea(s) that move forward with a majority vote to the pilot phase are at the discretion of the ESP Committee.

Step Three: Implementation of Idea / Budget Process (If Necessary)

- 1) The top idea(s) will be given a period of up to one (1) year to implement (the pilot phase).
 - a. During the pilot, each team is required to document the implementation process by:
 - i. Maintaining a spreadsheet that tracks the cost savings/revenue generation (Financial Analysis)
 - ii. Identifying and tracking performance measures tied to the project as well as identifying project successes and opportunities for improvement (Project Tracking)
 - iii. Evaluating level of support from Department / other related Departments (Buy In)
 - b. If a budget action is necessary for limited upfront costs/seed money, the team lead and responsible department will work with the Budget Office to bring forward a budget action for City Council consideration at the start of the pilot phase.

Step Four: Evaluation of Idea

- 1) The team lead will be required to submit a copy of their financial analysis (cost savings/revenue generation) to the ESP Committee halfway through the pilot phase to be validated by the Budget Office.
- 2) At the end of the pilot program each team (one year from start date), the ESP Committee and the affected/lead Department will meet to discuss:
 - a. The financial analysis, validated by the Budget Office
 - b. The success of the pilot phase
 - c. Determine whether to continue with the idea

Step Five: Awards

- 1) After one year and presenting to the ESP Committee, the teams that move forward to pilot their idea will be eligible, provided overall net positive benefit to the City, for either:
 - a. \$2,500 per team or \$250 per employee, whichever is less

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- b. If after the validation of the financial analysis it is determined that savings to the organization did occur, up to 5% of project savings with a maximum of \$5,000 per team. There is no maximum per employee.

- 2) All awards would be issued as a taxable, non-pensionable lump-sum, one-time payment to the employee through the payroll process.

- 3) Employees must be current employees at the time of payment to be eligible for the award.

Approved:

/s/ Jennifer Maguire
Assistant City Manager

April 29, 2019
Date