

Our File/N/Réf.
Your File/V/Réf.

DATE 26 February 1997

TO/DEST. Chair and Members of Regional Council

FROM/EXP. Director, Information & Public Affairs
Commissioner, Human Resources

SUBJECT/OBJET **RECOGNITION PROGRAMS**

During the 1996 Regional Budget deliberations, staff were directed to report on the feasibility of establishing a program which encourages staff to offer suggestions regarding improved efficiencies and cost saving measures.

The following existing Employee Recognition Programs and other notable municipal programs in other jurisdictions were reviewed. In addition, an internal program was revised and a pilot project was developed to test a new employee program model with a view towards broader application across the corporation.

Corporate Employee Recognition Program

The Region's current corporate-wide Employee Recognition Program is a program that is administered by an employee committee for employees. Everyone is eligible to participate. Awards are given on a team or individual basis in one of five categories: Customer Service, Innovation, Leadership, Community Service and Personal Achievement. The Innovation category was modified in 1996 to recognize contributions to significant cost savings. Award winners receive "Recognition of Excellence" certificates, which are signed by the CAO and the Regional Chair. Award winners are usually recognized in the employee publication, "The Phoenix" and are celebrated at an annual reception in their honour that is attended by the Chair and CAO, as well as by all department heads. There were 25 recipients in 1996.

INFORMATION PREVIOUSLY DISTRIBUTED
TO BE LISTED ON CORPORATE
SERVICES AND ECONOMIC DEVELOPMENT
COMMITTEE AGENDA - 01 Apr 97

Corporate Review

In addition to the corporate-wide program, employees were also encouraged in 1996 to write or phone in their ideas for creating a more effective organization as part of Corporate Review. These suggestions, some of which were anonymous, were received in the Corporate Review office and responded to by departments. The suggestions and responses were then posted on employees bulletin boards in the "Your Ideas Count" flyer. A new flyer was published and posted every second week. While the Corporate Review initiative ended corporately on December 31, the intent is to continue to publish Your Ideas Count as long as suggestions continue to come in from employees.

Water Environment Protection Division Suggestions

In the review of the Water Environment Protection Division, staff were involved in all areas. With the approach that "no idea is a bad idea", staff responded to the challenge and made a number of suggestions. The Division continues to strive for Best Service, Lowest Cost in 1997. Suggestions have included everything from purchasing natural gas from a broker to suggestions on how to reduce the costs of purchasing other services and equipment.

Staff Communicating Opportunities to Reduce Expenses (SCORE) Program - Clyde Avenue (Players' Handbook and sample newsletter attached as Annex A)

Motivated by the success of the Town of Ajax program (See below), employees at Clyde Avenue Water Division of the Environment and Transportation Department submitted a suggestion to the CAO in the fall to commence a similar pilot project in their workplace.

The SCORE program will run for an initial eight weeks and, if successful, would continue for the balance of 1997. The goal is to generate 1,001 suggestions. All branches at Clyde Avenue will participate in the program. Rewards are intended to be of modest monetary value eg. hats and t-shirts.

The project was launched on February 1, 1997. It is intended to serve as a pilot project for the Corporation and may be expanded to other areas, depending on the Clyde Avenue experience.

OTHER JURISDICTIONS

Town of Ajax

The Town of Ajax STAR\$ program (Saving Town of Ajax Real Dollar\$) was started in September 1994 as an 8-week cost management blitz. The program was initially designed to reduce operating costs without cutting services or staff. The goals were: to identify cost savings ideas, to acknowledge and recognize everyone's contribution and to implement ideas wherever possible -- "JUST DO IT", employees were told.

The program is based on principles of cost management for the public sector that were developed by the Town of Ajax in collaboration with Professor Peter Richardson of Queen's University. Recognition and Reward are key motivators. As staff submit their first two ideas, they receive a STAR\$ button. As each new step is reached more incentives are provided to staff such as mugs, t-shirts, sweatshirts, free pizza lunches or dinners for two. Many of the prizes are donated by local businesses and sponsors. A weekly STARLINE newsletter also provides formal recognition. The Town of Ajax also recognized employee contributions to the program with an after-tax cheque for each employee for \$400 in March, 1996.

City of Kanata

The City of Kanata's Program, "Kanata Effectiveness and Efficiency Program" was introduced at the time of the Social Contract and has recently been updated. The program is open to all employees, except the City Manager and Directors. Employees are encouraged to provide suggestions that promote improved customer service, identification of alternate revenue, efficiencies and cost-savings.

Savings generated from the program are allocated to a reserve and shared equally between employees and the City of Kanata. The program has received 190 ideas since its inception. Implemented ideas receive an initial award of a \$250 gift certificate (the amount will be reduced to \$150 in 1997). Ideas that are deemed to have sustainable savings attached to them are tracked by the finance department and the savings shared between the City and staff 50/50. This resulted in a 1995 payment to all employees of \$310 per staff member. In addition, any suggestions that are not implemented are placed into a pool and a draw of a \$250 gift certificate is held. An example of an implemented suggestion would be the computerization of pre-plans for emergency response. Another morale-boosting suggestion which was implemented without dollars attached to it was the creation of dress-down Fridays.

City of Nepean

The City of Nepean's Budget Reduction Incentive Program (BRIP) began on April 11, 1996 and operated until the end of the year. The purpose of the program was to generate permanent budget reductions in 1997, with a portion of savings achieved in 1996 to be shared by staff.

The program received 91 suggestions of which 48 are being implemented. 1996 estimated net savings/revenues were \$512,540 with estimated savings of \$598,915 for these same suggestions in 1997. Of the 48 suggestions, staffing costs such as the elimination of vacant positions are included. Other examples include new revenue generation such as the licensing of seasonal vendors, the City's takeover of parking ticket enforcement at Algonquin College and a general admission swimming fee increase.

To thank employees for their contributions, each full-time employee received \$300 last September, with part-time employees also receiving a cheque pro-rated to their hours of work.

CONCLUSION

The Region's approach to Employee Suggestion Programs has been to create an environment where employees are encouraged to bring forward their ideas for cost savings and productivity improvements, and recognized for doing so with non-monetary rewards. The Clyde Avenue Pilot Project formalizes this approach with a greater degree of structure based on Cost Management principles successfully applied elsewhere. Experience with this pilot project will be monitored and the program potentially expanded to other areas of the Corporation.

Approved by Rob Dolan and Joyce Potter

cc. Regional Clerk

SCORE

Staff Communicating Opportunities to Reduce Expenses



Players' Handbook

Clyde Avenue, RMOC

Regional Municipality of Ottawa-Carleton
Ottawa-Carleton Centre
Cartier Square, 111 Lisgar Street
Ottawa, Ontario K2P 2L7
Environment and Transportation Department

Tel. (613) 560-2064
Fax. (613) 560-6068



Municipalité régionale d'Ottawa-Carleton
Centre Ottawa-Carleton
Place Cartier, 111, rue Lisgar
Ottawa (Ontario) K2P 2L7
Service de l'environnement et des transports

Tél. (613) 560-2064
Télécopieur (613) 560-6068

28 January 1997

To: All Employees At Clyde Avenue

Re: **Staff Communicating Opportunities to Reduce Expenses (SCORE) Initiative**

We wish to congratulate all employees at Clyde Avenue for taking the initiative and implementing SCORE, Staff Communicating Opportunities to Reduce Expenses, in efforts to produce cost savings for the Corporation.

This program has been initiated by your colleagues for the collection of creative and innovative ideas that reduce operating costs, reduce waste and eliminate duplication. The program will initially run for eight weeks commencing 1 February 1997 and all employees are encouraged to participate by offering cost effective ideas and suggestions. All submissions will be acknowledged and your contributions will be recognized.

We wish the program success and encourage all employees to participate. We look forward to implementing your great ideas.

Yours truly

C.M. Beckstead
Chief Administrative Officer

M.J.E. Sheflin, P.Eng.
Environment and Transportation
Commissioner

J. Potter
Human Resources Commissioner

/jw

Get ready to SCORE!

We need to have some fun in our organization - we also need to reduce operating costs. Staff at Clyde Avenue have taken the initiative to allow us to do both.

SCORE (Staff Communicating Opportunities to Reduce Expenses) is a new way of thinking about our jobs and the way we do them. It gives every Clyde Avenue employee the opportunity to have an impact by helping us to:

- save money at Clyde Avenue without cutting services
- be the best we can be at our jobs
- have fun!

What is our game strategy?

We want you to take your best shot at the following goals:

- Identify **1.5 million dollars** in annual savings this year
- Generate **1001** cost reduction ideas
- Receive an average of **3 ideas** from each employee

How does SCORE work?

- We've got an all-star line-up made up of Clyde Avenue employees - all 250 of you!
- We are looking for creative and innovative ideas that reduce operating costs - **reducing waste - eliminating duplication - working more efficiently.**
- During the eight-week play-offs, we want everybody 'on the ice'. Get involved! Every idea counts - whether it's worth \$10 or \$10,000. SCORE will acknowledge and recognize everyone's contribution.
- There is no need to wait for team management approval, just 'shoot' and **SCORE!!!** Implement your ideas immediately wherever possible.

Who's on our winning team?

Our Coach is Sal Gelsomino - a little guy with a BIG fighting spirit! Sal will make sure that every-

one is involved, informed, recognized and having fun. His Assistant Coach is Don Sarazin. Both Sal and Don will provide you with assistance whenever you need it.

Each section at Clyde has appointed a SCORE Captain, who will help keep up your motivation to 'score'. The Captains will also promote, pursue and participate in departmental cost reduction initiatives.

Why don't you become one of our All-star players?

Every idea could **SCORE** a winning goal! We are looking for singles, doubles, as well as hat tricks (three ideas). Give us your ideas! Sal, Don, and your Captains want to, and will, see every idea so that they may record and acknowledge your input.

We want your great ideas implemented! Teamwork is essential. Run your idea past other people - especially those who will have to implement your idea. Wherever possible, implement your ideas immediately and then let us know about it. If other departments are involved, or changes in policy are required, the Captains will give you an answer as quickly as possible.

Did you ever dream of being a superstar?

Paul Henderson did.

Where were you in September '72, when this unforgettable goal was scored? Many of us can probably recall this memorable moment in hockey history. It was at the end of the eighth game of the Canada Cup hockey series against the former Soviet Union.

Henderson faced one of the best goaltenders in the world that day, but he managed to put that puck in the net when it mattered the most to his teammates - and they shared the glory!

We want everyone on the Clyde Avenue team to share a bit of the fame. Our **champions** will be recognized with great incentives. Look out for All-stars, Superstars... When we reach our goal, we will celebrate with our own unique SCORE Banquet where all our cost management stars will be duly recognized.

The SCORE Team Line-Up

The Players: Any RMOC Clyde Avenue employee (full time, or part-time).

Role: to make process (or procedural) improvements, reductions in cost and waste, and revenue improvement suggestions, and assist in their implementation.



The Coach: Sal Gelsomino
The Assistant Coach: Don Sarazin

Role: coordinate and promote the cost management activities, facilitate employee involvement and guide the proposals received from Clyde Avenue staff.

SCORE Captains:

Chris Craig
Brian Gauthier
Sheila Grant
Jack Gray
Glen Hagar
Gerry Kreuk
Rick Lafrance
Larry McCorkell
Darin McGuinty
Mike Plastino
Bob Ross
Dan Ryan
Jim Santagati (Scorekeeper)

Role: facilitate employee involvement, and information flows and advise the Coaches of progress in work areas.

Communications Team:

Dale Synnnett, Dan Gilligan

Role: keep employees informed about the progress of SCORE and plan and coordinate promotional activities.

Steering Committee: Joyce Potter (Commissioner of Human Resources), André Proulx, Liz Marland, Sal Gelsomino, Don Sarazin, Dale Synnnett, Andy Steele and Sheila Grant (admin support).

Role: coordinate SCORE, trouble-shoot major issues and opportunities, review ideas requiring policy changes or cross-division action, and assign awards/recognition.

Questions & Answers

Who can submit ideas to SCORE?

Any employee of RMOC Clyde Avenue who is full time, part-time or seasonal can submit ideas. Proposals submitted from staff outside of Clyde Avenue will also be considered.

What are the goals of SCORE?

In addition to having fun, we hope to generate 1001 cost saving ideas. We're shooting for \$1.5 million in cost savings this year. An additional \$1 million in savings is our goal next year for a grand savings of \$2.5 million!

What's in it for me?

SCORE is an opportunity for us to have a say in how our jobs get done. Having our jobs and the jobs of those affecting us done more efficiently can make our work more enjoyable. Rewards and recognition will also be given for implemented proposals. Ultimately, we hope the cost savings realized by combining everyone's suggestions will help our employment security.

Can I get together with someone else and submit an idea?

Suggestions can come from individuals, groups, or even whole sections. We encourage people to work in groups to come up with and 'test' your ideas before they are submitted. Please make sure that the names of all members of the group are submitted with the suggestion.

When can I make suggestions?

You can submit your ideas at any time. The SCORE play-offs begin on January 30, 1997 and will run until March 31, 1997. But SCORE does not go away after March! We will need your cost savings suggestions all year to reach our goal of \$1.5 million.

What kind of ideas are you looking for?

Any idea that will reduce cost/waste, increase profitability, or improve job efficiency throughout

the organization. We're looking for suggestions that will save \$10 or \$10,000. Every dollar counts!

Do I have to consult with my supervisor, manager, or department head before I submit an idea?

No! Send your idea directly to Sal, Don or your SCORE Captain.

Do I have to wait for the SCORE program to approve my idea before I start doing it?

If the idea only affects your operations and your section approves it, you can just do it! Suggestions affecting safety, policies, procedures or other operations or departments will require approval before implementing.

When will I hear back from the SCORE program about my suggestions?

When you submit an idea, you will receive an acknowledgement by the following week. Timing of approval of your idea, if required, will vary depending on the complexity of the suggestion and its implications for Clyde Avenue's operations. The Coaches or your Captain will follow up with you and any other Department involved to determine how it can be implemented. You will be advised no later than October 31, 1997, whether or not your suggestion has been approved.

Where do the cost savings go?

All cost savings are returned to the Water Fund that supports our operational and capital programs. The Water Fund is made up of revenue received from water bills and from fire supply charges on property tax bills. Savings returned to the water fund allow us to keep our water rates low and that benefits our customers. It also makes us very competitive.

Recognition and Awards

For Individual Suggestions

Every time you submit a proposal...
receive a 50-cent coupon redeemable at
the Clyde Avenue canteen!

"YOU SCORED!"

For your 1st implemented idea, you will
receive your choice of a SCORE ball cap
or t-shirt

"HAT TRICK!"

For your 3rd implemented idea, you will
receive a SCORE sweatshirt

Individual and Group* Suggestions

WEEKLY PRIZE DRAWS!

your name is entered every time you
submit an individual or group suggestion

MONTHLY ALL-STAR DRAWS!

your name is entered every time your
individual or group suggestion is
implemented

All SCORE participants will receive a
recognition letter and lapel pin. Creative
and super cost savings ideas will be
featured in our newsletter, and may
appear in the Phoenix tool

Watch for a SCORE Awards Banquet (to be
held when we reach our savings goal).



Award categories will include:

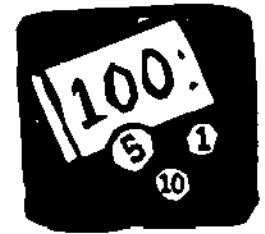
- Wayne Gretzky Awards: most ideas submitted
- Patrick Roy Awards: suggestions that "save" the most
- Don Cherry Awards: most outlandish suggestions
- First off the Blueline Award
- Most Creative Idea
- Innovative Ideas Award
- Wall of Fame Awards (suggestions that save over \$25,000)

Prizes for these categories may include
tickets to events, exciting training
opportunities, gift certificates and more!

- Group suggestions are proposals submitted from 2 or more employees.

Ten Cost Management Questions to Ask Yourself

1. What's the biggest time-waster on my job?
2. What am I doing that does not need to be done?
3. How could other people do things differently to simplify my job?
4. How could I make the work of others easier and less costly?
5. Where could materials and energy usage be reduced?
6. Where can we reduce the price or cost of materials and supplies?
7. How could my job be done differently to improve efficiency?
8. Where could higher quality (doing things right the first time, etc.) reduce our costs?
9. Where are we making false economies? e.g. Cutting short-term maintenance, but increasing long-run costs.
10. Where can we eliminate the purchase of outside contract labour by doing it ourselves?



Five Easy Ways to submit your SCORE ideas



1. **Direct Delivery:** Put your idea on the form supplied or on any piece of paper, and give it directly to Sal, Don or your Captain.



2. **Telephone:** Call the SCORE Hotline at ext. 2338, and leave your message on voice mail.



3. **Interoffice Mail:** Send your suggestion on the form supplied or on a piece of paper to the attention of SCORE.



4. **Drop off:** Drop your suggestion in the SCORE drop box located at the customer service counter on the 1st floor and at the 2nd floor reception.



5. **E-Mail:** Send your suggestion by E-Mail on the system addressed to 'SCORE'.

**Every idea submitted will be acknowledged.
Don't forget to include your name(s) when
submitting an idea!**

**If you have any questions about making
suggestions, speak to Sal (ext. 2227), your Captain,
or the Communications team (ext. 2236 and 2247).**

Here is our Proposal (one idea per form please)

Name (s): _____



Section/Group: _____

Proposal:

Benefits:

We have done it!

Please OK it!

This section to be completed by SCORE organizers:

Date received: _____

Implementation Evaluation:

[Empty rounded rectangular box for implementation evaluation]

Cost/Audit:

[Empty rounded rectangular box for cost/audit information]

Reference No.

[Empty rounded rectangular box for reference number]

Verified by Section/Group

[Empty rounded rectangular box for verification signature]



Official Newsletter of Clyde Avenue's SCORE Program

SCOREBOARD

(AS OF FEB 12)

Total no. of ideas received - 159

Total no. of ideas implemented - 35

Issue 1: February 14, 1997

Let's Go Team!

SCORE

Staff Communicator's Opportunity to Reduce Expenses

Let the games begin! If you work at Clyde Avenue, you **MUST** have heard about **SCORE**, our employee-driven cost savings suggestion program! **SCORE** faced-off in the garage on January 30th amid music, laser lights and some pretty good doughnuts. For those who missed the launch or would like a replay, *"SCORE: THE VIDEO"* is available through our Coach, Sal. (It's worth reliving Rick Lafrance's cart wheel sequence.)

DID YOU KNOW that only two weeks into **SCORE**, we have reached over 15% of our goal of 1,001 ideas? Way to play, team... keep 'em coming! Here's a quick recap of what we're shooting for:

- 1,001 cost savings ideas this year.
- 1.5 million dollars in savings.
- at least 3 ideas from everyone.
- have fun while doing it, but **JUST DO IT!**

Have **YOU** received your canteen coupon and lapel pin yet? Send us your ideas and we will send you the goods! There are also awards for implemented ideas as well as weekly and monthly prize draws.

Get on the ice and play! We need your ideas to reach our goal!

IDEA UPDATE

The **SCORE** Coaches and Captains meet once a week to review proposals. They held their first 'dressing room' meeting on Thursday, February 7. Here are the highlights:

- 66 proposals reviewed
- 30 proposals implemented
- 32 proposals required more research
- 4 could not be implemented

Acknowledgement letters are on the way. We are trying to keep up! The next step - implement ideas as soon as they are approved; unless of course you have **JUST DONE IT!** T-shirts or ball caps (your choice) are coming!

POWER PLAY!

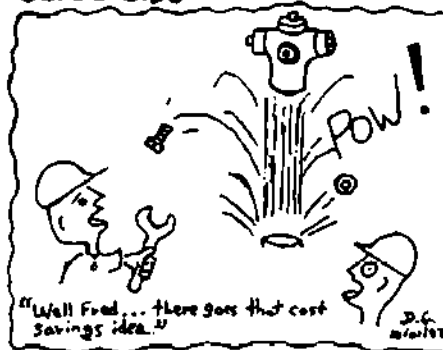
Here are the **SCORE** statistics on the number of proposals submitted by each section in the first seven days after the face-off:

- Hydrants: 27 (Yeah team!)
- Mains & Valves: 20 (A close second! good fight!)
- Admin: 18 (A 'hot-on-your-heels' third!)
- Meters: 11 (Good effort!)
- Fleet: 1 (Fleet! Fleet! Move your feet!)
- Inspections: 0 (Put one in the net, guys!)

NEWS FLASH:

Due to popular demand, we have created an electronic version of the **SCORE** idea form. If you would like a copy, call Sheila at ext. 2353.

CLYDE SIDE



PIZZA HUT SPONSORS SCORE!

Everytime you submit an idea to **SCORE**, your name is entered in a weekly draw for a medium pizza, courtesy of Pizza Hut at 1809 Carling Avenue. Manager Andy Campbell says he's happy to support **SCORE** and is cheering us on! We greatly appreciate the donation!

Draws are held every Friday morning at 7:30 a.m in the lunchroom. Sal also uses this opportunity to give a two-minute update on what's happening with **SCORE**, so check it out! Our first pizza winner was **MIKE BERGERON** from Hydrants.

3 Cheers to...

Brian Steaks from Hydrants: Thanks to Brian's handiwork, the canteen wicket in the lunchroom now sports the stripes from our **SCORE** logo!

Dan Flegel, Gerry Mulligan and Peter Sues from Valves: They created the 12 foot hockey stick at the main gate that displays the number of suggestions submitted to **SCORE**.