

W.S.C.

**AGENDA COVER MEMO**

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DATE: 04/12/06

TO: Lane County Board of Commissioners

DEPT.: Board of Commissioners

PRESENTED BY: Members of the S.A.V.E. Committee

AGENDA ITEM TITLE: ORDER/In the Matter of amending Chapter 2 of the Lane Manual to extend the term for the S.A.V.E Committee members and to revise the final authority to grant awards for the S.A.V.E proposals. (LM 2.451, 2.455)

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I. MOTION

MOVE APPROVAL OF BOARD ORDER to amend Chapter 2 of the Lane Manual to extend the maximum number of terms allowable for the S.A.V.E. committee members to serve from two to three and to revise the S.A.V.E. proposal evaluation process (LM 2.451, 2.455) moving final authority for granting of awards from the Board of Commissioners to the S.A.V.E Committee.

II. ISSUE OR PROBLEM

- 1) Need for more continuity and retention of experience of members.
- 2) Desire to streamline the process in granting of non-cash awards for proposals.

III. DISCUSSION

A. Background

The S.A.V.E Committee is a standing committee with the rules for its membership and processes detailed in Lane Manual Chapter 2. There are five members on the committee and they are composed of two management, and three non-management, plus alternates. The Committee is charged with provided non-cash awards (including time management and gift certificates) to employees for cost saving proposals.

The S.A.V.E. Committee consists of the following members:

Faye Stewart, *Board of County Commissioners*  
Peter Sorenson, *Board of County Commissioners (Alternate)*

Lori Green, *PW – Land Management, representing AFSCME*  
Janice Larkin, *H&HS - Finance (Alternate)*

Kevin Brown, *PW - representing Admin/Professional*  
Deanna Makin, *PW – Engineering (Alternate)*

Steve Davis, *Lane County Sheriff's Office, representing non-represented staff*  
Marc Swindling, *Youth Services (Alternate)*

Chuck Forester, *Lane Workforce Partnership, representing Department managers*  
Lisa Smith, *Youth Services (Alternate)*

As part of the FY 05-06 Budget process, the S.A.V.E. Committee requested and received a budget of \$2,500.00. This request was made to and approved by the Lane County Budget Committee on May 17, 2005. The budget was effective July 1, 2005.

The S.A.V.E. Committee goes through a lengthy and detailed process before any award is considered. The Committee follows the guidelines as stated in Lane Manual 2.450, 2.451, 2.453, and 2.455. The first part deals with notification to the candidate's supervisor and department head. If it clears this process then the committee proceeds further with the evaluation. Specifically, section 2.455, S.A.V.E. Program Rules dictates the evaluation process. The S.A.V.E Committee has incorporated these rules in a Criteria Sheet (attached) whereby each S.A.V.E candidate is evaluated on a point system by each committee member present. The points are summed and an award is granted according to the scoring system listed at the bottom of the criteria sheet.

## B. Analysis

In evaluating proposals, the S.A.V.E. Committee, became aware of the importance of longevity in members serving on the committee. This is due in part to the extraordinary length of time it takes in adhering to the guidelines from the time of initial assessment to completion of a proposal evaluation. Allowing members to serve up to a total of three terms will provide an intangible value to the process – experience.

The committee members have also found that some proposals were very good, but do not meet the level of a time management award, but still should have some form of recognition. Keeping this in mind, the S.A.V.E committee elected to award \$20.00 gift certificates from Border, Inc. This would allow acknowledgement for high-quality effort put forth and would also hopefully provide ample notice to Lane County employees that their suggestions that are good do not go unnoticed.

The S.A.V.E Committee is also requesting a revision to Lane Manual 2.455(5) which would remove the requirement that the Committee submit proposals to the Board of County Commissioners for approval. The S.A.V.E Committee would have final authority on whether to grant time management, gift certificates, or other non-cash awards to employees for their proposals. The reason for this request is that the Committee, in dealing with the lengthy process of evaluation, becomes very familiar with each proposal. They deem their in depth investigation should allow them the authority to grant an award. Each proposal is evaluated following the very strict guidelines of the Lane Manual. The Committee members believe that not going to the Board of Commissioners for final approval would save the Board time. Because the Committee has been entrusted with recommending the awards and no past awards recommended have been refused, the Committee members feel their knowledge and work in assessing proposals is sufficient for granting awards.

There is an acknowledged budget impact when non-cash awards of time management are made. Departments must pay for these amounts out of their own budgets. In the past 8 years approximately 236 hours of Time Management have been awarded to 8 different employees. The estimated impact of these awards is over \$7,300. Additional time management awards are anticipated in the coming months with an estimated budget impact of approximately \$3,000. These awards would put the total budget used by the S.A.V.E Committee at approximately \$10,300, not including the \$2,500 awarded in the FY 05-06 budget. One former proposal which received an award saved the County over \$17,000.00.

C. Alternatives/Options

1. Approve the Order
2. Not approve Order
3. Approve only a portion of the proposed Lane manual changes.

D. Recommendations

The Committee recommends that the Board approve the Order.

IV. IMPLEMENTATION/FOLLOW-UP

None

## V. ATTACHMENTS

1. Checklist used by S.A.V.E Committee during proposal evaluation.
2. Board Order

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO.

IN THE MATTER OF AMENDING CHAPTER 2  
OF THE LANE MANUAL TO EXTEND THE  
TERM OF THE SAVE COMMITTEE MEMBERS  
AND TO REVISE THE SAVE PROPOSAL  
EVALUATION PROCESS (LM 2.451, 2455)

The Board of County Commissioners of Lane County orders as follows:

Lane Manual Chapter 2 is hereby amended by deleting, substituting, and adding the following section:

**DELETE THESE SECTIONS**

2.451  
as located on page 2-36  
a total of 1 page

2.455  
as located on pages 2-37 through 2-38  
a total of 2 pages

**INSERT THESE SECTIONS**

2.451  
as located on page 2-36  
a total of one page

2.455  
as located on pages 2-37 through 2-38  
a total of 2 pages

Said sections are attached hereto and incorporated herein by reference. The purpose of these substitutions and additions is to extend the term of the SAVE committee members and to revise the SAVE proposal evaluation process (LM 2.451, 2.455).

Adopted this \_\_\_\_\_ day of \_\_\_\_\_ 2006.

\_\_\_\_\_  
Chair, Lane County Board of Commissioners

APPROVED AS TO FORM

Date 4-4-2006 Lane County


*Stephen Z. Vanhook*

\_\_\_\_\_  
OFFICE OF LEGAL COUNSEL

(2) If Lane County, upon a finding of the facts, determines that false certification was intentional or willful, then the supplier providing such false certification shall be disqualified from consideration for bid award for all paper products for two years from the date of such certification. Unintentional or inadvertent false certification shall result in disqualification from paper product bid consideration for six months from the date of such certification. *(Revised by Order No. 96-12-18-20, Effective 12.18.96)*

#### **2.448 Display of Recycled Symbol and Recycled Content.**

Whenever practicable, all documents shall visibly display the following:

“ Printed on unbleached, (if applicable) recycled paper with \_\_\_% post-consumer content.” Examples include, but are not limited to, letterhead, Board agenda items, requests for proposals, memorandums, pleadings, reports, studies, publications, pamphlets, booklets, and directories. *(Revised by Order No. 96-12-18-20, Effective 12.18.96)*

### **COST SAVINGS PROGRAM**

#### **2.450 Lane County Cost Savings Program.**

The program referred to as SAVE (Suggestions Are Valuable to Employees), shall be administered by a five member Committee composed of two management and three non-management employees plus alternates. The Committee shall provide awards for cost saving proposals. *(Revised by Order No. 01-4-18-3, Effective 4.18.01)*

#### **2.451 Organization of SAVE Committee.**

The five Committee members are identified as follows:

(1) The two managers shall include one commissioner, and a department manager selected by the Administrator.

(2) The three non-management members shall be selected by the Administrator from a list of nominees from the various departments. Two of the three shall be from lists provided by the collective bargaining units, and the third shall be from a group of non-represented employees. The Administrator shall select individuals in a manner that shall provide balance in the Committee.

(3) Each member shall appoint an alternate member to the Committee. Alternates shall attend meetings in the absence of the appointed Committee member. Alternates may attend any meeting with the appointed Committee member.

(4) Members shall serve a two-year term (February 1 through January 31) and may serve up to three terms. *(Revised by Order No. 01-4-18-3, Effective 4.18.01)*

#### **2.453 Operating Procedures of the Committee.**

The following procedures shall provide for a general framework of operation:

(1) The Committee shall meet during regular work hours. Compensation to any member or alternate who normally works a shift other than regular (i.e. 8:00 a.m. to 5:00 p.m.), shall be given according to provisions of the employee's Collective Bargaining Agreement or Administrative Procedures, whichever is appropriate. Absence from an employee's work station to attend Committee meetings must have supervisory approval.

(2) The Committee shall not engage in collective bargaining with represented employees.

(3) No member of the Committee shall be expected to vote on a proposal which would substantially affect their position with Lane County.

(4) No member can vote who is not present at the Committee meeting where the voting takes place. Alternates may vote in the absence of a Committee member. When both the member and alternate are present, only one shall vote. *(Revised by Order No. 01-4-18-3, Effective 4.18.01)*

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### **2.455 SAVE Program Rules.**

The Committee referred to in LM 2.450 and 2.451 above shall implement the SAVE program in accordance with the following rules:

(1) All employees of the County shall be eligible to make savings proposals and receive awards; a supervisor may submit a proposal on behalf of an employee. Department and program managers and supervisors, shall be eligible for awards and/or recognition.

(2) To be eligible, a proposal must be written on a Savings Proposal Form, signed by the employee, and should suggest the accomplishment of one or more of the following:

- (a) Eliminate useless operations, duplications, safety hazards.
  - (b) Improve: methods, procedures, product quality, service, working conditions, tools, material handling, security, departmental layouts or work flow.
  - (c) Increase: productivity, employee motivation, life and use of tools, equipment or supplies.
  - (d) Prevent: accidents, work errors.
  - (e) Promote: cooperation, coordination, safety practices, or public relations.
  - (f) Recommend: new services, new methods.
  - (g) Reclaim: defective materials, scraps.
  - (h) Reduce: equipment, errors, working space, steps, or non-productive effort.
  - (i) Save: time, materials, labor, money, energy to the employee's job or others.
  - (j) Produce revenue.
  - (k) Innovation.
  - (l) Savings or convenience to the public.
- (3) Ineligible proposals include:
- (a) Proposals made by any member of the Committee.

(b) Proposals that duplicate one that is already under consideration by the Committee.

(c) Proposals that take the form of complaints or grievances, relating to personnel policies, or collective bargaining.

(d) Proposals that criticize other employees or their work performance.

(e) Proposals and recommendations that are already identified in a circulated document, e.g., internal or external audits, department work plans, and proposed or approved budgets.

(4) Timing of Proposals. Proposals must be formally received (date stamped) by the Committee prior to the implementation of an idea or change that has occurred completely apart from the SAVE program.

If identical or similar proposals are received, the proposal received first shall receive preference. If received the same day, any award shall be divided equally among the successful employees.

(5) Evaluation of Saving Proposals. The Committee shall notify the employee's department director of any proposal considered to have merit. The department director shall provide information and comment to the Committee so that the evaluation can continue. If the proposal affects other departments, those departments shall also become involved in the evaluation.

If additional information regarding a proposal is required, the Committee may request the employee's presence in an evaluation meeting. Any employee so called shall be excused from work without loss of pay. The author of any proposal will be kept informed of its status. If a proposal is rejected, the reasons will be explained. Full disclosure of Committee deliberations is considered essential for adequate communication between the Committee and the employees.

Proposals that are determined eligible by the Committee will be forwarded to the Board of County Commissioners for appropriate public recognition in an award ceremony.

(6) Non-Cash Awards. Proposals which result in improvements shall be eligible for recognition. Examples of intangible improvements include enhancements in health, welfare, morale and safety. Awards may include time management, gift certificates, or other non-cash items.

(7) Procedure for Non-Adopted Proposals. Should a proposal not be adopted within one year following the date of its non-adoption, it will receive no further consideration for an award, unless within 30 days following the one year period, the employee requests in writing that the proposal be held open for an additional one-year period. In this case, the proposal will remain eligible for award consideration if adopted during the additional one-year period.

(8) Preferential Hiring Status. If an implemented proposal does result in displacement of an employee that employee shall have preferential hiring status for other positions open within the organization, consistent with procedures outlined in the Administrative Procedures Manual, Chapter 3, Section 54.

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**Bold** indicates material being added

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2.448-2.455


Lane Manual

2.453-2.455 |

(2) If Lane County, upon a finding of the facts, determines that false certification was intentional or willful, then the supplier providing such false certification shall be disqualified from consideration for bid award for all paper products for two years from the date of such certification. Unintentional or inadvertent false certification shall result in disqualification from paper product bid consideration for six months from the date of such certification. *(Revised by Order No. 96-12-18-20, Effective 12.18.96)*

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Lane Manual

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(c) Increase: productivity, employee motivation, life and use of tools, equipment or supplies.

(d) Prevent: accidents, work errors.  
(e) Promote: cooperation, coordination, safety practices, or public relations.

(f) Recommend: new services, new methods.  
(g) Reclaim: defective materials, scraps.  
(h) Reduce: equipment, errors, working space, steps, or non-productive effort.

(i) Save: time, materials, labor, money, energy to the employee's job or others.

(j) Produce revenue.  
(k) Innovation.  
(l) Savings or convenience to the public.

(3) Ineligible proposals include:

(a) Proposals made by any member of the Committee.

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Lane Manual

2.455-2.455 |

(b) Proposals that duplicate one that is already under consideration by the Committee.

(c) Proposals that take the form of complaints or grievances, relating to personnel policies, or collective bargaining.

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Proposals that are ~~found-determined~~ eligible by the Committee will be forwarded to the Board of County Commissioners ~~with a recommended award for~~ **appropriate public recognition in an award ceremony**.

(6) Non-Cash Awards. Proposals which result in improvements shall be eligible for recognition. Examples of intangible improvements include enhancements in health, welfare, morale and safety. Awards may include time management, gift certificates, or other non-cash items.

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(9) All Decisions Final. The Committee shall make ~~a recommendation-the~~ **final decision** as to whether an employee proposal award should be made and subject to the rules and regulations adopted pursuant to LM 2.450 through 2.455, ~~the Committee shall recommend-and~~ the nature and extent of the award. ~~Recommendations are forwarded to the Board of County Commissioners as discussed in LM 2.455(5) above. If~~ at any time an employee wishes to reopen a denied proposal to present new or additional information, the Committee will review its decision ~~and provide an informal report to the Board~~. *(Revised by Order No. 01-4-18-3, Effective 4.18.01)*

Candidate \_\_\_\_\_

Eligible YES( ) NO( )

SAVE Committee Member \_\_\_\_\_

Each category should be rated from 1 to 5  
1 being the lowest and 5 being the highest.

- ( ) Eliminate useless operations, duplications, safety hazards.
- ( ) Improve: methods, procedures, product quality, service, working conditions, tools, material handling, security, departmental layouts or work flow.
- ( ) Increase: productivity, employee motivation, life and use of tools, equipment or supplies.
- ( ) Prevent: accidents, work errors
- ( ) Promote: cooperation, coordination, safety practices, or public relations.
- ( ) Recommend: new services, new methods.
- ( ) Reclaim: defective materials, scraps.
- ( ) Reduce: equipment, errors, working space, steps, or non-productive effort.
- ( ) Save: time, materials, labor, money, energy to the employee's job or others.
- ( ) Produce revenue.
- ( ) Innovation.
- ( ) Savings or convenience to the public.

**Total score (out of 60)** \_\_\_\_\_ **AVG for all members** \_\_\_\_\_

- 1-4.....Thank You
- 5-9.....Gift Certificate
- 10-14.....4 TM
- 15-19.....8 TM
- 20-24.....12 TM
- 25-29.....16 TM
- 30-34.....20 TM
- 35-39.....24 TM
- 40-44.....28 TM
- 45-49.....32 TM
- 50-54.....36 TM
- 55-60.....40 TM

**AWARD** \_\_\_\_\_

Cost Savings (if applicable) \_\_\_\_\_

\*Exceptional Award: \_\_\_\_\_

Comments: