

## **BPIR Management Brief : Issue 10 – Employee Suggestion Schemes**

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Welcome to the tenth issue of the BPIR Management Brief that provides short, easily digestible research summaries based on specific topics or tools. Summaries include comments from experts, case examples, and survey analyses. Topics for the briefs are based on those submitted as requests through our members' Research Request Service. Read and absorb, then pass on to your staff/colleagues to do the same.

### **Employee Suggestion Scheme - definition**

A means by which employees are encouraged and enabled to offer ideas relating to the business.

### **The stage**

The ability to adapt and improve key processes and outputs is a vital aspect of organisational success. Creativity and innovation have a significant role to play in ensuring this and employee suggestion schemes are one way of being able to obtain input and ideas from the people who work most closely at the customer or manufacturing/production interface.

An Employee suggestion scheme can be described as a formalised mechanism, which encourages employees to contribute constructive ideas for improving the organisation in which they work. The overall aim of these schemes is to gather, analyse, and implement ideas in order to create results that have a positive impact on the business and or deliver new value to customers.

New ideas can enable organisations to find new sources of competitive advantage. New ideas might relate to:

- New products and services;
- Improvement of current products and services; or
- Improvement of processes (e.g. continuous improvement initiatives).

It is important that organisations proactively seek feedback and suggestions and that mechanisms are established that encourage and facilitate the provision of ideas and feedback from employees.

Often a monetary award or some other form of recognition, usually proportionate to the benefits generated, is used to reward individuals or groups whose ideas or suggestions are implemented.

## Expert Opinion

Employee involvement takes a variety of different forms , but one of the most common, and probably the oldest type of employee involvement and feedback initiative, is the suggestion scheme.

“...Companies the world over are now looking beyond the boardroom for inspiration and increasingly expecting staff to think laterally” (The Grocer magazine,1999). The author went on to say that “Suggestion schemes, as they used to be called, were at the height of management foresight in the 80’s...Most involved little more than a cardboard box outside the staff canteen where employees could submit their ideas. Enthusiasm quickly waned and after a few months many were only used by disgruntled workers to anonymously air grievances”. In comparison, today the “...clever companies have taken the basic suggestion scheme, fitted it with bells and whistles, and turned it into a whole new style of management culture. This they claim will result in happier employees with a true sense of involvement and more thinking ‘outside the box’”.

Andy Beddows ( 2001), writing for ‘Management Services’ magazine highlights that suggestions schemes are not new – “We are looking here at a concept that was recorded in Japan in 1721 with the then Shogun offering rewards for ideas”. In addition, “In 1880 in a Glasgow shipyard they solicited ideas from workers and in 1898 Eastman Kodak were paying out money for simple ideas”. Today, he notes that suggestion schemes/systems/programmes are far stronger than ever before and can be found in various guises in both Western and Eastern organisations, public and private company’s, and for some organisations, across continents.

Angela Brown, Employer Resourcing Advisor of the Institute of Personnel and Development in the UK states that “...suggestions schemes originated out of the Japanese Total Quality Management ethos where everyone from the bottom up in a company is encouraged to get things right first time and do their best. Suggestion schemes were the main plank of that and really became an issue in the 1980’s, but you don’t see them hyped up as much as they were then”. She notes that “Lots of companies still operate them, but the culture of business has changed and now everyone on the corporate ladder feels they have more of a ‘voice’ to air their opinions and ideas, so the old fashioned suggestion scheme isn’t so important” (Anonymous, 1999).

Many other writers believe that it is important that organisations proactively encourage ideas and suggestions. Although employees tend to be the main source of new ideas, they can also come from the other stakeholders and can be a measure of stakeholder contribution. Having appropriate channels in place to receive and act on employee feedback and ideas is important if they are to be gathered, assessed and implemented effectively. This is highlighted by Bob Nelson, author and president of Nelson Motivation Inc in the USA – “What’s important is that you have a system and you take it seriously”. Many employee suggestion programs have been found to not work as effectively as they could because there may be no commitment to it, few means of collecting ideas, little analysis done of the ideas

once they are gathered, and limited feedback back to employees on the usefulness or otherwise of their ideas.

Employee suggestion processes can take two forms - formal or informal. Formal processes involve set procedures for obtaining and acting on employee ideas such as suggestion boxes, telephone suggestion lines, internet feedback mechanisms and the like. Informal methods involve using the information obtained from employees in day-to-day situations. For example, in a conversation with a manager an idea may arise, employees may suggest ideas at tea breaks or in meetings as thoughts arise. Idea generation and implementation processes can also be designed to appeal to different types of employees. For example, some shop floor employees may not feel comfortable writing a detailed description of their idea and may prefer to talk formally to a supervisor or designated person at a set meeting time.

In new and dynamic markets the rate at which new ideas and any resulting innovations can be introduced can be a key determinant of competitiveness. In markets where new products and time to market are order winning criteria, ensuring that your idea/innovation introduction rate is better than your competitors is essential. However, it must be remembered is that not all ideas involve new products or services, or even major new concepts. Many suggestions are creative ideas for small improvements to already existing things and may be just as vital to the organisation’s future and competitiveness as a totally new innovation or idea.

Typical suggestion areas are related to:

1. Improvements in operations, working conditions and work practices;
2. Savings in materials, energy, and supplies;
3. Improvements in support processes;
4. Improvements in the work environment to increase safety and prevent dangerous accidents;
5. Improvements in products/services in terms of quality and productivity.

Jim Collison, head of Employers of America (cited Dale DuPont 1999) states “Generating ideas from employees should be one of the top priorities of any business because the very next idea you get may save you \$10,000 or make you \$100,000”. Other identifiable benefits of encouraging idea generation include:

- Implementation of improvements to existing products, services or processes;
- A pool of ideas and suggestions that are available for future projects;
- Increased customer and stakeholder satisfaction;
- An increased competitive advantage (resulting in increased sales);
- Improved operating efficiency or effectiveness (resulting in reduced cost);
- Increased revenues;
- Reduced time ‘to market’ for new products and services;

Some useful ideas to consider in designing any idea generation system include:

1. Developing a culture of idea generation and collection whereby new ideas, creative solutions, and opportunities for improvement are welcomed by supervisors and managers. All staff should be made aware of the importance of idea generation and submission, how this can be done, and the processes that are used to assess each idea. A starting point for this may be at new employee orientation.
2. Using creative means for developing suggestions, and, where necessary, training staff in idea generation and problem solving techniques e.g. Edward Debono's Six Thinking Hats, lateral thinking, Pareto Analysis, poka yoke, root cause analysis Ishikawa (fish bone) diagrams, brainstorming etc.
3. Encouraging employees to put forward ideas about 'anything'. Peter Lilienthal founder and president of InTouch in the USA (cited DuPont 1999), suggests that employees should put forward whatever is on their minds and that "In the beginning, companies may hear lots of little gripes...They're real easy to fix...Then you get to the meat", where the ideas may save the company a lot of money and time. Brian O'Connor (1999) writing for 'Works Management Magazine' writes that team ideas are important and that "Suggestions put forward and agreed by the team are more likely to achieve acceptance. Individuals do not feel threatened and are more likely to come forward with their ideas". Many writers also highlight the fact that it is those closest to the work interface that have the greatest appreciation for the issues within their work areas, know the best means of solving them and are the best source for solutions.
4. Providing a range of mechanisms to collect ideas that will suit a diverse workforce and clearly communicating to the workforce the process involved. For example companies have used:
  - Written forms or e-mails that formally and clearly document ideas;
  - Telephone call centres and toll-free numbers to collect ideas in a verbal manner and/or where their employees are located in geographically dispersed areas;
  - Suggestions boxes;
  - Staff or project team meetings where idea generation is included as an agenda item;
  - Anonymously. This method does make it difficult to get back to the employee who contributed their idea, or to reward them for it, but may be good for those whose ideas have been rejected previously and feel uncomfortable formally submitting their ideas.
5. Establishing a team to evaluate and administer ideas. This team may be a mix of staff from throughout the organisation from top management through to those at the customer interface. It has been suggested by some writers that this should occur at the lowest possible levels within the

organisation so as to ensure greater employee buy-in and more effective implementation of ideas.

The team may be responsible for such things as:

- Evaluating all ideas for their workability and potential for implementation;
  - Implementing all workable suggestions. This may include the establishment of team(s) to put the suggestion into action or providing assistance to the individual who generated the idea to help them put it into action;
  - Assessing the overall outcomes of implemented suggestions and evaluating their effectiveness in preparation for the implementation of other ideas.
  - Collecting data on the number and range of suggestions from employees, and the outcomes of suggestions that have been implemented.
  - Rewarding staff for their suggestions and ideas.
6. Thanking all employees providing ideas and suggestions and keeping them informed of the status of their suggestion. Dale DuPont (1999) a freelance business writer from America, states "Successful suggestion programmes all have one thing in common: quick, thoughtful responses". Times for this do vary, but it is suggested by those interviewed by DuPont that suggestions should be acknowledged within 24 hours, and within 30 days the employee should be told if their idea will be adopted or not. When replying to employees they should be thanked and feedback should be given on their idea. This feedback should be thoughtful and can include why the suggestion was/was not implemented, the idea's match to any assessment criteria, future suggestions for the individual's idea e.g. to raise it again in the future, modifications that could be made to make it more easy to implement.
  7. Evaluating all ideas This may involve the development of specific criteria that each suggestion must meet if it is to be implemented. A selection and prioritisation matrix is a helpful evaluation and short-listing tool. A simple matrix is a combination of the ideas suggested and the key criteria that must be met. Each idea is given ratings for how closely the evaluation team believe the idea matches the criteria. A final overall rating is given to each idea and these are then ranked by rating and idea. High rating ideas will therefore rank more highly and would be considered as short listed for implementation. To optimise the use of such a matrix each member of the evaluation team must clearly understand the original idea, the criteria it will be compared against, and how the rating system works. Commonly a rating scale of 1-3 or 1-5 is used with 1 indicating the idea is poor and has little potential for implementation, and 3 or 5 being an indication of an excellent idea that has high potential from its implementation. The criteria may include such factors as level of innovation, ingenuity, allowable budget, implementation costs, potential savings, ease of implementation etc.
  8. Implementing as many suggestions as possible and, where able, involve employees in the implementation of their ideas. The idea evaluation team may be responsible for implementing short-

listed suggestions. However, it is said that the individuals that are closest to a problem have the best opportunity to solve them as they understand what the issues are and how best to implement their ideas. If the employee(s) needs assistance then a team may be formed (with input from the evaluation team) to implement the idea.

9. Communicating successes to the workforce and promoting the positive benefits achieved by the organisation from employee ideas. This may be undertaken formally or informally e.g. via weekly circulars, at team meetings, at celebration functions etc.
10. Rewarding staff for their ideas and the implementation of their suggestions. It is becoming a popular practice among successful organisations to tie reward and recognition to suggestion schemes in order to motivate and foster innovation. However, Nelson (cited DuPont 1999) states that "Monetary rewards aren't absolutely necessary...For most people, it's just thanking them for the idea".

O'Connor comments on rewards also - "Successful implementation has little to do with organisations, systems or prizes. Companies with successful suggestion schemes concentrate on supporting their people. Hierarchical organisations, complicated systems, and glittering prizes are seen as non-value adding". Joseph Weintraub who teaches leadership and human resources courses at Babson College in the USA, sees rewards as "...a very complex issue" and notes that most companies struggle to pick the right rewards. He believes that using an employee committee may make this area less of a struggle. This may be the same committee as that which assesses all employee ideas and assists with their implementation.

Beddows notes that money does not have to be paid to reward staff "...the concept is flexible and can be adapted to suit your corporate culture...Some with small or non-existent budgets, resort to awards that are more imaginative. These cost little but have a high-perceived value to the recipient" and include such rewards as lunch with the boss for the submitters of adopted ideas and car parking spaces near the company's main entrance. He also states that there is a reluctance in many organisations to appear to pay twice for what may be considered a part of an individual's usual job.

Many organisations reward based on the merit or usefulness of a suggestion (this may be gauged using the assessment matrix), on whether the idea was implemented or not, the revenue generated/saved (a percentage of this figure may go directly to the individual or into the company profit share scheme) etc. Organisations may also reward more publicly e.g. at special events, on notice boards etc. Edward Manning, Certified Suggestion Scheme Administrator at aerospace manufacturer Abex NWL (cited DuPont 1999) states "The more public your program is, the better...Openness eliminates suspicion about things such as the amount or the reward" and "When people see other

people submit an idea and get rewarded for it, psychologically they say, 'Why shouldn't I do that, too?'". O'Connor also discusses the importance of publicly displaying suggestions and the effects these can have on others, and suggests "Winning suggestions are displayed in the workplace in graphs, photographs and models. The most powerful image to convince others to follow the same route is the improvements in action" and "Building successes into the company's folklore – featuring new ideas in newsletters, posters and notice boards – stimulates others".

An increasingly common practice is to reward individuals using some form of points system. Points for putting forward improvement suggestions and/or for the ideas that are implemented, are given. These points can be accrued and traded for such things as gift vouchers, movie tickets, restaurant meals, videos, clothing etc that are seen as of value to the individual.

11. Periodically review the idea generation, assessment, and implementation strategies that your organisation has in place. This evaluation will most likely include an assessment of the organisation's move towards a culture that generates ideas and opportunities for improvement, the methods used to collect and assess ideas, the feedback given to staff, the reward structure used, savings made, revenue generated etc. as a result of the system. Beddows notes that "In common with most business practices, an ideas programme is not a 'set up and forget' package and that it needs to be kept fresh". He suggests that "Variations can be achieved by running themed campaigns targeting specific problem areas or specific areas of the business" and that "At intervals, organisations 're-launch' their programmes giving them a fresh look and revising procedures in response to changes in the business or technology".

In some organisations a simpler idea generation, assessment and implementation process is followed with the common steps being:

1. Employee(s) submit(s) idea to their superior;
2. The superior reviews the suggestion and clarifies where necessary the suggestion with the idea provider(s);
3. The superior responds within 3 days if he/she can make a decision to implement. If the superior cannot decide then the idea is elevated to the next appropriate level in the organisations hierarchy;
4. Higher management reviews the suggestion and responds to the employee(s) with details on implementation within a space of 3 weeks. If the idea is difficult to implement then feedback is given within 3 days with reasons for not implementing;
5. The employee(s) implement(s) the idea. If the employee(s) needs assistance then a team is formed to assist;
6. The employee(s) measures the outcomes of the implemented ideas.

However, it has been suggested by James Hoyt, Ideas Co-ordinator of USA based office furniture manufacturer

Haworth Inc., that with this type of system “...many ideas were getting killed at the supervisory level”.

Beddows believes that there is no ideal format for an ideas programme, that it should be designed to fit your own organisation and its culture, and that it needs to be highly flexible. He comments “You can take the various constituent parts, and within reason, mix and match to suit your aims, your culture, and your budget”. However, he does see that there are some essential elements:

- Support from the top e.g. the CEO;
- Sound and efficient procedures to handle the process;
- Recognition – with or without reward, that is seen to be equitable and preferably high profile;

Further information on areas related to employee suggestion schemes can be obtained from previous copies of the BPIR Management Brief, in particular:  
Issue 5 – Managing Innovation  
Issue 7 – Motivating Staff

## Survey and Research Data

1995 survey data on suggestion schemes operated by 40 UK organisations (at one or more of their sites) demonstrated:

1. Savings generated by employee suggestions in 1995 ranged from £10,000 to £1.9 million, with an average value of £63,000;
2. The average number of suggestions per employee produced by the schemes during that year ranged from 0.02 to 3, with the midpoint at 0.25;
3. The adopted rates of suggestions scattered from 5% to 95% with 25% at the midpoint;
4. Nineteen out of 20 schemes reward employees for putting forward ideas;
5. Two out of three schemes which reward adopted suggestions linked the value of the prize to a formula, most commonly 10% of the savings generated by the idea in its first year;
6. Apart from financial benefits, respondents say the schemes improved employee involvement and morale, health and safety, and environmental standards;
7. The most common ways of publicising schemes to the workforce were company newspapers, workplace posters, and team briefings.

The US Employee Involvement Association (EIA, formerly the National Association of Suggestion Systems) reported their figures in 1992 were: 8% participation rate, 2.4 suggestions per person in that year, 35% implementation rate, and \$2.2 billion savings. In comparison in 1996, world-class suggestion systems at Milliken (US) or Toyota (Japan) have produced over 50 suggestions per person with implementation rates around 80%.

A study on performance and best practices in new product development by the American Productivity and Quality Centre on new product suggestion schemes, i.e. schemes to actively solicit new product ideas from employees, found they were more commonly practiced among Best Performing businesses with:

- 34.5% of Best Performers having a strong, visible idea scheme.
- 7.7% of Worst Performers had New Product suggestion schemes.

It was noted that New Product Suggestion schemes were a weak area across all businesses.

Research conducted by Chart Your Course International (USA), suggested that sometimes it is the small motivators that make a big difference. To be successful, a motivator needs to energise employees to get involved, and a way to do this is through an activity that is enjoyable or that rewards employees for their ideas on how to save money or improve safety. Examples given include:

1. Management recognition;
2. Applause;
3. Giraffe awards to reward risk-taking: “thanks for sticking your neck out”;
4. E-cards: Internet ‘money,’ gifts, and credit cards that you e-mail to employees;
5. Safety jackpots;
6. Training opportunities as rewards;
7. Peer recognition - having employees reward each other.

## Measure and Evaluate Employee Suggestion Scheme Successes

In order to fully evaluate the impact of employee suggestion schemes it is necessary to undertake, where possible, a quantitative assessment of their impact and assign calculable values. Measuring the positive impact on the business will help to determine whether the methods used to collect, evaluate, and implement employee suggestions have been effective, what parts still need improving, the savings that have been made as a result of implementation, enhancements in work practices that have resulted, and the costs of implementation of ideas etc..

The following provide some ideas on how suggestion schemes can be assessed:

**Employee suggestions:** Number of improvement ideas or suggestions made per employee in a given period or, % of employees that make improvement suggestions or, % of employees improvement ideas or suggestions that are implemented or, Average value of improvement ideas or suggestions implemented or,

Lead time to respond to suggestions or feedback.

**Explanation :** This measure monitors an important way in which employees can contribute to improving the performance of the organisation. The measure can also provide an indication of employee satisfaction, as dissatisfied employees are unlikely to make suggestions to benefit the organisation unless there is an additional incentive.

**Employee feedback mechanism:** No. of mechanisms deployed for gathering employee suggestions or feedback.

**Explanation :** This measure can provide an indication of the thoroughness of the company’s information and knowledge gathering system and will give an indication of

the level at which the organisation encourages employee feedback/involvement.

**Innovation - Idea conversion rate:** Number of ideas or suggestions implemented in a given period or, % of ideas or suggestions that are implemented or acted upon or,

Average value of ideas or suggestions implemented or, Average lead time to respond to ideas or suggestions.

**Explanation :** The idea conversion rate measures the rate at which new ideas are assessed and implemented successfully through improvement initiatives or directly at the point of operations.

**Employee suggestion - Reward value:** Value of reward given in return for suggestions (all suggestions or only those used).

**Explanation :** This measure which can be useful in benchmarking other organisations` innovation creation processes. It is also important to know these values and to review them regularly in order to fine tune the effectiveness of the innovation creation process.

**Employee suggestions – Value:** Average value of improvement ideas or suggestions implemented, or Average saving per employee due to suggestions, or Total annual value of cost savings due to employee suggestions

**Explanation :** A measure of the value to the organisation of suggestions or feedback from employees.

**Innovation - Idea generation rate:** Number of ideas or suggestions for improvement received monthly or, Total no. of ideas per year

**Explanation :** This is a measure of the organisation`s ability to generate new ideas.

## Example cases:

Learn valuable lessons from these organisations:

### Eastman Kodak



*Employee suggestion scheme helps reduce inventory*

At Eastman Kodak, a leading US manufacturer of photographic equipment, individual ideas submitted to their `bright ideas` programme for reducing inventory were responsible for \$8,000,000 worth of implementable programs. An individual received a \$25 certificate, regardless of whether or not the idea was implemented.

### British Steel Strip Products - Coated Products



*Employee Suggestion Scheme in the steel industry*

British Steel Strip Products, Coated Products Group, is a multi-site organisation with headquarters in Shotton and an employee base of some 2000 in 1997. As part of the

continuous improvement culture, employees are encouraged to make suggestions of ways to improve the way the organisation works. A revamp of the continuous improvement system and a campaign increased the number of suggestions sevenfold. The organisation's target level of an average of just over one suggestion per employee per year was almost reached at the time of writing. An annual awards ceremony is held to give recognition to employees adjudged to have tendered the best suggestions in various categories.

### Boots Contract Manufacturing



*Suggestion Scheme: Increase in numbers of suggestions*

Boots Contract Manufacturing actively seeks input from employees. Participation in its scheme by the 3,000-strong workforce increased from under 1,000 suggestions in 1993 to over 1,000 in the first seven months of the 1995 year - ideas that had already saved the company £180,000.

### Rover Group



*Suggestion Schemes - generate staff satisfaction*

Suggestion schemes were seen as a key element in helping Rover to improve its performance. Rover found that increased involvement in the suggestion schemes was achieved through backing these with a points system. Across the Rover Group there was a 250% involvement, however the firm was aiming for 5,000 % involvement i.e. one idea per employee per week which was considered to be world class. Rover delegated the authority for accepting or rejecting suggestions to local management, improving responses and reducing bureaucracy. Team based suggestion schemes were believed to be a powerful means of generating employee satisfaction. As Rover moved towards a fully empowered workforce the actual level of staff involvement was far higher than could be attributed directly from the suggestion scheme. Hence although the suggestion scheme could eventually become redundant Rover found them to be a very powerful tool.

### Anonymous - Large multi-national automobile manufacturer



*International transfer of a suggestion scheme*

A US based multi-national automobile manufacturer implemented a suggestion programme in five of its units located in Brazil, Mexico, Portugal, United States and Canada. The development of the programme involved six elements: process design, administration, training, promotion and marketing, management commitment, and rewards. The company viewed the scheme as a critical

element of its quality improvement strategy and as an example of a 'best practice' that could travel across its different units. To achieve high levels of visibility and participation extensive use was made of internal marketing materials, including audiovisuals, focused prints, and other promotional items. All employees were informed of how the programme worked, the personal benefits, and its impact on the company. Although the scheme was US designed, a study in 1999 found that the nationality of teams had not influenced the number of ideas approved and that a similar number of ideas had been approved from teams of different nationalities.

### Design Mobil (NZ) Ltd



*Suggestion Scheme: Suggestions through notice boards*

In 1998, Design Mobil (NZ) Ltd, a well established company that designs, manufactures and markets (70% export) fine quality furniture placed suggestion boards around the floor and updated them weekly. The outcomes of suggestions were also placed on the boards so that staff became aware of actions being taken in response to their suggestions. The company won the 1998 'New Exporter of the Year Award' representing the region where it located. It also won 16 major design awards between 1995-1997.

### British Gas Corporation



*Suggestion Scheme: rewards for unsuccessful suggestions*

In 1995 British Gas planned to offer scratch cards with cash prizes of £1, £2, or £5 to employees whose suggestion scheme ideas are rejected in a bid to encourage more people to put forward ideas. Employees whose ideas are accepted receive higher rewards. Scratch cards were initially to be offered to the 25,000 people working in TransCo, the transmission unit of British Gas. Employees in the unit were to present their suggestions to their immediate line managers who had three days to decide whether the suggestion was practical. Any serious suggestions rejected would give the originator the chance of a cash bonus through the scratch cards. In 1993, British Gas rewarded £75,000 to employees whose suggestions were successfully implemented. The financial benefit was £1.8 million. In 1994, one employee suggestion alone saved British Gas £4.4 million.

### Summary

Employee suggestion schemes can be described as formalised mechanisms which encourage employees to contribute constructive ideas for improving the organisation in which they work. The overall aim of these schemes is to gather, analyse, and implement ideas in

order to create results that have a positive impact on the business and or deliver new value to customers.

Some useful ideas to consider in designing any idea generation system include:

1. Develop a culture of idea generation and collection whereby new ideas, creative solutions and opportunities for improvement are welcomed by supervisors and managers.
2. Use creative means for developing suggestions, and where necessary training staff in idea generation and problem solving techniques.
3. Encourage employees to put forward ideas about 'anything'.
4. Provide a range of mechanisms to collect ideas that will suit a diverse workforce and clearly communicate to the workforce the process involved.
5. Establish a team to evaluate and administer ideas.
6. Thank all employees providing ideas and suggestions and keep them informed of the status of their suggestion.
7. Evaluate all ideas. This may involve the development of specific criteria that each suggestion must meet if it is to be implemented. A selection and prioritisation matrix is a helpful evaluation and short-listing tool.
8. Implement as many suggestions as possible and where able involve employees in the implementation of their ideas.
9. Communicate successes to the workforce and promote the positive benefits achieved by the organisation from employee ideas.
10. Reward staff for their ideas and the implementation of their suggestions.
11. Periodically review the idea generation, assessment and implementation strategies that your organisation has in place.

### Note:

Techniques and case studies mentioned or summarised in this article can be found in more detail via [www.bpclub.com](http://www.bpclub.com) along with the full text of most of the articles and reports in the reference list below.

Previous issues of the Management Brief:

- 1 – Work-Life Balance
- 2 - Ethical Business Practices
- 3 - Emotional Intelligence
- 4 - Succession Planning
- 5 - Managing Innovation
- 6 - On-The-Job-Training
- 7 – Motivating Staff
- 8 – Developing Leadership
- 9 – Recruitment and Selection

**References:** The full txt of these articles and reports can be found at [www.bpclub.com](http://www.bpclub.com).

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