

GOOD IDEA CLUB

Whirley
INDUSTRIES, INC.
Quality, Service & Lasting Impressions



HAND BOOK

RITA BEVEVINO

**GOOD IDEA CLUB HANDBOOK
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Section One:

General Introduction

- A. History of the Good Idea Club
- B. 12 Golden Rules
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GOOD IDEA CLUB HISTORY

Employee ideas and suggestions for improvements have always been encouraged at Whirley. In fact, ideas were often acted on and completed quickly when Whirley was a small company and employees numbered in the dozens.

In 1993, more than 350 employees were working at Whirley and it became apparent that a more organized way of handling employee ideas and suggestions needed to be developed. Ideas were sent to Team Operate for consideration and were logged by the Human Resources Department. Managers received ideas and then reported back to Human Resource when the ideas were implemented.

In May of 1993, Bob Sokolski created the job position of G.I (Good Idea Club Coordinator). The G.I.'s job is to keep track of ideas, see that they're properly rewarded, work with managers to implement deserving ideas. To do this, the G.I. is to attend meetings, meet with people on all shifts and in all departments and be a company "cheerleader" and planner of special events.

The first G.I. was actually TWO people: Marc McChesney and Anne Huddleston.

Silver and gold coins were minted for Whirley in the fall of 1993. About that time, a book titled **I- POWER** was circulated among Whirley managers and supervisors because it built upon the same principles of the Good Idea club. **I- POWER** helped to raise the level of enthusiasm for ideas and the program has grown by leaps and bounds since then.

Good Ideas , and the reward for these ideas, have become a part of every facet of life at Whirley. John Geiger, Whirley's current G.I., logged 2,117 ideas in 1998. Employees are rewarded with coins which they use for Vacation Time, Gift Certificates, Food, Tee Shirts, Hats, Gym Bags , Umbrellas etc.

Minor changes to the Good Idea Club are made from time to time in order to make the club even better. As always , the motive is Continuous Improvement: doing things better, faster and with improved quality.



THE "GOOD IDEA CLUB" 12 GOLDEN RULES

1. Dedication to the philosophy and practice of **CONTINUOUS IMPROVEMENT**.
2. A belief by top management that everyone in the company has valuable ideas for improvement and that everyone in the organization is responsible for the company's health and profitability.
3. The encouragement and expectation of ideas and information for improvement from everyone in the company.
4. A policy that ideas may relate to a person's work or any aspect of the company's operations. That all ideas -- big, medium, and small -- are welcome and that no idea is too small or trivial not to deserve consideration.
5. A positive environment where thinking and ideas are welcomed, respected and appreciated -- where no idea be laughed at, put down or ignored.
6. The requirement that all suggestions be positive ideas for improvement... that there be no negativity, criticizing or complaining.
7. A quick evaluation of and response to all ideas.
8. The implementation of ideas for improvement whenever possible. The adoption of an attitude of "why not" rather than "better not."
9. A firm policy that it is the quality of the idea that governs, not who had it.
10. Recognition and small awards for all good ideas, regardless of whether or not the idea is implemented.
11. The creation of a constant "buzz" about the "Good Idea Club" program through company wide publicity and promotion.
12. **FOLLOW-UP! FOLLOW-UP! FOLLOW-UP!**

What kinds of I-POWER ideas are you looking for?

The more
the merrier!



Ken Glickman
Coordinator of
Educational Services

Traditional suggestion programs. The focus is on big ideas that can be tracked to direct and immediate dollars-and-cents savings or earnings. *Problem:* Most people don't feel they can come up with a big, revolutionary idea, so few participate—initially—and fewer and fewer do, down the line.

The I-Power difference. In an I-Power program, the ideas are not an end in themselves, but rather a means to accomplish I-Power's primary objectives—to reawaken thinking and to make continuous improvement part of the organization's culture...part of the natural way people think and work.

Two ideas. The first step in I-Power is pushing each participant for two ideas every week.

Nurture thinking. The following guidelines for ideas will help nurture the necessary change in thinking—everyone thinking all the time about how to do everything better—as well as fostering a new sense of personal responsibility and increasing levels of participation, teamwork, motivation and openness to change:

1. Focus. While accepting ideas relating to any subject or

To unlock the unique potential of your I-Power program, it is critical that people know what kind of ideas you are looking for and that you then assess these ideas properly and promptly.

area of the organization, most ideas should focus on what the contributors can do to make things better in their *own* jobs.

Critical: I-Power involves primarily "What I can do better," not "What someone else can do better."

2. Ideas that improve any area or aspect of the individual's work are welcome:

- Saving money.
- Making money.
- Improving the quality of external or internal products and/or services.
- Saving time.
- Improving efficiency.
- Improving accuracy.
- Improving productivity.
- Communicating better.
- Managing better.
- Getting better information.
- Hiring better.
- Running better meetings.
- Organizing work and work areas more efficiently.
- Managing time and priorities efficiently.
- Learning skills or deriving information that improves work performance.
- Improving safety.
- Making the work environment more pleasant.
- Boosting morale.
- Serving customers.
- Improving personal health, reducing stress.
- Increasing concentration.
- Increasing energy.

3. Small works. Small ideas for improvements are fine. They often prime the pump for bigger ones. (You'll get plenty of big ones later

on!) *Key:* No idea is considered *too* small.

4. Usefulness. Ideas need not be directly or immediately traceable to dollars-and-cents savings or earnings.

Example: Small ideas to service customers a little better may not be linked directly to the bottom line, but there is no doubt that such improvements are valuable to the success and profitability of a business.

5. Duplicates. It's fine if different people have the same or similar ideas. The sole criterion is whether that idea is going to help each of the contributors improve.

6. Know it all. It's OK for someone to submit an idea he/she has already implemented. This encourages thinking and keeps management in tune to what is going on.

7. Better ways. Don't get caught

in the "It's their job anyway" trap. There's a tendency sometimes not to accept or reward ideas that you believe your staff should have been coming up with as part of their jobs. The important point is to foster ideas for improvement.

And if I-Power is going to get people to come up with ideas that, in reality, they would not have thought of otherwise, then everyone—each individual and the company—wins.

8. Idea resources. Let people know that it's OK for them to draw their ideas from books, magazines, trade journals, videos...including, of course, *Bottom Line/Business*, *Bottom Line/Personal* and *I-Power News*. A company library of books and tapes is a great way to encourage both good ideas and ongoing, self-motivated job training.



Whirley.

618 Fourth Avenue
Warren, PA 16365

GENERAL SUBJECT:
EMPLOYEE BENEFITS

POLICY & PROCEDURE NO. 500.13

PAGE 1 OF 1

DATE ISSUED: 01/01/96

SUPERSEDES: 11/29/95

ISSUED BY: Human Resources

APPROVED BY: _____

SPECIFIC SUBJECT:

GOOD IDEA CLUB POLICY

In accordance with its program of Continuous Improvement, it is a policy of Whirley Industries to stimulate and encourage teammates to submit new ideas to improve Safety, Quality and Procedural Operations which will benefit the Company, and to reward their ideas through the Good Idea Club.

Whirley's Good Idea Club looks for ideas that will improve Quality Systems, Checklists, Procedures and Safety, in order to make the best possible product in the shortest possible time.

Good Ideas may be submitted on the "Good Idea Suggestion Form" through a Department Manager, Supervisor or Whirley's G.I. Coordinator. Rewards of Whirley's minted gold and silver coins will be awarded for the best ideas. The coins may be accumulated and redeemed for a number of prizes by using the G.I. Order Form.

Every Good Idea does not have to be "earthshaking"; it is all those little ideas that really add up to Continuous Improvement.

Section Two:

Good Idea Guidelines

- A. Definition of a "Good Idea"
- B. Eligibility
- C. Procedure for Administering/Processing Ideas
- D. G.I. Reports

WHAT IS A GOOD IDEA?

INTRODUCTION

The goal of the Good Idea program is to create an environment that uses the creativity of Whirley employees to improve our products, jobs, workers' lives and the company as a whole.

Employees have the opportunity to become more involved in the company and be recognized for their efforts. Thinking of new ideas develops problem-solving skills.

WHAT IS A VALID GOOD IDEA?

- **A sincere attempt to identify a problem and offer solution.**
- **A suggestion on how to improve an existing process or procedure.**
- **An idea for a new product, new way to use an existing product, a new service or different way to use a current service to improve Whirley's business.**
- **An idea to save time, improve productivity, communicate better, improve safety, boost morale, reduce stress, increase concentration and energy.**

WHAT IS NOT A VALID IDEA?

- **A complaint.**
- **A suggestion that is anonymous.**
- **A maintenance request.**
- **A repeat suggestion (duplicate).**

Good Idea Club Eligibility

1. Any employee working for Whirley Industries is eligible to participate in the Good Idea Club Program.

2. **Restrictions for College Employees.**
 - A. Ineligible for G.I. Vacation purchases
 - B. Ineligible for Quarterly and Year End Most Outstanding Idea programs.

3. **Restrictions for Contract and Temporary Workers.**
 - A. Ineligible for G.I. Vacation purchases.
 - B. Ineligible for Quarterly and Year End Most Outstanding Idea programs.
 - C. Ideas received are logged under Clock (0) Zero, not individual clock numbers.
 - D. Ineligible for the Good Idea Club Monthly Drawing.

Good Idea Processing Procedure

1. All ideas must be hand written or typed on the proper Good Idea Club forms. Such forms are found at all GI collection box locations and in the PC system under Whirley Form Flow. The GI Hotline (X-1395) can also be used to submit an idea.
2. All ideas must be sent to the GI Coordinator to be logged (including meeting ideas).
3. Ideas will be distributed to the appropriate responding manager who will have a seven day window to respond and award the ideas.
4. Completed ideas must be copied and sent to the GI Coordinator for computer entry, completion, and filing.
5. Return the original idea form along with the coin award to the employee.

Good Idea Club Reports

Weekly

Manager Response and Manager Follow-Up Reports are printed and distributed to the responding managers on Wednesday afternoons. These reports indicate the age and summary of the ideas needing to be completed.

Monthly

Ideas Brief Report is printed and posted at the GI Boxes. The report indicates the quantity of ideas by clock number.

Every Two Months

Considering Report is printed and distributed to all responding managers who have ideas that are open for consideration. The manager must decide if the idea is to be implemented or not implemented.

Quarterly

In Development Report is printed and distributed to the responding managers who have indicated an idea will be implemented within a three month period. The manager must decide if the idea is to be implemented or not implemented.

Gold Award Ideas Report is printed and assessed to decide which ideas are worthy of being entered for the Most Outstanding Ideas of the Quarter.

Annually

Idea totals for the year by idea status and coin award are printed and reviewed by the GI Coordinator.

Requested Reports Individuals may request Ideas By Clock Number.

Section Three:

Rules for G.I. Purchases

- A. G.I. Vacation
- B. Gift Certificates and other items

Vacation Purchasing Procedure

A. Any employee who has successfully completed probation may use Good Idea Club coins to "**Purchase**" and "**Use**" up to **Twenty Four (24) Hours** of G.I. Vacation annually.

B. G.I. Vacation is required to have a two (2) day prior approval before use.

Supervisors and Managers have the authority, at their discretion, to grant vacation days and half days without two (2) days notice. However, this type of absence will **disqualify** an employee from the Wellness and Superior Attendance Programs.

C. Earned regular vacation **cannot** be sold back to the company if any "**Purchased**" G.I. vacation is used throughout the calendar year. This does not apply to "**G.I. Award**" vacation.

G.I. Award time may be used in addition to G.I. Purchased Vacation.

D. G.I. Vacation may be purchased at any time throughout the year. G.I. Vacation may be rescheduled in the event of a schedule or plan change.

E. Senior employees may purchase and use Eight (8) additional hours of G.I. Vacation in their 16th Year of Whirley employment. Sixteen (16) additional hours in their 17th year and years thereafter. Thus, the maximum number of G.I. Vacation hours that a senior employee may purchase and use is Forty (40).

F. G.I. Vacation time must be used in minimum segments of four hours.

G. Purchased G.I. Vacation cannot be returned or transferred.

Lost G.I. Vacation cards can be re-issued, they will bear the mark of the word Re-issue on them for accountability identification. Cards that are later found must be returned to the G.I. Coordinator for proper disposal.

Good Idea Club Coin Purchases

1. Purchases require a completed Order form accompanied by the appropriate amount of Good Idea Club coins and directed to the GI Coordinator via Supervisors, GI Box or Mail Shuttle system
2. Order forms are available at all GI box locations and Whirley Form Flow in the PC system.
3. Advance requests are recommended as the distribution time of purchases is limited.
4. Purchased items may not be returned or exchanged.

Lost Gift Certificates

There is no accountability through our vendors to track certificates by identification number therefore lost gift certificates cannot be replaced.

Section Four:

Coin Award Guidelines

- A. Suggested use of coins
- B. Dealing with duplicate ideas
- C. Departmental incentive programs

Whirley GI Club Coin Use Guidelines

Managers have the ability to award up to 3 gold coins for deserving ideas. If you feel any idea should receive more than 3 gold, please contact the G.I. Coordinator for further evaluation. The Whirley GI Coordinator has the authority to give 5 gold coins for ideas with proven positive impact. Once an idea has reached a 5 gold coin level it is reviewed with Team Operate. Team Operate has the ability to award additional coins or other forms of awards.

- 0-2 Silver** Not every idea will receive an award, some are duplicate ideas, questions or complaints. Answering of these ideas in a timely fashion is more important than an award.
- 3-4 Silver** A basic idea that has merit, however will not have a huge impact on a departmental function. Procedural changes, form modifications, ergonomic improvements, and new product suggestions are a few areas that meet this award criteria.
- 1-2 Gold** A very good idea that the employee obviously put some thought into. Ideas receiving a gold coin award make a definite impact on Whirley operations. Some examples are: Good Idea Development and implementation by an employee, product related changes, worthy equipment alterations, high impact procedural operations.
- 3 Gold** An excellent idea that has great potential to bring Sales, Production, Quality or Safety related areas to a higher level. Examples are: Development and implementation of high cost saving ideas, Computer Programs, Equipment Development and many other areas of efficiency.

Reminder: Coins may also be given for many other reasons. Rewarding Whirley employees for a job well done or going above the call of duty are a few examples. Be creative, keep in mind the implications each idea could have if implemented.

Think Continuous Improvement!!!

Dealing with Duplicate Ideas

Introduction

Duplicate Ideas need to be recognized and responded to in a positive manner. Read each duplicate idea carefully, it may only relate to a similar idea or indicate an unforeseen need of the employee.

1. Mark duplicate ideas with the word duplicate in the area where a log number is usually written.
2. Reply in a friendly manner with thanks and praise for recognizing an area of concern.
3. Award one silver coin to each duplicate idea.
4. Copy the appropriate managers for a point of information.
5. Duplicate ideas are copied and filed for reference and year end review.

Departmental Incentive Programs

Introduction

Departments use incentive programs to promote areas such as Productivity, Quality and Customer Satisfaction.

1. Incentive programs created by individual departments must be authorized by Team Operate to insure the program is in the best interest of the company.
2. Any employee is eligible for team awards including part time, contract and temporary workers. The goal was met as a team, therefore everyone working on the team deserves an award.

Note:

Birthdays: A birthday card and silver coin are sent to each employee by the Good Idea Club on their birthday. Individual departments should not be awarding for this. That is considered double dipping.

Anniversaries: Anniversaries are not recognized by the Good Idea Club, therefore individual departments should not recognize anniversaries with coins.

Contact the G.I. Coordinator for any questions concerning Coin incentive programs.

Section Five:

Special G.I. Programs

- A. Monthly drawings
- B. Most Outstanding idea program
- C. Extra-award coins
- D. Company events

Good Idea Club Monthly Drawing

What is it? The Monthly Drawing is the Whirley version of the Lottery. Each month a drawing is held that contains a minimum of (80) eighty prizes. Prizes have categories of \$25, \$15, \$10 and \$5 prize values. We also have Bonus prizes sent in by the Whirley Sales Representatives.

How to enter? Coin envelopes are available at each GI Suggestion Box. To enter, write your Name and Clock Number on the envelope along with One Silver Coin and place it into any GI Suggestion Box. Only one entry per person per month. There is a "Special" entry program available. For one Gold coin you are entered for 6 Months or 2 Gold coins for the entire year. Please mark "Gold Coin" on your envelope.

Winner notification. The drawing is held in a different department each month. All of the entries are put into a large bucket and envelopes drawn by the employees. A prize or prize category is called out and a name drawn. Each person that wins is given a prize notification for the day of the drawing. From this form you choose your prize. A prize list is posted on the bulletin boards in all facilities.

When are prizes available? It takes one week to process the information and distribute the prizes. If you do not receive your prize within 10 days contact the GI Coordinator.

What kind of prizes can be won? There are many prize choices, some of which include: Gift Certificates from Quality/Bilo Markets, Sparkle Gas, Howes True Value and Domino's pizza. Whirley Gym bags, Hats, T-Shirts and even a Gold Coin.

There are also prizes from the Sales Representatives. Bonus Prizes include \$50 Cash, 5 Gold Coins and an Increase Sales \$25 Cash along with a \$10 Sparkle Gas drawing for those completing their Sparkle Gas Punch Card.

V.I.P. Parking. VIP parking spaces are reserved spaces close to the buildings that employees win for a week at a time.

Most Outstanding Idea Program

Introduction

The Most Outstanding Idea Program is designed to recognize and further award an individual submitting a Good Idea. The Most Outstanding Idea calendar year is based on the last quarter of the previous year and the first three quarters of the present year.

Each Quarter: Ten (10) Most Outstanding Ideas will be recognized.
Year End: Twenty (20) Most Outstanding Ideas will be decided upon from the 10 idea winners of each quarter.

General Information

1. Each quarter a report is run containing ideas receiving at least 1 Gold Coin award.
2. Ideas receiving less of an award (but are felt to have a great deal of impact) need to be submitted by the employee using the Most Outstanding Idea forms located at the GI Boxes.
3. Responding managers then review the ideas pertaining to their department and rank them based on the idea Impact.
4. A vote packet is assembled and distributed to the employees having an idea entry for voting.
5. Employees receiving a vote packet are required to vote to become eligible and cannot vote on their own idea.
6. Winners are determined by awarding a point value to each of the ranked ideas and tabulating total vote scores per idea.
7. A Congratulations Award Choice form is sent to each winner.

Awards for the Most Outstanding Ideas:

Quarterly Winners receive a choice of:
\$60 Quality/Bilo Certificate
\$60 Wal Mart/Sam's Certificate
4 Hours GI Award Vacation

Year End Winners receive a choice of:
\$100 Quality/Bilo Certificate
\$100 Wal Mart/Sam's Certificate
8 Hours GI Award Vacation

Extra-award Coins

Coins may be given to employees for many reasons other than submitting a good idea.

Examples:

- Catching errors, Quality issues
- Going over and above the expected performance level
- A thank you for a special act involving co-workers
- Encouragement to a team or developing group
- An award for a company contest

Managers may also request larger coin amounts for special programs by contacting the GI Coordinator.

Good Idea Club Social Events

Introduction

The Good Idea Club social events build Teamwork, Motivation and boost general Morale. The structure of events is determined by the interest of the employees.

Events

EASTER EGG HUNT	APRIL
BUSINESS TO BUSINESS CHALLENGE	MAY
FOURTH OF JULY PARADE	JULY
INDUSTRIAL LEAGUE SOFTBALL	AUGUST
WHIRLEY FOOTBALL CONTEST	SEPTEMBER
FOOD DRIVE	NOVEMBER
CHRISTMAS PARTY	DECEMBER

Other Event Options:

Whirley night at the Jamestown Jammers baseball game

Whirley night at Stateline Speedway

Recreational Softball, Volleyball and Basketball games during evenings and weekends

Section Six:

Documentation of Coin Use
/Allocations

Documentation of Coin Use

Documentation of coin use is a necessary tracking system to determine the allocation of coins.

- At the end of each month a "Coin Distribution" list along with a "Monthly Coin Activity" form need to be completed and balanced against the remaining coins.
- A copy of each form is sent to the Accounting Department for coin reimbursement.

Coin allocations are determined by the Department size, Manager's needs and the number of Ideas being responded to.

The GI Coordinator regulates all coin allocations.

Section Seven:

G.I. Fund

GI Fund

The GI Fund is used to make purchases for the employee benefit. Aluminum cans are collected and recycled to contribute to the fund.

Fund uses include areas such as:

- Easter Egg Hunt
- Halloween Treats of Popcorn and Candy
- Turkeys for the Thanksgiving monthly drawing
- Hams for the Christmas monthly drawing
- Miscellaneous items

Request are made to the Accounting Department in writing by the GI Coordinator.

All receipts and money are returned to the Accounting Department after the project completion.