Suggestion System

University of Tehran Suggestion System

Regulations and Guidelines

Suggest.ut.ac.ir

In The Name of God

University of Tehran Press

Serial Number: 12063

Title and Author(s)	:	University of Tehran Suggestion System: Regulations and Guidelines / Prepared by: Seyed Mohammad Moghimi, Hossein Rezaei.
Publication Details	:	Tehran: University of Tehran, Press Institute, 2025.
Physical Description	:	80p.
Series	:	University of Tehran Publications
ISBN	:	978-964-03-7601-0
Cataloging Status	:	FIPA (Iranian National Cataloging Rules)
Subjects	:	1. University of Tehran – By-laws 2. Suggestion Systems – Iran
Added Entries	:	1. Moghimi, Seyed Mohammad, 1971- 2. Rezaei, Hossein, 1981- 3. University of Tehran. Press Institute
Library of Congress Classification	:	422 1403LGR
Dewey Decimal Classification	:	55/378
National Bibliography Number	:	9660093

This book is protected under the Law for the Protection of Authors' and Composers' Rights. Reproduction of this book by any means, including photocopying, risograph, creating PDF files, CDs, rewriting in blogs, websites, magazines, and books, without the written permission of the publisher, is prohibited and subject to legal prosecution. All rights are reserved by the publisher.

Title: University of Tehran Suggestion System: Regulations and Guidelines
Prepared by: Dr. Seyed Mohammad Moghimi – Hossein Rezaei
Edition: First Edition
Publication Date: 2025
Print Run: 100 copies
Publisher: University of Tehran Press Institute
Printing and Binding: University of Tehran Press Institute

"The responsibility for the accuracy of the content lies with the authors."

Address: North Kargar Street – Shahid Farshi Moghaddam Street – University of Tehran Press Institute
Email: press@ut.ac.ir – Website: https://press.ut.ac.ir
Distribution and Sales: Fax 88338712

Suggestion System

University of Tehran Suggestion System

Regulations and Guidelines

Suggest.ut.ac.ir

Message from the Chairman of the Suggestion System Council

« مَن أَرَادَ أَمرًا فَشَاوَرَ فيهِ أمرًا مُسلِمًا وَفَّقَهُ اللّٰهُ لأَرشَدِ أُمُورِهِ »

"Whoever intends to do something and consults a Muslim about it, God will grant them success in the most sensible of matters".

Prophet Muhammad (Peace Be Upon Him)

The concept of participatory management emerged in Japanese companies in the early 1950s and was later embraced by organizations worldwide. However, long before that, the teachings of Islam had emphasized the necessity and importance of leaders consulting with their subordinates and utilizing public opinions in decision-making. The significance of consultation and participatory management has been repeatedly highlighted in Islamic verses and traditions (such as the noble verse: "And their affairs are [determined by] consultation among them"). This principle is also evident in the practical conduct of Prophet Muhammad (PBUH), the governance approach of Imam Ali (AS), and the lives of the Imams of guidance. For instance, during the Battle of Badr, Prophet Muhammad (PBUH) initially set up camp behind a well in the area of Badr. One of his companions suggested moving the well behind their position to prevent losing it in case of retreat. The Prophet accepted this suggestion and relocated the forces. Similarly, during the Battle of the Trench, the Prophet consulted his companions on how to confront the enemy, and Salman al-Farsi, the Persian companion of the Prophet, proposed the historic idea of digging a trench around Medina. The Prophet accepted and ordered its implementation. These are just a few examples of the practical commitment of Islamic leaders to consultation and participatory management, and many such instances can be found in Islamic history.

Regardless of one's perspective on participatory management, it is undeniable that this approach has been so successful in practice that it has gained widespread acceptance in nearly all public and private

organizations. Participation in management is sometimes considered a prerequisite for economic development and is seen as a guarantee of "organizational democracy."

The suggestion system, as one of the most powerful and fundamental mechanisms for institutionalizing participatory management, has established itself extensively in industrial, commercial, and service organizations worldwide. In this system, employees and even external stakeholders have the right to think about improving the quality and quantity of organizational performance, which affects their work or lives. They can propose effective solutions to overcome challenges, facilitate processes, and enhance organizational efficiency.

To achieve these goals and ensure consistency in institutionalizing participatory management, every organization develops a set of executive regulations known as the "Suggestion System." The University of Tehran Suggestion System has been designed to leverage the specialized scientific and practical capacities of professors, students, staff, and alumni across all levels, ranks, and organizational domains, both operational and administrative. It focuses on directing the intellectual capital and creative power of all stakeholders toward fulfilling the ultimate mission of the University of Tehran.

This form of participation not only yields valuable outcomes for the organization but also guides employees toward growth, development, and the realization of their potential.

We hope that with the responsible participation of all esteemed colleagues and the support of respected managers, we will witness the achievements of the suggestion system in furthering the excellence of the University of Tehran.

Dr. Seyed Mohammad Moghimi

President of the University of Tehran

Chairman of the Suggestion System Council

Message from the Secretary of the Suggestion System

« اذا كانَ امَرائُكمْ خِيارَكمْ وَ اغْنِيائُكمْ سُمَحائَكمْ وَ امْرُكمْ شُورى بَينَكمْ فَظَهْرُ الارْضِ خَير لَكمْ مِنْ بَطْنِها، وَ اذا كانَ امَرائُكمْ شِرارَكمْ وَ اغْنيائُكمْ بُخَلائَكمْ وَلَمْ يكنْ امْرُكمْ شُورى بِينَكمْ فَبَطْنُ الارْضِ خَيرٌ لَكمْ مِنْ ظَهْرِها »

"When your leaders are the best among you, your wealthy are generous, and your affairs are decided through consultation, then the surface of the earth is better for you than its depths. But when your leaders are the worst among you, your wealthy are stingy, and your affairs are not decided through consultation, then the depths of the earth are better for you than its surface".

Prophet Muhammad (Peace Be Upon Him)

The principle of consulting with knowledgeable individuals, utilizing their opinions, and respecting their dignity while engaging with their intellect is a dynamic and emphasized management system in Islam. This management system, as a desirable and effective approach, has proven successful both theoretically and practically and now holds a prominent position in many successful organizations worldwide.

At the University of Tehran, the Suggestion System has been established to institutionalize a culture of participation and collective wisdom in line with the university's vision and mission, aiming to enhance effectiveness and integration.

Now, with the help of Almighty God and based on studies conducted by the Secretariat of the University of Tehran Suggestion System, the book Regulations and Guidelines of the University of Tehran Suggestion System has been compiled. It is expected that with the proper implementation of the suggestion system, greater participation of university stakeholders in decision-making will be facilitated. This will strengthen their sense of responsibility and align their goals more closely with those of the university, thereby increasing stakeholder engagement and, consequently, the university's productivity.

In the year 2024, marking the commemoration of 1,757 years of academic tradition in Iran as a national honor and coinciding with the 90th anniversary of the establishment of the University of Tehran, the "Symbol of Higher Education in Iran," I would like to acknowledge the numerous colleagues and friends who contributed to the establishment of the suggestion system and the compilation of this book. While it is not possible to name all of them, I would like to express my gratitude to some of them as a sign of appreciation and in observance of academic etiquette.

First and foremost, I extend my deepest gratitude to Dr. Seyed Mohammad Moghimi, the esteemed President of the University of Tehran and Chairman of the Suggestion System Council, who is an expert in this field and the author of the book Suggestion Systems in Government Organizations: From Theory to Practice. I also thank each member of the Presidential and Public Relations Office, particularly Dr. Mehdi Shahbazi, the esteemed Director of the Presidential and Public Relations Office, and Mr. Mohammad Hossein Haji Ebrahimi, the esteemed Deputy Director of the Presidential and Public Relations Office. Additionally, I express my gratitude to the colleagues of the Office of Planning and Organizational Architecture, led by Dr. Hamidreza Yazdani, and the colleagues of the IT Center, led by Dr. Mohammad Reza Mortazavi and Mr. Ali Kheiri, Director of the Farabi Campus E-Learning Center.

I would also like to acknowledge the significant efforts and diligent follow-ups of Mr. Hamidreza Ranjbar, the former Secretary of the University of Tehran Suggestion System, for his collaboration in preparing this book.

I pray for the success and well-being of all from the Almighty and Merciful God.

Hossein Rezaei

Secretary of the University of Tehran Suggestion System

Table of Contents

Introduction **12**

Chapter One: General Principles **15**

Chapter Two: Structure and Organization of the Suggestion System **21**

Chapter Three: Workflow Stages in the Suggestion System **33**

Chapter Four: Evaluation and Rewards in the Suggestion System **49**

Appendices and Forms **57**

References **78**

Introduction

In the present era, often referred to as the Information Age, the quality of human resources and how these vital resources are utilized are key determinants of the success of any society or organization. Participatory management, as a modern approach in management—often termed the "participation revolution"—can assist institutions, departments, and organizations in stimulating the creative power of stakeholders and leveraging their intellectual capital through a mechanism known as the suggestion system. The suggestion system is a human-centered program aimed at enhancing productivity and is part of a broader framework to foster individual participation in improving organizational processes, solving problems, and creating dynamism and engagement in the enhancement of processes within any institution, office, or organization. This system, recognized today as one of the fundamental pillars of continuous improvement worldwide, ensures that constructive ideas are accepted equally, regardless of the organizational position of their originators, through a defined process. At the same time, the authority, decision-making power, and responsibilities of management are neither weakened nor compromised. Additionally, appropriate measures are taken to provide material and moral incentives to stakeholders for submitting constructive ideas, ensuring that their creativity and dynamic thinking are effectively utilized for organizational growth and excellence.

The primary objective of designing a suggestion system is to create an environment conducive to the participation of all stakeholders in achieving organizational goals. To provide a clearer picture of the mission of the suggestion system, the following points can be highlighted:

1. Facilitating the realization of policies and strategies aligned with the university's goals.
2. Strengthening a sense of responsibility and motivating stakeholders to utilize innovation and initiative.
3. Enhancing the efficiency of all stakeholders and aligning individual and university goals by creating shared individual and organizational benefits.

4. Improving the quality of activities, reducing program implementation costs, enhancing work processes, and similar outcomes based on the regulations governing the implementation of suggestion systems in government organizations.

The Suggestion System Council must prepare the bylaws for establishing the suggestion system, taking into account the following:

1. Explaining the necessity and importance of participation and the suggestion system.
2. Articulating the philosophy of participation in alignment with the nature of organizational tasks.
3. Establishing the goals of participatory management.
4. Emphasizing adherence to the implementation steps of the suggestion system, including maintaining an appropriate level of training, communication, encouraging the university to play an effective role in decision-making, allocating sufficient resources for effective implementation, evaluating and continuously improving the system, and establishing an information flow system tailored to the needs of the suggestion system.
5. Structuring participation in a way that encompasses the responsibilities of the Suggestion System Council members and their interrelationships.
6. Defining the method for submitting suggestions, including necessary forms and how individuals can access information.
7. Establishing methods for evaluating suggestions and the criteria for evaluation.
8. Defining the implementation process for suggestions, emphasizing the stages of pilot and final implementation.
9. Establishing methods for evaluating the suggestion system to ensure continuous improvement.
10. Encouraging organizational managers to support participatory management and the suggestion system.

Given the scientific necessity and legal standing of the suggestion system, the Secretariat of the Suggestion System has developed a framework tailored to the conditions and characteristics of the University of Tehran. This framework aims to ensure fairness in the submission and review of suggestions (without bias based on the submitter's organizational position) while fostering participation in identifying issues and finding

solutions. At the same time, the authority and responsibilities of managers are neither weakened nor compromised. Additionally, conditions are provided to materially and morally incentivize submitters of constructive suggestions, ensuring that all professors, staff, students, managers, and other stakeholders have the opportunity to participate.

Chapter One:

General Provisions

Including Articles 1 to 3

- ✓ **Objectives**
- ✓ **Functions of the Suggestion System**
- ✓ **Definitions**

Article 1: Objectives

In recent decades, public participation in political, economic, and social affairs has gained significant attention from governments. Organizations have similarly turned to participatory management to leverage the thoughts, opinions, and creativity of their stakeholders, who represent the most valuable asset of any organization. To implement participatory management and promote this culture, it is essential to utilize executive systems that fall under its umbrella. One of the most effective systems is the suggestion system, which allows the university to collect and evaluate the opinions and innovations of its stakeholders at all levels, implement them according to specific guidelines, and reward the proposers appropriately based on the value of their suggestions.

The suggestion system fosters a spirit of cooperation and collaboration among stakeholders, encouraging them to take responsibility for their continuous participation in shaping the university's future. All stakeholders, from the highest to the lowest organizational levels, can submit suggestions, opinions, and initiatives to address or minimize existing problems and deficiencies, and to improve university processes. The mission of this system is to create a suitable mechanism and environment for the submission, receipt, review, evaluation, and implementation of stakeholders' suggestions in line with achieving the university's goals. The University of Tehran Suggestion System aims to achieve the following individual and organizational objectives:

A) Individual Objectives:

1. Valuing the scientific and professional opinions of stakeholders.
2. Strengthening organizational belonging, job satisfaction, and self-confidence among stakeholders.
3. Creating job motivation and a sense of self-efficacy.
4. Fostering healthy competition in creativity and innovation.
5. Enhancing individual and organizational learning.
6. Promoting a culture of participation, collaboration, and teamwork.
7. Institutionalizing the principle of "enjoining good and forbidding wrong" within the university.
8. Respecting the intellectual property of suggestions.

9. Ensuring fairness and consistency in allocating rewards for suggestions.
10. Expanding a scientific and professional spirit.

B) Organizational Objectives:

1. Continuously improving the university's performance by increasing productivity, effectiveness, and economic efficiency of activities.
2. Expanding and enhancing the quantity and quality of educational, research, student, administrative, financial, and support activities.
3. Reducing problems, addressing deficiencies, and overcoming administrative challenges.
4. Accelerating processes by fostering synergy among forces.
5. Creating alignment with external environmental developments.
6. Aligning the interests of stakeholders and the university more closely.
7. Strengthening communication between different university levels and increasing flexibility.
8. Enhancing collective participation in decision-making and improving managerial decision-making.
9. Increasing the satisfaction of internal and external stakeholders.
10. Optimizing the use of intellectual resources, creativity, and potential talents.
11. Identifying the competencies and qualifications of stakeholders in scientific, experiential, and professional domains.
12. Promoting a culture of participatory management.

Article 2: Functions of the Suggestion System

1. Implementing incentive programs and creating cultural and educational foundations to encourage stakeholders to submit suggestions.
2. Organizing the process of receiving, registering, reviewing, accepting, or rejecting suggestions, responding to proposers, documenting, and overseeing the entire process.
3. Reviewing received suggestions and referring them to experts and specialists when necessary.

4. Approving accepted suggestions and sending necessary reports to relevant units to assess the feasibility of implementation and issuing execution orders to the respective units.
5. Monitoring and following up on the implementation of accepted suggestions, as well as establishing appropriate mechanisms for awarding prizes and rewards for accepted suggestions and overseeing the process.

Article 3: Definitions

1. **Suggestion System:** A mechanism through which the university can access the intellectual findings, human capital, and potential abilities of stakeholders to achieve continuous improvement. It provides a platform for creativity and the realization of stakeholders' inner talents. The suggestion system refers to a structured system that facilitates and enables the direct participation of stakeholders in activities related to the objectives outlined in this framework. Specifically, the University of Tehran Suggestion System is considered a subsystem of the university, responsible for collecting, registering, evaluating, and scoring suggestions from stakeholders, as well as providing the necessary facilities for implementing constructive suggestions and encouraging proposers. In this framework, the system for receiving and reviewing suggestions is referred to as the "Suggestion System."

2. **Suggestion:** In this framework, a suggestion refers to a new idea or suggestion submitted to achieve the objectives outlined in the framework. Suggestions may be quantitative, qualitative, or a combination of both. Quantitative suggestions result in cost savings, increased productivity, or measurable financial outcomes. Qualitative suggestions lead to improved administrative processes, better work environments, or increased stakeholder satisfaction, though their outcomes may not be financially measurable. The third type combines both aspects. Most suggestions in organizational settings have both quantitative and qualitative dimensions, and this perspective is emphasized in this framework.

3. **Proposer:** Any individual or group submitting suggestions to the suggestion system. This includes managers, faculty members, staff, students, alumni, contractors (active or retired), their families, and all university stakeholders.

4. **Suggestion System Council:** The highest authority of the system, responsible for determining macro policies and setting the direction of the suggestion system at the University of Tehran. The council comprises university managers, professors, and staff representing various domains. It is responsible for the initial review of suggestions, referring them to specialized committees for further evaluation, and issuing final approval for implementation. The composition, responsibilities, and functions of the council are detailed in Chapter Two of this framework.

5. **Suggestion System Secretariat:** The suggestion system includes a unit called the Secretariat, which operates under the direct supervision of the council chair and is managed by the secretary. The Secretariat is responsible for coordinating and facilitating communication among all components of the system, including proposers, the Suggestion System Council, specialized committees, advisors, implementing units, and others. In this framework, "Secretariat" refers to the Suggestion System Secretariat.

6. **Specialized Committees:** To evaluate the technical and specialized aspects of suggestions in various domains, specialized committees are formed. These committees operate within the framework of this system and are responsible for assessing suggestions based on principles, criteria, regulations, and legal frameworks. They work in collaboration with the Secretariat, the Suggestion System Council, and advisors.

7. **Suggestion System Advisors:** A group of experts and specialists in the fields relevant to the suggestions. They collaborate with the suggestion system, as deemed necessary by the specialized committees or the Suggestion System Council, to provide technical evaluations of submitted suggestions.

8. **Stakeholders:** Include managers, professors, students, staff, trainees, alumni, retirees, their families, and the general public.

9. **Chair of the Suggestion System:** The chair of the University of Tehran Suggestion System is the university president.

10. **Secretary of the Suggestion System:** The secretary is the primary official responsible for the proper functioning of the suggestion system and is appointed by the university president.

Chapter Two:

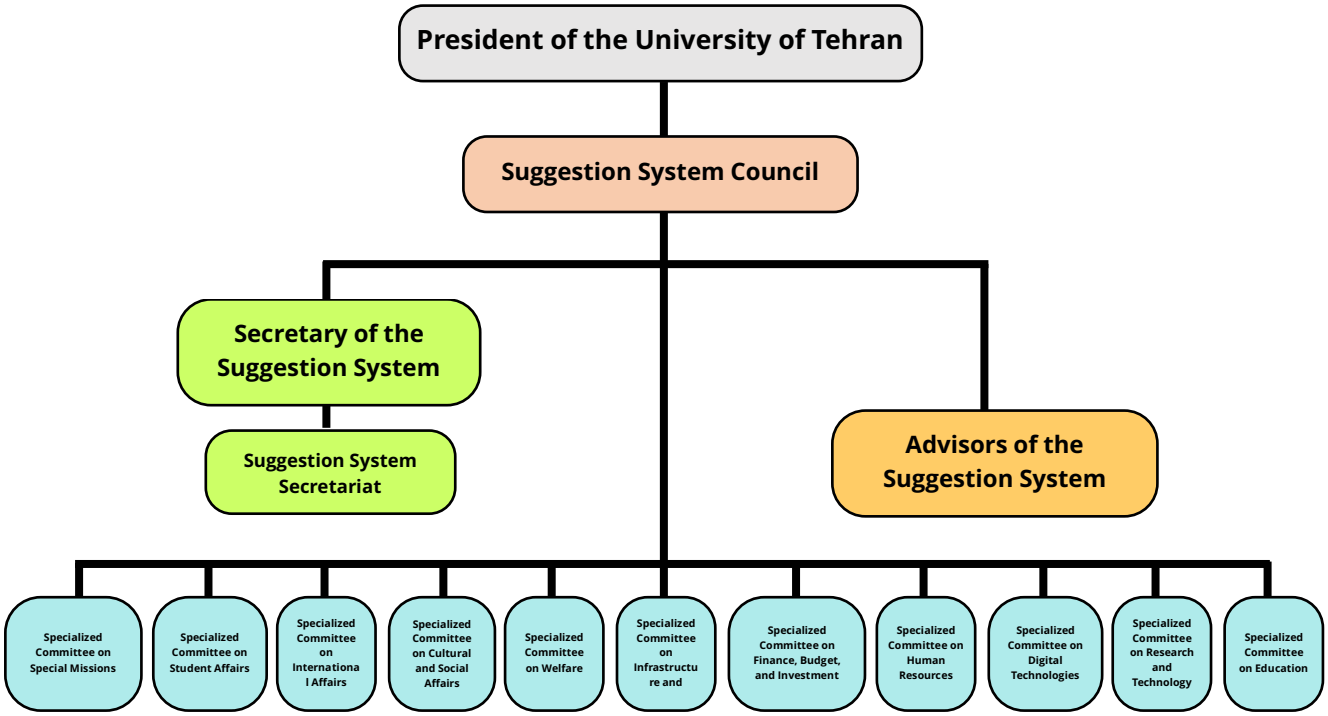
Structure and Organization of the Suggestion System

Including Articles 4 to 22

- ✓ **Pillars and Executive Organization of the Suggestion System**
- ✓ **Suggestion System Council**
- ✓ **Responsibilities of the Suggestion System Secretariat**
- ✓ **Responsibilities of the Specialized Committees of the Suggestion System**
- ✓ **Advisors of the Suggestion System**
- ✓ **Criteria for Evaluating Suggestions in Specialized Committees**

Article 4: Pillars and Executive Organization of the Suggestion System

The pillars and executive organization of the University of Tehran Suggestion System consist of the Suggestion System Council, the Secretary of the Suggestion System, the Suggestion System Secretariat, advisors, and specialized committees. The relationships between these components are illustrated in the following diagram:



(Diagram of the University of Tehran Suggestion System Structure)

Article 5: Suggestion System Council

The Suggestion System Council is responsible for policy-making, setting strategies, and overseeing all matters related to the University of Tehran Suggestion System. As the core of the suggestion system, the council conducts preliminary reviews of suggestions, coordinates with other organizational units, and monitors the proper implementation of suggestions.

Article 6: Advisors of the Suggestion System

Advisors with expertise in relevant fields are utilized based on the topics and suggestions under review. Advisors are selected by the Suggestion System Council and approved by the University President, who chairs the council. The relevant appointments are issued with the President's signature.

Article 7: Advisors of the Suggestion System

Advisors may be selected from among faculty members, experts, and knowledgeable managers of the University of Tehran, as well as professionals from external institutions.

Article 8: Composition of the Suggestion System Council

The Suggestion System Council consists of the following members:

- The University President as the Chair of the Council;
- The Secretary of the Suggestion System as the Secretary of the Council;
- University Vice Presidents;
- The Representative of the Supreme Leader at the University;
- Heads of Specialized Committees;
- Two advisors selected by the University President.

Article 9: Chairmanship of the Council

The University President serves as the Chair of the Council, and the Secretary of the Suggestion System acts as the Secretary of the Council.

Article 10: Council Meetings

All council meetings require the presence of at least three-quarters of the members to be official. Decisions are valid with a majority vote of those present.

Article 11: Term of the Council

The council's term is two years from the date of formation. Replacement or extension of membership for representatives of various units is permissible.

Article 12: Responsibilities of the Suggestion System Council

1. Making necessary amendments to policies, strategies, and guidelines to improve the suggestion system.
2. Reviewing and deciding (requesting modifications, approving, rejecting, or referring to specialized committees) on suggestions received from the Suggestion System Secretariat.
3. Evaluating and estimating the economic savings or other benefits of implementing suggestions and determining their execution costs.
4. Corresponding with implementing units to execute approved suggestions.
5. Determining rewards for proposers, expert fees, and incentives for executive staff.
6. Forming specialized committees as needed, defining their responsibilities, and monitoring their performance.
7. Addressing appeals from proposers after initial review by specialized committees.
8. Setting policies and strategies to encourage collaboration in the suggestion system.

9. Determining annual special rewards.
10. Conducting annual evaluations to select the best suggestions and award appropriate prizes.
11. Promoting creativity among stakeholders through training programs.
12. Suggesting topics for suggestions and setting special reward conditions as needed.
13. Monitoring the proper implementation of approved suggestions through the Suggestion System Secretariat.
14. Identifying training needs for individuals active in proposing, evaluating, or implementing suggestions and facilitating their training.
15. Determining and managing attendance fees for specialized committee members.
16. Preparing stakeholders to submit suggestions.
17. Interacting with advisors and addressing all matters related to them.
18. Protecting the intellectual and moral rights of suggestions to safeguard proposers' interests.
19. Making decisions and providing opinions on all matters related to the suggestion system and any ambiguities not explicitly addressed in this framework.

Note 1: The council should, whenever possible, guide proposers to refine their suggestions and, if necessary, invite them to provide further explanations before rejecting a suggestion.

Note 2: The council may delegate some responsibilities to specialized committees, the Secretariat, or the Secretary of the Suggestion System.

Note 3: For implementing suggestions that impact the university's macro policies or require significant budgets, approval from the University President and the Board of Trustees is necessary.

Article 13: Secretary of the Suggestion System

The Secretary of the Suggestion System is primarily responsible for the proper functioning of the web-based suggestion system, following up on council and committee decisions, and overseeing the Secretariat's activities, such as timely review of suggestions, fair evaluation, implementation of suggestions, and timely reward distribution.

Article 14: Responsibilities of the Secretary of the Suggestion System

The responsibilities of the Secretary include:

1. Following up on the implementation of policies and goals set by the council.
2. Proposing annual amendments to the suggestion system for the council's review.
3. Providing reports and information on the suggestion system and its performance to the council chair.
4. Submitting monthly performance reports to the council chair.
5. Organizing the Secretariat's activities.
6. Preparing meeting agendas and inviting members to council and committee meetings.
7. Attending specialized committee meetings as needed.
8. Reporting committee meeting outcomes to the Suggestion System Council.
9. Following up on council decisions and monitoring the implementation of approved suggestions.
10. Organizing festivals and lectures to promote the suggestion system.
11. Collaborating with organizations interested in the suggestion system to develop and advance it.
12. Providing reports and information to external visitors.
13. Utilizing experiences and achievements from other organizations.
14. Organizing annual meetings to enhance participatory management knowledge among managers, with the council chair's approval.
15. Publishing news about the suggestion system, including statistics, interviews with top proposers, and introducing the best suggestions and their outcomes.
16. Conducting interviews with stakeholder groups to identify barriers (e.g., those who have never submitted suggestions or have submitted at least one) and summarizing results for council review.
17. Monitoring the performance of the web-based suggestion system and managing its content.
18. Guiding proposers to refine and complete their suggestions as needed.
19. Organizing suggestions and presenting them to the council or specialized committees based on categorization and priority.

20. Announcing received suggestions to all stakeholders for feedback after council approval.
21. Communicating evaluation results to proposers.
22. Following up on the implementation of approved suggestions.
23. Monitoring and reporting on the implementation of approved suggestions at specified intervals.
24. Summarizing and reporting the outcomes of the suggestion system at appropriate intervals.
25. Issuing and following up on rewards, fees, and career advancement credits.
26. Recording and maintaining records of suggestions and proposers.
27. Preparing and signing council meeting minutes.
28. Developing forms, statistical resources, and informational materials.
29. Preparing and submitting requested reports to the University President regarding the suggestion system.
30. Conducting cultural activities, such as advertising, publications, and displaying posters and banners in university halls and buildings.
31. Monitoring the performance of specialized committees and reviewing their meeting minutes.
32. Taking necessary actions to improve and energize the suggestion system.
33. Performing other tasks assigned by the Suggestion System Council and its chair.
34. Organizing an annual festival to recognize and honor the best suggestions.

Article 15: Suggestion System Secretariat

To facilitate the functioning of the suggestion system and streamline its processes, an independent unit called the Suggestion System Secretariat is established. This unit serves as the heart of the system and is easily accessible to all stakeholders.

Responsibilities of the Suggestion System Secretariat:

1. Managing and ensuring the proper functioning of the web-based suggestion system.
2. Receiving, registering, prioritizing, and categorizing suggestions, and forwarding them to the Secretary for review and presentation to the council.

3. Daily monitoring and clearing of the suggestion box (in the web-based system).
4. Handling all correspondence and archiving issued decrees and related documents.
5. Receiving evaluation results from the council and committees and communicating them to proposers.
6. Receiving appeals from proposers regarding evaluation results and forwarding them to the Secretary.
7. Preparing appropriate responses, certificates, and awards for proposers.
8. Guiding volunteers interested in participating in the suggestion system.
9. Preparing monthly reports on the system's performance and submitting them to the Secretary.
10. Archiving and categorizing suggestions (evaluated, implemented, under review, under implementation, thematic, individual, group, etc.) in the system.
11. Conducting promotional and cultural activities.
12. Collecting statistics and informing stakeholders about:
    - The number of suggestions submitted by stakeholders.
    - The number of accepted suggestions and their percentage of total submissions.
    - The number of individuals who submitted suggestions and their percentage of total stakeholders.
    - The number of proposers from each unit.
    - The number of suggestions submitted by each unit.
    - Recognizing individuals with the highest number of approved suggestions.
    - Calculating the number of suggestions per stakeholder.
    - Recognizing the unit with the most suggestions as a model unit.
    - Recognizing the unit with the most proposers as a model unit.
    - Recognizing the unit with the best collaboration and quality of suggestion implementation.
13. Informing stakeholders about individuals whose suggestions have been accepted, including the suggestion's title, a brief description, earned points, and awarded rewards.
14. Institutionalizing fairness in allocating credits to suggestions.

Article 16: Specialized Committees of the Suggestion System

Specialized committees are essential to the suggestion system, ensuring the continuity of submissions and the system's success. Proposers must be fully justified regarding the technical, scientific, practical, and economic reasons for the acceptance or rejection of their suggestions. This requires selecting qualified experts to evaluate suggestions in specialized committees. Committee members are appointed based on recommendations from relevant organizational units and approval by the Suggestion System Council. Each committee consists of three to five members, with one member appointed as the chair by the council.

Specialized Committees at the University of Tehran:

- Education Committee
- International Affairs Committee
- Research and Technology Committee
- Student Affairs Committee
- Welfare Committee
- Infrastructure and Support Committee
- Cultural and Social Committee
- Digital Technologies Committee
- Finance, Budget, and Investment Committee
- Human Resources Committee
- Special Missions Committee

Article 17: Qualifications for Committee Members

1. Expertise and knowledge in the committee's field.
2. Sufficient and relevant professional and academic experience at the University of Tehran.
3. A spirit of innovation, creativity, and openness to change.
4. Approval by the Suggestion System Council with a majority vote.

Note 1: Membership of council members in specialized committees is permissible.

Note 2: The university should primarily use its faculty, managers, and experts for evaluating suggestions. If suitable experts are unavailable, external experts may be consulted for specialized suggestions.
Note 3: Committees should, whenever possible, guide proposers to refine and improve their suggestions before rejection. If rejection is necessary, the reasons should be communicated to the proposer.
Note 4: An individual cannot simultaneously be a member of more than one specialized committee.
Note 5: If a suggestion requires input from another committee, members of other committees may be invited with the committee chair's approval and the Secretary's consent.
Note 6: New committees may be formed as needed, with the council's approval.

Article 18: Committee Meetings

Committee meetings require the presence of at least three members to be official. Decisions are valid with a majority vote of those present.

Article 19: Term of Committees

The term of specialized committees is two years from the date of formation. Membership extensions are permissible.

Article 20: Replacement of Members

If a member is unable to attend, the council will appoint a replacement.

Article 21: Responsibilities of Specialized Committees

The council defines the scope of authority for specialized committees. Their responsibilities include:

1. Holding scheduled meetings.
2. Reviewing suggestions referred by the council or Secretariat.
3. Referring suggestions to advisors or other experts for evaluation through the Secretariat.

4. Approving, rejecting, or requesting modifications to suggestions.
5. Addressing appeals from proposers whose suggestions were initially rejected.
6. Proposing procedural amendments to the Secretariat.
7. Collaborating with the Secretariat to implement approved suggestions.
8. Submitting meeting minutes to the Secretary.
9. Requesting additional information, documents, or studies for thorough evaluation through correspondence with the Secretary.

Note 1: Whenever possible, suggestions should be reviewed in the presence of the proposer or their representative.

Note 2: Committees should, if possible, invite proposers or their representatives to explain the reasons for acceptance or rejection.

Article 22: Evaluation Criteria for Specialized Committees

Specialized committees must evaluate suggestions referred by the Secretariat in accordance with council regulations and consider the following:

1. Is the suggestion feasible and aligned with the university's capacities, authorities, and goals?
2. What are the financial implications of implementing the suggestion?
3. What changes will the suggestion bring to the current situation in terms of quality or quantity of activities? (Benefits of the proposed method)
4. Technical, legal, regulatory, auditing, and operational analysis.
5. Comparison of the current method and the proposed method.
6. Economic evaluation and calculation of cost savings, if possible, with the help of relevant units or economic experts.
7. Preparing evaluation reports, drawing conclusions, and returning all documents to the Secretariat for final decision-making by the council.
8. Committee experts must take the following actions to achieve the above results:

- Review and prepare necessary technical and specialized information.
- Seek opinions from managers, supervisors, and experts in relevant units.
- Consult with other related domains and experts.
- Identify the background and history of the topic.
- Examine legal and operational environments.
- Request further explanations or documentation from the proposer if needed.

Chapter Three:

Workflow Stages in the Suggestion System

Including Articles 23 to 35

- ✓ **Stage One, Two, and Three: Submission of Suggestions (Including Drafting, Submission to the Secretariat, Preparation, and Referral to Specialized Committees)**
- ✓ **Stage Four: Preliminary Review of Suggestions by the Suggestion System Council**
- ✓ **Stage Five: Expert Review of Suggestions by Specialized Committees**
- ✓ **Stage Six: Case-by-Case Inquiry Regarding Suggestions**
- ✓ **Stage Seven: Final Review and Approval of Suggestions by the Suggestion System Council**
- ✓ **Stage Eight: Implementation of Approved Suggestions**
- ✓ **Stage Nine: Recognition of Approved Suggestions**
- ✓ **Stage Ten: Documentation and Dissemination of the Effects of Implemented Suggestions (Promotion and Cultural Development)**
- ✓ **Stage Eleven: Documentation**
- ✓ **Workflow Diagram of the Suggestion System**

Stage One, Two, and Three: Submission of Suggestions (Including Drafting, Submission to the Secretariat, Preparation, and Referral to Specialized Committees)

Article 23: The Secretariat of the Suggestion System Council is responsible for launching a web-based suggestion system (accessible through the University of Tehran website) to enable all university stakeholders to submit suggestions.

Article 24: All topics related to the objectives outlined in this framework can be the subject of submitted suggestions. The thematic areas of the suggestion system include:

- Improving the structure, processes, and systems of education, research, student affairs, administration, and finance at all levels and domains of the university.
- Enhancing procedures and methods to reform and improve the organizational culture of the University of Tehran.
- Proposing optimal utilization of the university's potential capacities (human resources, budget, buildings, technology, consumables, etc.).
- Amending laws, regulations, directives, and bylaws.
- Improving administrative methods to expedite workflows and save time and costs.
- Suggestions related to management information systems and statistics.
- Optimizing decision-making, evaluation, monitoring, coordination, planning, and financial systems.
- Improving services outsourced to the private sector.
- Optimizing short-term, medium-term, and long-term auditing and monitoring plans.
- Enhancing the quality and productivity of human resources through training and empowerment.
- Improving the structure and processes of budgeting.
- Accelerating workflows through technological development.
- Reforming the university's structure and processes.

- Revising the salary, wage, and welfare systems for stakeholders to increase efficiency.
- Optimal utilization of facilities, equipment, and resources.
- Establishing structures for continuous quality improvement.
- Reducing costs and man-hours for task completion.
- Lowering the total cost of activities.
- Proposing innovative approaches to various administrative, financial, and operational tasks.
- Increasing safety and reducing risks (security of equipment, information, facilities, etc.).
- Simplifying tasks and reducing the complexity of workflows.
- Reducing fatigue, monotony, and burnout among stakeholders.
- Boosting morale, motivation, and organizational commitment among stakeholders.
- Increasing stakeholder satisfaction (both internal and external).
- Fostering a culture of stakeholder participation in continuous improvement.
- Maximizing justice in all areas of the university.
- Institutionalizing meritocracy at all levels.
- Addressing challenges and issues faced by the university in all operational domains.
- Enhancing the external image and reputation of the University of Tehran.

Note 1: To inform stakeholders about the importance of submitting suggestions and familiarize them with the web-based system, workflow processes, implementation, and incentives, training sessions may be organized in coordination with the university's professional training center for managers and staff.

Note 2: For group suggestions, the group members' details must be included in the form, with one member designated as the representative. The title of the suggestion should be concise, precise, clear, and reflective of its content. The description should include all requested information accurately. Attachments, such as documents, preliminary calculations, and evidence, are essential and will be considered during evaluation. For all suggestions (individual or group), the web-based system will provide a tracking code or identifier as a receipt for future follow-up after the submission process is completed.

Article 25: During the review process, the Secretariat's expert will re-examine the suggestion and its attachments and take the following actions:

- Verify the accuracy and completeness of the information in the submission form.
- Ensure the precision and completeness of the information, calculations, and attached documents.

Note 1: If deficiencies are found in the submission form or its attachments, the Secretariat will contact the proposer to address the issues promptly.

Article 26: In the final stage of submission, the suggestion, along with its attachments, calculations, and documents, is forwarded to the Suggestion System Council.

Stage Four: Preliminary Review of Suggestions by the Suggestion System Council

Article 27: Suggestions received by the Secretariat, verified for accuracy, completeness, and coding, are reviewed by the Suggestion System Council. The council decides, through voting, whether to refer the suggestion to a specialized committee. Once approved by the council, the suggestion is sent to the relevant committee for expert evaluation.

Stage Five: Expert Review of Suggestions

Article 28: After initial acceptance and preliminary review by the Secretariat of the System and subsequent approval by the Council of the Suggestion System, the submitted suggestion is referred to the specialized committee, and the expert evaluation of the suggestion begins. This evaluation includes the

following two stages, "A" and "B." First, all submitted suggestions are reviewed for their acceptability or non-acceptability, and then the acceptable suggestions are evaluated for their value.

Note 1: For suggestions submitted by stakeholders of colleges/faculties/branch campuses/institutes, where the scope of impact is limited to the respective college/faculty/branch campus/institute, the suggestions are directly referred to the head of that college/faculty/branch campus/institute. It is understood that suggestions from stakeholders of these units that are applicable to other colleges/faculties/branch campuses/institutes will be reviewed by the relevant specialized committee.

A) Evaluating the Acceptability of All Submitted Suggestions:

The specialized committee, upon receiving the referred suggestion through the Secretariat, in accordance with the evaluation criteria and standards for suggestions, reviews the suggestion to ensure it is not a duplicate, aligns with the policies and guidelines of the University of Tehran, and is feasible. Additionally, the committee ensures that the suggestion does not fall within the scope of the university's current or ongoing responsibilities. The committee also evaluates the cost-benefit of implementing the suggestion and reflects the results of its expert evaluation, along with necessary calculations and explanations, to the Secretariat of the Suggestion System.

In general, all suggestions are acceptable except for the following:

1. Duplicate suggestions that have been previously submitted;
2. Suggestions that only describe or explain a problem without proposing a solution;
3. Suggestions that are already on the university's agenda at the time of submission;
4. Suggestions related to matters that contradict laws and regulations or fall outside the scope of the legal authority and mission of the University of Tehran;
5. Suggestions that are vague, ambiguous, or impractical (unfeasible);
6. Suggestions that are in the nature of complaints or requests;
7. Suggestions proven to belong to another individual or group;
8. Suggestions that fall within the defined job responsibilities of the individual or group submitting the suggestion;

9. Suggestions that solely consider the interests of the individual or group submitting the suggestion or a specific individual or group;
10. Suggestions that lack economic justification or cannot be implemented due to budget constraints or other administrative issues.

B) Valuation of Acceptable Suggestions

After the specialized committee formally declares a suggestion acceptable, the Secretariat of the Suggestion System requests the committee to evaluate and assign a value to the suggestion. The detailed process of expert evaluation and valuation of suggestions is outlined in Articles 36 to 39 of this regulation.

Stage Six: Case Inquiry Regarding Suggestions

Article 29: To strengthen the decision-making process of the Council of the Suggestion System and the specialized committees, the Secretariat of the Suggestion System, when necessary and based on the opinion of the aforementioned authorities, identifies units related to the subject of the suggestion and inquiries about the acceptability of the suggestion and the possibility of their cooperation in its implementation. This interaction aims to create the necessary groundwork for the effective implementation of acceptable suggestions.

Article 30: For suggestions whose scope of impact, whether internal or external, is significant or affects the policies and strategies of the University of Tehran, as well as cases where the implementation of the suggestion requires budget allocation and entails considerable financial burden, the Council of the Suggestion System, upon approval and signature of its chairman, will formally seek guidance from the University's Board of Trustees.

Stage Seven: Final Review of the Suggestion by the Council of the Suggestion System (Approval or Rejection)

Article 31: Based on the collective information and opinions of the specialized committee and after a thorough review of the documents, records, and related inquiries by the members of the Council of the Suggestion System, the final decision regarding the approval or rejection of the suggestion will be made. The suggester may be allowed to defend their suggestion in person (if deemed necessary by the Council and upon invitation). The meeting will ultimately review and summarize the suggester's opinions (in their absence), the expert opinions of the specialized committee regarding the acceptability of the suggestion, the expert evaluation of acceptable suggestions, the results of the financial evaluation, the opinion of the relevant deputy or management, and the opinion of the university president (for specific suggestions). The final decision to accept or reject the suggestion will be made by a majority vote of the Council members, and the minutes of the meeting will be recorded. For suggestions approved under Article 30, a copy of the minutes will be sent to the president of the University of Tehran.

Stage Eight: Implementation of Approved Suggestions

Article 32: Since the implementation of suggestions is one of the most effective actions in achieving the goals of the suggestion system and the most effective means of encouraging stakeholder participation, the Secretariat of the Suggestion System must pay special attention and follow-up in this regard. This attention is particularly important in the steps of determining the executor, clarifying the implementation process, and especially supervising the proper execution:

a) Determining the Executor of the Suggestion:

The Council of the Suggestion System, after receiving a positive opinion from the specialized committee and final approval of the suggestion, determines the executor based on the subject matter. Additionally, for areas that operationalize a larger number of suggestions each year, incentive mechanisms are in place to further motivate support for the implementation of suggestions.

b) Implementation Process:

Through agreement with the relevant deputy or management (regarding the potential costs of implementation and other matters), the implementation of the suggestion is guaranteed. Based on this agreement, the implementation is referred to the relevant deputy or management with the signature of the chairman of the Council of the Suggestion System. Subsequently, the executor submits a commitment to implement the suggestion along with a timeline of implementation stages to the Secretariat of the Suggestion System.

c) Supervision of Proper Implementation:

One of the primary responsibilities of the Secretariat of the Suggestion System is to supervise the proper implementation of suggestions, a duty assigned to the Secretary of the Suggestion System. This supervision is carried out through receiving progress reports on the implementation of the suggestion during and at the end of the process. If any issues arise during the implementation, the Secretary of the Suggestion System is responsible for holding direct meetings with the relevant officials, deputies, or management and the executor to resolve the issues and expedite the implementation. The Secretariat, under the supervision and guidance of the Secretary, receives periodic progress reports, ensures alignment with the implementation timeline, and prepares and submits progress reports to the Council and other relevant authorities.

Stage Nine: Recognition of Approved Suggestions

Article 33: Appropriate, timely, and proportionate recognition of suggesters, considering the quality of the submitted suggestions, has a significant impact on advancing the goals of the suggestion system and transforming this modern management approach into a dynamic and sustainable process. In addition to initial acknowledgment of all submitted suggestions and their suggesters, for approved suggestions, after their implementation and based on the evaluation conducted, recognition and rewards are given to the suggester.

Note 1: The Council of the Suggestion System may, for valuable, creative, innovative, and forward-looking suggestions that cannot be implemented at present, request rewards and recognition for the suggester with

the approval of the majority of its members. In addition to recognizing suggestions and suggesters, the Secretariat of the Suggestion System is responsible for planning regular recognition of the system's agents (Council members, specialized committee members, advisors, Secretariat members, etc.).

Stage Ten: Documentation and Reflection of the Effects of Suggestion Implementation (for Promotion and Cultural Development)

Article 34: Reflecting the effects of suggestion implementation is one of the most important activities of the Secretariat of the Suggestion System, with significant impacts on promoting participation within the university. This is achieved through informing about the effects of suggestion implementation and effective promotion, truly realizing the cultural development of the suggestion system. For this purpose, actions such as creating special files for suggestions and suggesters, designing specific comparative informational formats including activities of university units, departments, and management, compiling an annual book of suggestions, preparing tables and charts of periodic statistics on suggestions and reflecting them in internal and external publications, creating posters, brochures, special editions, etc., are necessary.

The formation of a cultural and promotional working group within the Secretariat of the Suggestion System and utilizing the capacities of other organizational units, especially the Public Relations Department and the Cultural and Social Deputy and the International Deputy, is recommended for this purpose.

Stage Eleven: Documentation

Article 35: Documentation serves as a guide and facilitator for the future path of the suggestion system, requiring a comprehensive and efficient system for its full implementation. In this regard, all information related to suggesters, submitted suggestions, rejected suggestions, approved suggestions, implemented suggestions, feedback on the implementation of suggestions, economic and financial impacts of implementing suggestions (including value-added, savings, effectiveness, implementation and support

costs, educational and promotional costs, incentives and recognition costs, etc.), meeting minutes, correspondences, and, in summary, all information related to the suggestion system process must be fully and systematically documented. To this end, the use of a web-based computer system will be prioritized to ensure comprehensive and complete documentation, with the responsibility for its management resting with the Secretariat of the Suggestion System.

The Value Chain of the "Suggestion System"

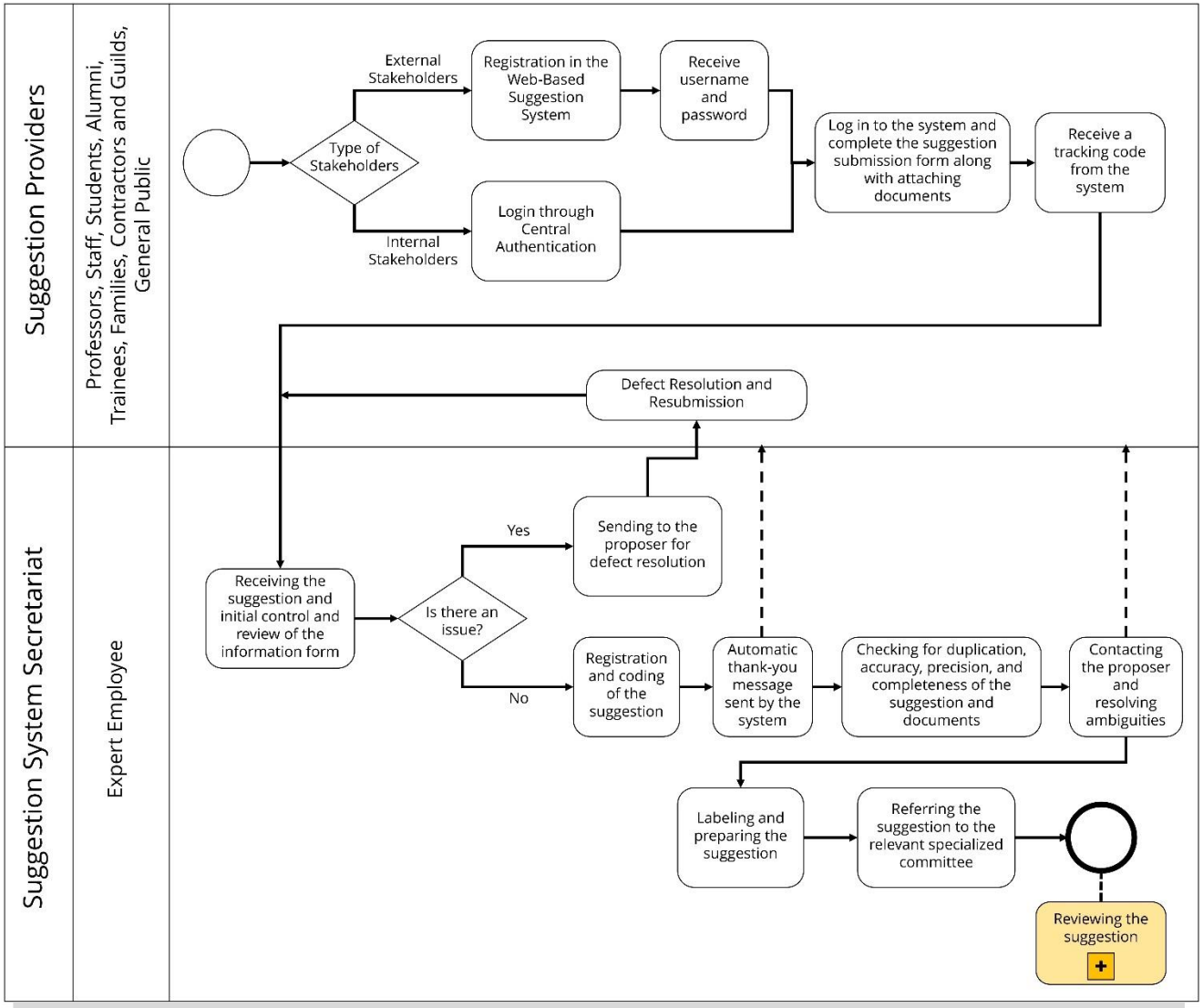
Using analysis, modeling, and system-defining technologies, a process has been developed that is expressible in a computer-processable language. Each stage of the process is represented by a geometric shape, labeled, and the transition from one stage to another, along with the individuals involved and the transition conditions, is specified.

In each part of the workflow, one or a group of individuals is assigned a specific task. As soon as the task is completed, the workflow software notifies those responsible for the next task and provides them with the necessary information to carry out their duties.

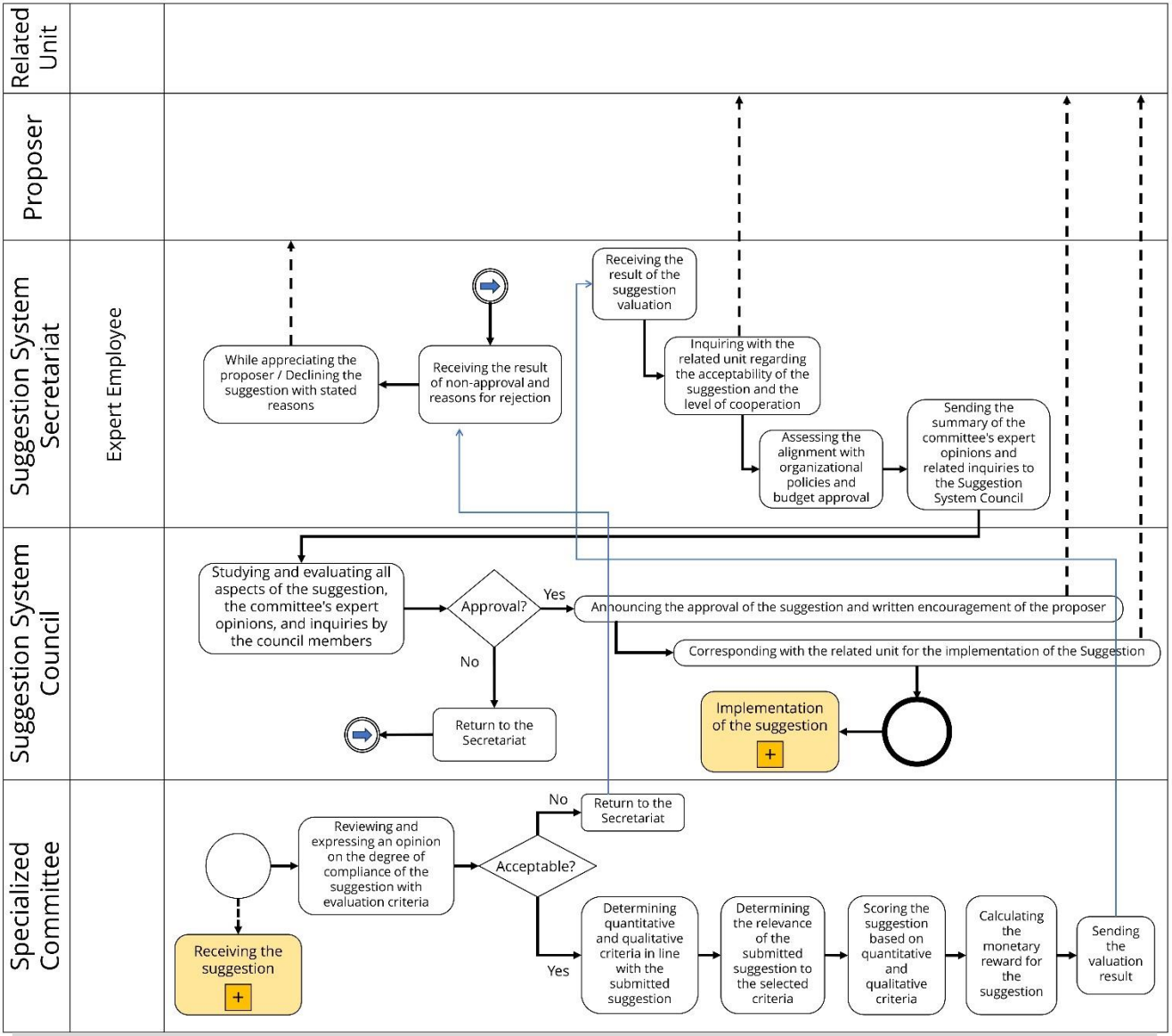
In this value chain, work processes are precisely introduced and documented, and unnecessary or repetitive tasks are eliminated. This workflow chain formalizes the suggestion system process, ensuring that each stage of the work is performed correctly, necessary controls are applied, and no stage is overlooked.

The Value Chain of the "Suggestion System"

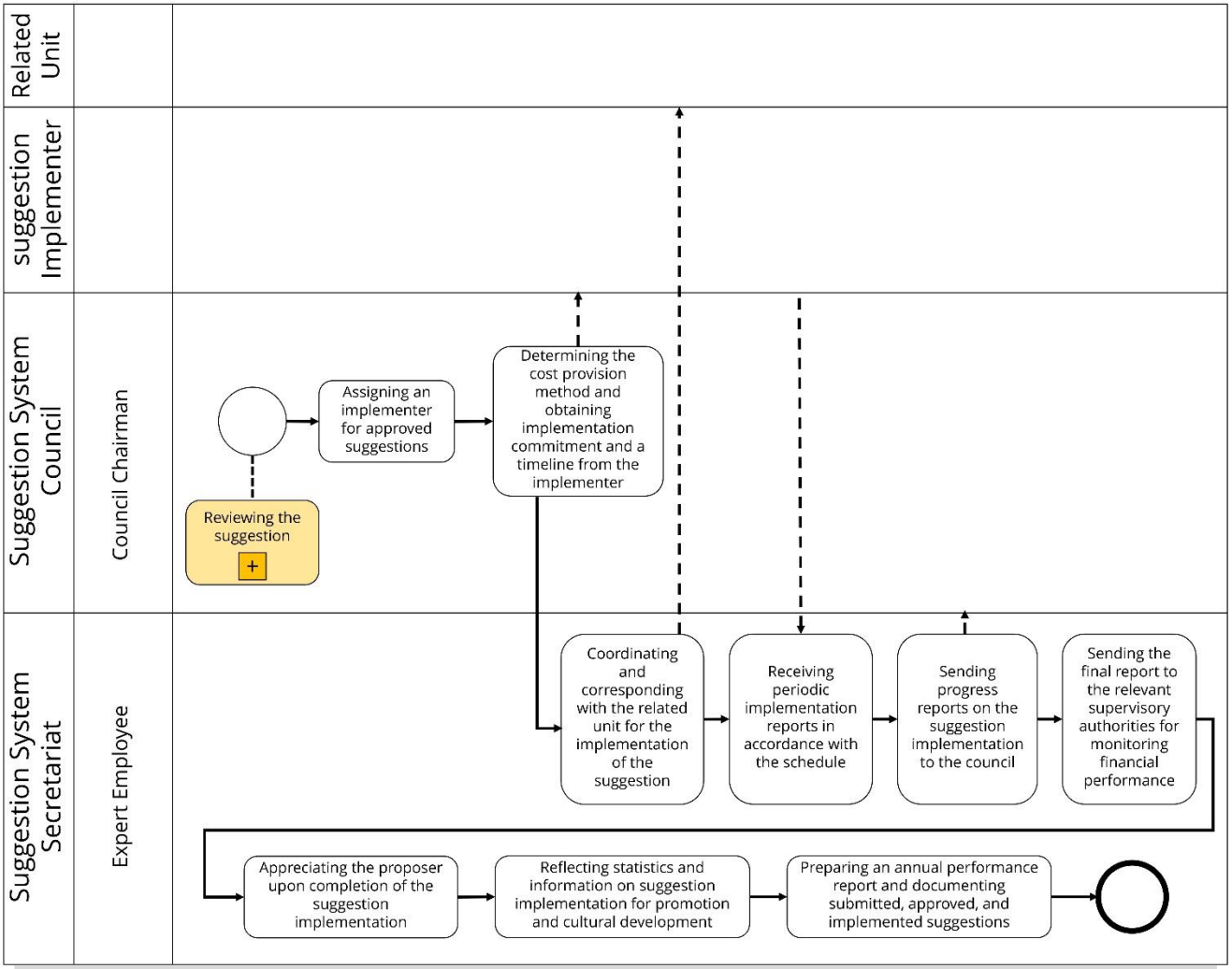
Receiving Suggestions



Reviewing Suggestions



Implementing Suggestions



Workflow Diagram of the "Suggestion System"

Implementation Stages	Workflow	Executor
1 Preparation and Submission of the Suggestion	Authentication and login to the system or initial registration in the web-based suggestion system, obtaining a username and password, logging into the system, completing the Suggestion submission form, attaching required information and documents, and receiving a tracking code.	Suggestion Originator
2 Initial Review of the Suggestion in the Secretariat	Initial control of the suggestion information form, information, calculations, and attached documents by the responsible expert of the suggestion system secretariat. If there are issues, the suggestion is returned to the proposer for correction. The suggestion is then registered and coded, and an automatic thank-you message is sent by the system to the proposer.	Suggestion System Secretariat
3 Preparation and Presentation of the Suggestion to the Suggestion System Council	Checking for duplication of the suggestion, verifying the accuracy, precision, and completeness of the information, calculations, and attached documents. Contacting the proposer to resolve any ambiguities and requesting additional information. Finalizing and preparing the suggestion, then presenting it to the Suggestion System Council.	Suggestion System Secretariat
4 Initial Review of the Suggestion in the Council	Receiving the suggestion from the secretariat - reviewing the secretariat's comments regarding the suggestion title, completeness of the suggestion form, and accuracy of the information, calculations, and attached documents. Deciding whether to refer the suggestion to a specialized committee. **If approved:** referring to the relevant specialized committee for review. **If not approved:** returning to the secretariat to inform the proposer of the result with reasons, along with a letter of appreciation.	Suggestion System Council

5
Expert Review of the Suggestion

a. Assessing the Acceptability of the Suggestion: Reviewing the suggestion in accordance with the guidelines for evaluating suggestions - providing an expert opinion based on approved evaluation criteria, along with attaching calculations, explanations, and documents from the relevant specialized committee to the secretariat.
b. Valuation of Acceptable Suggestions: Assessing the extent to which the proposer's selected criteria align with valid technical and professional standards - determining quantitative and qualitative criteria consistent with the submitted suggestion - evaluating the relevance of the suggestion to each selected criterion - scoring the acceptable suggestion based on the established quantitative and qualitative criteria - determining coefficients for the acceptable suggestion - calculating the monetary reward for the acceptable suggestion - reporting the valuation results of the acceptable suggestion to the secretariat of the suggestion system.

Specialized Committee

6
Case Inquiries Regarding the Suggestion

a. Inquiry from the Relevant Unit: Identifying the relevant unit associated with the suggestion - inquiring with the relevant unit about the acceptability of the suggestion - inquiring about the extent and manner of cooperation from the relevant unit in implementing the suggestion.
b. Requesting the University President's Opinion on Specific Suggestions: Inquiring about the alignment of the suggestion with organizational policies - requesting approval of the budget for the specific

Suggestion System Council through the Secretariat

7
Final Review of the Suggestion (Approval or Rejection of the Suggestion)

Studying the suggestion and its dimensions by the council members before the meeting as an agenda item for the upcoming council meeting. Presenting the final suggestion in the council meeting based on the received information - inviting the proposer to respond to any questions or ambiguities if necessary - reviewing and summarizing expert opinions on the acceptability or unacceptability of the suggestion, expert evaluation of acceptable suggestions, reviewing the financial evaluation of the suggestion considering the opinion of the specialized committee, the possible opinion of the relevant unit, and the proposer's opinion on the suggestion - making the final decision by the council on the approval or rejection of the suggestion through a majority vote of the members.
If approved: Notifying the proposer of the approval along with initial written encouragement - initiating the implementation stages of the suggestion in coordination with the council chairman and the management of the relevant unit.
If not approved: Returning the suggestion to the secretariat to inform the proposer of the rejection with reasons, along with a letter of appreciation.

Suggestion System Council

8 Implementation of the Approved Suggestion

a. Determining the Executor: Reviewing, identifying, and selecting the best executor for the suggestion from among qualified individuals in the organization/relevant unit/other units of the organization, etc.
b. Method of Implementation: Determining the funding strategy, assigning the suggestion to the executor, obtaining a commitment to execute, and a timeline for implementation from the executor.
c. Issuing the Execution Order: Coordinating and corresponding with the management of the relevant unit - supervising the proper execution - receiving periodic reports on the implementation of the suggestion in accordance with the schedule - addressing any side issues in implementation - reporting the progress of implementation to the council and other relevant authorities - submitting the final implementation report to the relevant authorities - supervising the financial performance of the suggestion's implementation.

Council Chairman, suggestion originator, and Suggestion System Secretariat

9 Encouragement for the Approved Suggestion

Recognizing the proposer upon the completion of the suggestion's implementation (all encouragement stages are in accordance with the guidelines for encouraging and recognizing proposers and operators of the suggestion system, as well as the guidelines for evaluating submitted suggestions).

Suggestion System Council

10 Documentation and Reflection of the Effects of Implementing Suggestions (Promotion and Cultural Development)

Recording the implementation of the suggestion in the proposer's special file - preparing a comparative and segmented report on the activities of different departments and managements in the suggestion system - recording suggestion information in the annual book of suggestions - preparing periodic statistics and details of suggestions (submission, approval, implementation, etc.) and reporting them to the relevant authorities - periodically reflecting suggestion statistics and information on dedicated boards - reflecting information and effects of suggestion implementation through organizational publications - preparing and distributing special editions on suggestions, proposers, and the effects of suggestion implementation periodically or annually - identifying and utilizing other innovative methods to reflect the achievements of the suggestion system (such as seminars, conferences, etc.).

Suggestion System Council

11 Documentation

Annual documentation of submitted, approved, and implemented suggestions, etc. - maintaining the comprehensive documentation system of the "Suggestion System" up to date - periodically or annually documenting feedback on the implementation of suggestions - preparing economic and financial effects of implementing suggestions (including added value, effectiveness, implementation costs, support, service, training, and promotional costs, encouragement and recognition costs) - providing access to the relevant software system for quick and universal access to the documentation and information of the suggestion system.

Suggestion System Secretariat

Chapter Four:

Evaluation and Rewarding in the Suggestion System

Including Articles 36 to 43

- ✓ **How to Evaluate Acceptable Suggestions**
- ✓ **Criteria for Evaluating Suggestions**
- ✓ **Final Evaluation Coefficients for Suggestions**
- ✓ **Guide to Budget Allocation and Expenditures of the Suggestion System**
- ✓ **Compensation for Members of the Suggestion System Council and Specialized Committees**
- ✓ **Rewards for Suggestion Executors**
- ✓ **Non-Financial and Moral Encouragement for Proposers**

Guide on How to Encourage and Appreciate Proposers and Operators of the Suggestion System

The success of the suggestion system directly depends on the deep belief of managers and stakeholders of the university and their practical cooperation in the effective establishment of this system. What ensures the continuity of the system's efficiency after the initial movement is the support for the implementation of approved suggestions, along with appropriate and effective encouragement of proposers and those involved in the suggestion system. The guide on how to encourage and appreciate proposers and operators of the suggestion system, with a systematic and organized approach, aims to achieve this important goal.

Article 36: How to Evaluate Acceptable Suggestions

To evaluate suggestions, qualitative criteria must be measured through quantifiable indicators. In the current system, the final score of a suggestion is calculated in two stages, including the calculation of the initial score and the application of coefficients to the initial score. The evaluation criteria and initial scoring of suggestions are presented in Table "A". Expert evaluators of suggestions in specialized committees, through analytical review, evaluate the suggestion against each criterion and, based on Table "A," assign scores to the suggestion. After calculating the initial score, the final score of the suggestion is obtained by applying the coefficients in Tables "B" and "C."

Table A: Evaluation Criteria and Calculation of the Initial score of Suggestions

Row	Criteria	Score Obtained	Maximum Score
1	Extent of Increase in Scope and Effectiveness of Activities		18 points
2	Degree of Creativity, Innovation, and Originality of the Suggestion		12 points
3	Level of Savings, Reduction in University Costs, and Optimal Use of Available Resources		14 points
4	Degree of Satisfaction Gained from Stakeholders (Internal and External Organizational Domains)		14 points
5	Improvement in Communication and Interaction with Other Organizations, Supervised Executive Bodies, and International Organizations		14 points
6	Reform of Laws, Structures, and Methods or Facilitation, Simplification, and Acceleration of Processes and Resolution of Problems and Challenges		14 points
7	Improvement of Organizational Culture and Health and Well-being of Stakeholders at Minimal Cost		14 points
	Total Points		**100**

To calculate the initial score of a suggestion based on the criteria, the sum of the scores obtained from each criterion is calculated. In other words:

Initial Score of the Suggestion = Total Score of the Seven Criteria in Table "A"

Note: The above table is merely a general guideline for calculating the score of suggestions. Evaluators, based on their technical and professional judgment, can announce the initial score of the suggestion (up to a maximum of 100) if there are other notable features in the suggestion.

Article 37: Given that, in addition to the seven criteria mentioned in Table "A," some other components should also be considered in the expert review of a suggestion, these factors are applied as suggestion coefficients in the final evaluation.

1. Coefficient for Individual or Group Suggestion

Since one of the fundamental philosophies of the suggestion system is to strengthen teamwork, this component is of particular importance. Accordingly, in addition to the score each suggestion earns from Table "A," a different score is assigned based on whether it is submitted individually or as a group.

Table "B" shows the method for calculating the coefficient for individual or group suggestions:

Table B: Coefficient for Individual or Group Suggestion

Number of Proposers per Suggestion	Coefficients
Individual Suggestion	1
Two-Person Suggestion	1.15
Suggestion with More Than Two People	1.30

2. Degree of Specialization of the Suggestion

To encourage proposers to focus more on submitting suggestions related to the specialized fields of the university and to motivate them to address issues and problems related to the university's main mission, **Table "C"** has been designed to show the impact of these components on determining the final score of the suggestion.

Table C: Degree of Specialization and Relevance to Core Areas

Criteria	Coefficients
Suggestion Related to Technical and Specialized Fields	1.25
Suggestion Related to General Fields	1

3. Feasibility of the Suggestion

The usefulness of suggestions is realized when they are implementable. The best suggestions may be submitted at the university, but the conditions and resources for their implementation may not be available. To encourage proposers to submit suggestions with high feasibility, **Table "D"** has been prepared, which assigns a coefficient to the obtained score based on feasibility.

Table D: Feasibility of the Suggestion

Feasibility of the Suggestion	Coefficients
Excellent Feasibility	1.25
Good Feasibility	1
Moderate Feasibility	0.75

Article 38: To summarize the total scores of each suggestion, the arithmetic mean of the coefficients (sum of coefficients divided by 3) should be calculated as shown in the following table:

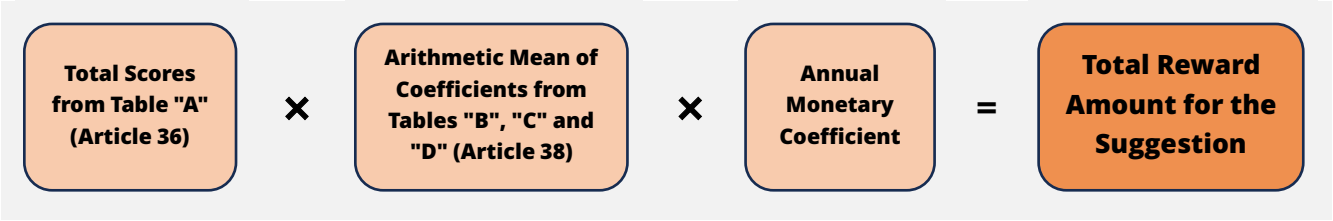
Table E: sum of coefficients divided by 3

Suggestion Coefficient Title	Assigned Coefficient
Individual or Group Suggestion	a
Degree of Specialization of the Suggestion	b
Feasibility of the Suggestion	c

Calculation of Arithmetic Coefficients

$$\frac{a+b+c}{3}$$

Article 39: To calculate the final score of a suggestion and allocate the monetary reward for each suggestion, the following formula is used:



To calculate and pay the monetary reward for each suggestion, the annual monetary coefficient is used. This coefficient is determined at the beginning of each year by the Suggestion System Council and approved by the President of the University of Tehran.

Note: The monetary coefficient for suggestions in the year 1403 (2024-2025) is set at 500,000 rials. This coefficient can be revised by the Suggestion System Council.

Article 40: Guide to Budget Allocation and Expenditures of the Suggestion System

a) Budget Allocation for the Suggestion System

The annual budget of the suggestion system is prepared by the Secretary of the Suggestion System Council based on the previous year's performance and the strategic plan. It is then submitted to the President of the University, as the Chairman of the Suggestion System Council, for approval and allocation of funds.

b) Expenditures of the Suggestion System Budget

- Educational, promotional, cultural, and stakeholder participation infrastructure expenses;
- Operational expenses of the suggestion system;
- Expenses for providing incentives for the suggestion system;
- Rewards for the operators of the suggestion system;
- Supportive expenses for the effective implementation of suggestions;
- Expenses for meetings, festivals, and periodic and annual ceremonies related to the suggestion system;
- Other unforeseen expenses of the suggestion system.

Article 41: Compensation for Members of the Suggestion System Council and Specialized Committees

The compensation for members of the Suggestion System Council is determined based on the performance report submitted by the Secretary of the Suggestion System to the Chairman of the Suggestion System Council. After reviewing the Secretary's report, the Chairman determines the total compensation for all members in accordance with the report, considering the hours dedicated to evaluating and reviewing suggestions by the members of the specialized committees and their assigned responsibilities.

Note 1: It should be noted that compensation must be estimated and paid for all hours spent on reviewing all suggestions (whether approved or rejected).

Note 2: In paying rewards to members of the Suggestion System Council and specialized committees, factors such as attendance at meetings, active participation in decision-making, complete fulfillment of assigned duties, etc., should be considered.

Article 42: Rewards for Suggestion Executors

After the suggestion is approved by the specialized committee, the execution order is issued to the executive units through correspondence and coordination between the Chairman of the Suggestion System Council and the relevant unit's management. The executive units are required to report the results of the suggestion implementation to the Suggestion System Secretariat according to the implementation schedule. To encourage stakeholders to expedite the implementation of suggestions and to create greater motivation for the effective execution of approved suggestions, rewards are paid to all those who have made significant efforts in implementing the suggestions, according to the following rules:

The maximum reward payable to executive colleagues is equivalent to 50% of the reward allocated to the proposer, the amount of which will be proportional to the activities carried out and based on the suggestion of the relevant management and the approval of the Suggestion System Council. This reward is paid in two stages: 50% at the start of implementation and the remaining 50% after the completion of the project, based on the opinion of the relevant management.

Note 1: It is evident that only those who have been requested to cooperate in the implementation of the approved suggestion and have demonstrated significant and effective efforts in the execution process will be eligible for this reward.

Note 2: The reward for executive colleagues is payable with the approval of the Suggestion System Council.

Note 3: If the proposer and the executor are the same person or persons, the Suggestion System Council will separately decide on the payment of the execution reward in a specific manner.

Note 4: If the executive colleagues improve the initial suggestion through their creativity, in addition to receiving the execution reward, they may also share in the suggestion reward, as determined by the Suggestion System Council.

Note 5: If it is determined before the completion of operations that the suggestion has no executive value or if its execution is halted for any reason, the remaining reward for the executive colleagues will not be paid.

Article 43: Non-Financial and Moral Encouragement for Proposers

Approved suggestions that lead to significant quantitative and qualitative changes in the services and activities of the university will be considered as a criterion for employment benefits, career advancement, and the regulations related to creative and innovative managers, faculty members, and staff. In addition, some of the most important motivational measures to encourage proposers are as follows:

- Thanking and appreciating the submission of suggestions for all submitted suggestions (whether approved or rejected);
- Initial congratulations and encouragement to the proposer after the suggestion is approved by the Suggestion System Council;
- Recognition of exemplary operators of the suggestion system, supportive managers, and outstanding experts and specialized committees in reviewing suggestions;
- Presenting a certificate of appreciation to executors at the end of the suggestion implementation;
- Displaying the details of the suggestion and the proposer on special information boards;
- Recording the details of the suggestion in the annual book of suggestions;
- Selecting the top suggestions of the month based on the highest score obtained;
- Awarding a special prize to the top proposer of the month in the presence of stakeholders and relevant management;
- Publishing the details of the top suggestion of the month and the proposer in university publications;
- Selecting, introducing, and recognizing the top 3 suggestions of the year based on the highest score obtained (preferably from different sectors);
- Interviewing and introducing the details of the top proposers of the year on the special board of the suggestion system and in university publications.

Note: The method of appreciating valuable suggestions from external proposers will be determined by the Suggestion System Council.

Chapter Five:

Appendices and Forms

- ✓ Suggestion Submission Form (Form 1)
- ✓ Receipt and Suggestion Acceptance Form (Form 2)
- ✓ Suggestion Details Form (Form 3)
- ✓ Suggestion Submission Form for the Suggestion System Council (Form 4)
- ✓ Thank You and Appreciation Form for Suggestion Submission (Form 5)
- ✓ Suggestion Submission Form for Expert Review (Form 6)
- ✓ Expert Opinion Form on the Acceptability of the Suggestion (Form 7)
- ✓ Expert Opinion Form on the Valuation of the Suggestion (Form 8)
- ✓ Inquiry Form for the Opinion of the Relevant Vice-Chancellor/Management Regarding the Suggestion (Form 9)
- ✓ Inquiry Form for the Opinion of the President of the University of Tehran on Specific Suggestions (Form 10)
- ✓ Invitation Form for the Proposer to Attend the Council Meeting to Defend the Suggestion (Form 11)
- ✓ Suggestion Approval and Appreciation Form (Form 12)
- ✓ Referral Form for Approved Suggestion Implementation (Form 13)
- ✓ Suggestion Rejection and Appreciation Form for the Proposer (Form 14)
- ✓ Commitment Form for Approved Suggestion Implementation (Form 15)
- ✓ Progress Report Form for Approved Suggestion Implementation (Form 16)
- ✓ Encouragement Form for Approved and Implemented Suggestions (Form 17)
- ✓ Appreciation Letter

Appendices and Forms

This section provides all appendices, forms, and templates related to all correspondences associated with the suggestion system of the University of Tehran. It should be noted that a significant portion of the informational forms is implemented in the web-based suggestion system. Proposers must, after central authentication and logging into the system or initial registration in the suggestion system and obtaining a username and password, enter the system, study the guides embedded in the system, and complete the requested information to submit their suggestion. The use of forms and correspondence templates related to the secretariat, the Suggestion System Council, the Steering Council, and the specialized committees of the suggestion system is implemented in the web-based suggestion system as much as possible. The forms provided in the appendices will be used by the software implementation team of the suggestion system and will also be applicable in cases where correspondences must be conducted outside the suggestion system (systems such as office automation, etc.).

Suggestion Submission Form (Form 1)

No. .....
Date .....
Attachment .....

Submitter's Information

*- Individual Suggestion ☐

*- Group Suggestion ☐

Number of Group Members:

*- Individual / Group Representative:

First Name ..... Last Name .....

Highest Degree ..... Organizational Position .....

Service Area .....

Years of Service at the University of Tehran .....

Previous Positions at the University of Tehran (Maximum 3 Positions)

.....

Contact Number .....

*- Group Members' Information (if the suggestion is group-based)

1- First Name ..... Last Name ..... Organizational Position .....

Place of Service ..... Degree .....

2- .....

3- .....

4- .....

Suggestion Receipt Form (Form 2)

By the Secretariat
Suggestion Code: .....

Suggestion Title: «.....»

Respected Submitter: First Name ..... Last Name ..... Suggestion Submission Date ..... Number of Attached Pages:

Recipient (Secretariat User): First Name ..... Last Name .....

Signature..... Tracking Number .....

Seal of the Suggestion System Secretariat

Suggestion Form (Form 3)

No. .....
Date .....
Attachment .....

*- Suggestion Title: «.....»

*- Suggestion Description (Explanation of the issue or problem, underlying causes of the issue, proposed solution, scope of implementation for the solution, relevant laws and regulations, review of similar solutions at the University of Tehran or other universities, effects, benefits, and consequences of implementing the suggestion in terms of optimization, value creation, cost-saving, increased efficiency, effectiveness, and productivity, estimated cost of implementing the suggestion, introduction of competent individuals or units for implementing the suggestion, willingness to defend the suggestion in the Suggestion System Council along with attached documents, calculations, regulations, and necessary evidence).

*- Number of Attached Documents, Calculations, and Evidence: □ pages
Date .....
Submitter's Signature .....

Form "Submission of Suggestion to the Suggestion System Council" (Form 4)

No. .....
Date .....
Attachment .....

To the Honorable Chairman of the Suggestion System Council,
Greetings,

Respectfully, the submitted suggestion No. ..... dated ....., along with ☐ pages of attached information, calculations, and documents, titled «.....», has been preliminarily reviewed by the Secretariat of the Suggestion System with the following details:

*- Confirmation of the accuracy and completeness of the suggestion form:

Complete ☐ Partially Complete ☐

*- Confirmation of the accuracy and completeness of the attached information, calculations, and documents:

Accurate ☐ Partially Accurate ☐

It is hereby submitted for review in the meeting dated ..... of the esteemed Council for their opinion.

Secretary of the Suggestion System Council
Name and Surname ..... Signature .....

The Suggestion System Council, in meeting No. ..... dated ....., reviewed the Secretariat's comments on the above suggestion and confirmed ☐ / did not confirm ☐ the accuracy and completeness of the suggestion submission form ☐ and its attached information, calculations, and documents ☐, as well as whether the suggestion is quantitative ☐ or qualitative ☐.

Explanation of Decisions (if necessary):
Details and Signatures of the Suggestion System Council Members:

Name, Surname, and Signature:
1- ..... 2- ..... 3- ..... 4- ..... 5- ..... 6- ..... 7- .....
8- ..... 9- ..... 10- ..... 11- ..... 12- ..... 13- .....

Form "Acknowledgement and Thanks for Submitting a Suggestion" (Form 5)

No. .....
Date .....
Attachment .....

Suggestion Code

Suggestion Title «.....»
Mr/Ms .....
Position .....
Organizational Unit .....

Your active participation in the organization's decision-making processes, demonstrated through the submission of your suggestion, is a clear indication of your work ethic, sense of responsibility, and commitment. We thank you for submitting your suggestion and would like to inform you that the expert review process has commenced in accordance with existing regulations. If necessary, you will be invited to attend meetings to discuss and evaluate the suggestion in order to defend it.

With respect and gratitude,
Secretary of the Suggestion System
Name and Surname
Signature

Form for Sending Received Suggestion for Expert Review (Form 6)

No. .....
Date .....
Attachment .....

Mr/Ms .....
Respected Head of the Specialized Committee .....

In accordance with the resolution of meeting number ..... of the Suggestion System Council, dated ....., the submitted suggestion numbered ..... dated ....., titled «.....», which has been deemed acceptable by the Suggestion System Council, is hereby forwarded along with its attached information, calculations, and documentation for expert review. It is requested that comprehensive expert opinions, supported by clear, precise, and defensible reasoning, be submitted in the form of a suggestion evaluation form to the Secretariat of the Suggestion System by .....

With respect and gratitude,
Secretary of the Suggestion System
Name and Surname
Signature

Form for Declaring Expert Opinion on the Submitted Suggestion Acceptability/ Non-Acceptability (Form 7)

No. .....
Date .....
Attachment .....

Respected Secretary of the Suggestion System,

Greetings,

With reference to letter number ..... dated ....., the expert opinion of this specialized committee regarding the submitted suggestion numbered ..... dated ..... and titled: «.....» is hereby declared as follows:

a) Aligns with the organization's policies and strategies: Yes ☐ No ☐

b) The suggestion has executable feasibility and an implementation plan: Yes ☐ No ☐

c) The submitted suggestion falls under current and ongoing responsibilities: Yes ☐ No ☐

d) The aforementioned suggestion is repetitive: Yes ☐ No ☐

e) The cost-benefit analysis of implementing this suggestion is positive: Yes ☐ No ☐

*- Calculations and expert explanations regarding the above items are attached.

Conclusion: Based on the conducted expert review, the acceptability ☐ or non-acceptability ☐ of the submitted suggestion is declared, and it is hereby submitted to the respected council for final decision-making (with readiness to defend the suggestion in person during council meetings).

Date of expert opinion declaration: .....

Number of attached calculation sheets and expert explanations: ☐ sheets

Head of the Specialized Committee .....

Suggestion System

Name and Surname

Signature

Form for Declaring Expert Opinion on the Submitted Suggestion Valuation of an Acceptable Suggestion (Form 8)

No. .....
Date .....
Attachment .....

Respected Secretary of the Suggestion System,

Greetings,

With reference to letter number ..... dated ....., the expert opinion of this specialized committee regarding the submitted suggestion numbered ..... dated ..... and titled: «.....» is hereby declared as follows, in accordance with the suggestion evaluation guidelines and its criteria:

a) Table for Calculating Criteria Scores

Row	Criteria	Score Obtained	Maximum Score
1	Extent of Increase in Scope and Effectiveness of Activities		18 points
2	Degree of Creativity, Innovation, and Originality of the Suggestion		12 points
3	Level of Savings, Reduction in University Costs, and Optimal Use of Available Resources		14 points
4	Degree of Satisfaction Gained from Stakeholders (Internal and External Organizational Domains)		14 points
5	Improvement in Communication and Interaction with Other Organizations, Supervised Executive Bodies, and International Organizations		14 points
6	Reform of Laws, Structures, and Methods or Facilitation, Simplification, and Acceleration of Processes and Resolution of Problems and Challenges		14 points
7	Improvement of Organizational Culture and Health and Well-being of Stakeholders at Minimal Cost		14 points
	Total Points		100

Table E: sum of coefficients divided by 3

Suggestion Coefficient Title	Assigned Coefficient
Individual or Group Suggestion	a
Degree of Specialization of the Suggestion	b
Feasibility of the Suggestion	c
Arithmetic means of coefficients (sum of assigned coefficients divided by 3)	

c) Calculation of the Suggestion's Monetary Reward

Monetary Reward = Total Score × Arithmetic Mean of Coefficients × Base Rate

Additionally, the expert analysis regarding this suggestion is attached in □ sheets.
(With readiness to defend the suggestion in person during council meetings)
Date of expert opinion declaration: .....

Head of the Specialized Committee .....
Suggestion System
Name and Surname
Signature

Form for Requesting Opinion from Relevant Management Regarding the Submitted Suggestion (Form 9)

No. .....
Date .....
Attachment .....

Mr. .....,
Respected Manager of .....

Greetings,
Respectfully, a copy of the submitted suggestion numbered ..... dated ....., titled «.....» has been submitted to the Secretariat of the Suggestion System. Kindly provide your expert and technical opinion on the following matters and send your response to the Secretariat of the Suggestion System Council by ..... at the latest.

Secretary of the Suggestion System
Name and Surname
Signature

a) Relevance of the Suggestion to the Department's Scope of Work

Completely ☐ Partially ☐ Weak ☐

b) Acceptability of the Suggestion (Non-repetitiveness, Feasibility, Not Being Part of Ongoing Responsibilities, Positive Cost-Benefit Analysis)

Completely ☐ Partially ☐ Weak ☐

Necessary Explanations (Briefly):

c) Readiness to Cooperate in Implementing the Suggestion

This department will directly take responsibility for implementing the suggestion ☐

This department requires support to implement the suggestion ☐

This department is unable to implement the suggestion:

Due to technical reasons ☐

Due to budget constraints ☐

Necessary Explanations (Briefly): .....

Name and Surname of the Manager

Organizational Position

Signature

Form for Requesting Opinion from the University President Regarding Special Suggestions (Form 10)

No. .....
Date .....
Attachment .....

Mr. .....,

Respected President of the University of Tehran,

Greetings,

Respectfully, a copy of the submitted suggestion numbered ..... dated ..... titled «.....» has been submitted to the Secretariat of the Suggestion System. Kindly provide your guidance on whether the aforementioned suggestion aligns with the approved policies and strategies and whether the estimated budget of ..... for its implementation can be secured.

Secretary of the Suggestion System
Name and Surname
Signature

Opinion of the President:

a) The aforementioned suggestion aligns with the approved policies and strategies of the University of Tehran:

Completely ☐ Partially ☐ Weakly ☐

b) Securing the budget for the aforementioned suggestion with the estimated amount of ..... is:

Approved ☐ Not Approved ☐

Marginal Notes and Possible References:

President of the University of Tehran
Organizational Position
Signature

Form for Inviting the Proposer to the Suggestion System Council Meeting to Defend the Suggestion (Form 11)

No. .....
Date .....
Attachment .....

Mr/Ms .....,
Organizational Position .....

Greetings,

Respectfully, as your suggestion with the code ..... and titled: «.....» will be reviewed in meeting number ..... of the Suggestion System Council on ..... at ..... in ....., you are kindly requested to attend the aforementioned location at ..... sharp to defend and respond to the council members' questions and elaborate on your suggestion.

Thank you for your active participation and sense of responsibility in proposing ideas to enhance the productivity of the University of Tehran. The allocated time for you in the meeting is ..... hours.

Sincerely,
Chairman of the Suggestion System Council
Name and Surname
Signature

Form for Announcing Suggestion Approval and Appreciation (Form 12)

No. .....
Date .....
Attachment .....

Respected Proposer, Mr/Ms .....
Greetings,

Your suggestion with the code ..... and titled: «.....» was reviewed in meeting number ..... of the Suggestion System Council on ..... and was approved based on the following characteristics:

☐ Alignment of the suggestion with the organization's policies and strategies
☐ Feasibility of the suggestion and quality of the implementation plan
☐ The suggestion does not fall under current or ongoing responsibilities
☐ The suggestion is not repetitive
☐ Positive cost-benefit analysis of implementing the suggestion

We congratulate and commend you for your participation, creativity, and sense of responsibility. Kindly confirm your readiness to collaborate in the implementation of the aforementioned suggestion by providing a written explanation of the nature and extent of your collaboration, with the approval of the relevant deputy/manager, to the Secretariat of the Suggestion System by ..... at the latest.

Sincerely,
Secretary of the Suggestion System
Name and Surname
Signature

Form for Referring an Approved Suggestion for Implementation (Form 13)

No. .....
Date .....
Attachment .....

Mr .....,
Respected Manager of .....

Greetings,
Respectfully, in light of the opinion request and the readiness expressed by your esteemed management, as well as the technical reviews conducted, the implementation of the submitted suggestion with the code ..... titled: «.....» is hereby officially assigned to your department. This suggestion was approved in meeting number ..... dated ..... of the Suggestion System Council. It is hoped that with precise planning and a well-designed timeline, you will successfully implement this suggestion within the specified timeframe and with excellent quality.

Kindly complete the attached "Suggestion Implementation Commitment Form" and submit it along with the necessary attachments to the Secretariat of the Suggestion System by ..... at the latest.

Note:
a) The date of submitting the completed "Suggestion Implementation Commitment Form" to the Secretariat of the Suggestion System will be considered the start date of the suggestion's implementation.
b) Progress reports on the implementation of the suggestion must be submitted to the Secretariat of the Suggestion System at the designated intervals.

Sincerely,
Chairman of the Suggestion System Council
Name and Surname
Signature

Form for Announcing Non-Approval of a Suggestion (Form 14)
Reasons for Non-Approval and Appreciation of the Proposer

No. .....
Date .....
Attachment .....

Respected Proposer, Mr/Ms .....
Greetings,

Your suggestion with the code ..... and titled: «.....» was reviewed in meeting number ..... of the Suggestion System Council on ..... However, it was not approved due to the following characteristics:

☐ Lack of alignment of the suggestion with the organization's policies and strategies
☐ Lack of feasibility of the suggestion and quality of the implementation plan
☐ The suggestion falls under current or ongoing responsibilities
☐ The suggestion is repetitive
☐ Negative cost-benefit analysis of implementing the suggestion

While we deeply value your participation in submitting the suggestion, we hope that in the future, with improvements in the quality of suggestions, your collaboration with the Suggestion System will continue. We hereby express our gratitude for your sense of responsibility and valuable participation.

Sincerely,
Secretary of the Suggestion System
Name and Surname
Signature

Form for Commitment to Implement an Approved Suggestion (Form 15)

No. .....
Date .....
Attachment .....

Mr .....
Respected Secretary of the Suggestion System,

Greetings,
Respectfully, this is to confirm our readiness to implement the approved suggestion titled: «.....».
The implementation of the aforementioned suggestion will include the following execution stages and timeline:

Row	Activity Title (Breakdown of the suggestion implementation steps)	Estimated Timeframe for Each Activity (In days or weeks)	Remarks
1			
2			
3			
4			
5			

Progress reports on the implementation of the aforementioned suggestion will subsequently be submitted to the Secretariat of the Suggestion System using the relevant framework. It is hoped that with timely and high-quality execution, the maximum effectiveness and productivity of the suggestion will be achieved.

Suggestion Implementation Officer
Organizational Position
Name and Surname
Signature

Form for Progress Report on the Implementation of an Approved Suggestion (Form 16)

No. .....
Date .....
Attachment .....

Mr .....
Respected Secretary of the Suggestion System,

Greetings,
Respectfully, the progress report on the implementation of the approved suggestion with the code ..... and titled: «.....» is hereby submitted as follows:

Report Type:
First ☐ Second ☐ Third ☐ Week of ..... of suggestion implementation

Row	Planned Activity	Completed Activity	Percentage of Progress Compared to Plan	Remarks
1				
2				
3				

- If there are delays in the implementation of the suggestion, please state the reasons and attach the necessary information.

Prepared by (Suggestion Implementer):
Name .....
Surname .....
Stamp and Signature

Approved by (Deputy / Manager / Director):
Name .....
Surname .....
Stamp and Signature

Form for Appreciation of an Approved and Implemented Suggestion (Form 17)

No. .....
Date .....
Attachment .....

Mr/Ms .....,
Respected Colleague at .....

Greetings,

Respectfully, in light of the satisfactory progress in implementing your valuable suggestion with the code ..... and titled «.....», and now that the implementation of your suggestion has been successfully completed through the efforts of the esteemed deputy/manager of ....., the organization has reaped the positive outcomes of its full execution. We hereby present you with a suggestion reward of ..... Rials as a token of our appreciation. We hope that your sincere collaboration with the Suggestion System of the University of Tehran will continue to grow in the future.

Sincerely,
Secretary of the Suggestion System
Name and Surname
Signature

In The Name of God

Appreciation Letter

Dear Colleague,
Mr/Ms .....

The Suggestion System and the collective participation of employees through submitting suggestions aim to enhance productivity, efficiency, and the effectiveness of organizational activities. This system is rooted in Islamic teachings and the cultural characteristics of Iranian society, while also aligning with the latest advancements in modern management.

We deeply value your responsible participation, which has been manifested through your suggestion titled:
«.....»

This reflects your intellectual growth, organizational commitment, and profound belief in the noble ideal of safeguarding public resources. We hope that in the future, you will continue to contribute with your valuable suggestions, further advancing the University of Tehran on its path to excellence.

Sincerely,
Chairman of the Suggestion System Council
Name and Surname
Signature

References:

1. Moghimi, Seyyed Mohammad (2006), The Suggestion System in Government Organizations: From Theory to Practice, Association of Cultural Services for Iranians Abroad;

2. Resolution No. 430/13-T dated 15/12/2000 by the Supreme Administrative Council, on the Establishment of the Suggestion System;

3. Circular No. 195940/1900 dated 24/10/2002 by the Management and Planning Organization of Iran, on the Executive Instructions for the Establishment of the Suggestion System;

4. Article 20 of the Civil Service Management Law;

5. Directive on the Establishment and Continuation of the Suggestion System in Executive Agencies (Pursuant to Article 2 of the Executive By-Law of Article 20 of the Civil Service Management Law), No. 35622/90/200 dated 23/7/2011;

6. Executive By-Law of Article 20 (Approval No. 4221/44196 dated 14/1/2010 by the Council of Ministers).

University of Tehran Suggestions System

One of the dynamic management approaches that plays a significant role in human resource development and, consequently, in the organizational development process is the participatory management model. The suggestion acceptance and review system, as one of the powerful and fundamental mechanisms for institutionalizing participatory management in industrial, commercial, and service organizations in both the private and public sectors worldwide, has widely and comprehensively established its position. In this system, the community of organizational employees and even external stakeholders have the right to think about improving the quality and quantity of organizational performance that affects their work or lives. They can propose appropriate and effective solutions to eliminate difficulties, facilitate and improve work processes, and enhance organizational efficiency.