



# Town of Chilmark Human Resources Procedures Manual

**Procedures Manual adopted by the  
Board of Selectmen  
June 7, 2011**

Social Media Policy & Updating Job Descriptions and  
Assigning a Pay Grade procedures recommended by  
HRB & approved by BOS  
on August 27, 2013

Exit Interview, Professional Conduct Policy &  
Accommodation Procedures recommended by HRB  
& approved by BOS on March 18, 2014

Position Description Review recommended by BOS  
on July 19, 2016 and Approved by HRB on August 4,  
2016

Pregnant Workers Fairness Policy adopted March 6,  
2018 Board of Selectmen Meeting

Town of Chilmark Sexual Harassment Policy &  
related amendments, recommended by HRB on  
5/3/2018 & approved by BOS on 5/15/2018

Amendment voted by HRB, to section 4.0  
Compensation Plan, February 6, 2020, & approved  
by BOS on March 3, 2020

Amendment voted by HRB, to section 9.0 Holidays,  
March 5, 2020 & approved by BOS on December 15,  
2020

# Town of Chilmark

## HUMAN RESOURCES PROCEDURES MANUAL

### (HRPM)

- Section 1.0 General Provisions
- Section 2.0 Recruitment and Hiring
- Section 3.0 Initial Evaluation Period
- Section 4.0 Classification and Compensation Plans
- Section 5.0 Employee Development and Training
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- Section 7.0 Family and Medical Leave
- Section 8.0 Civic Leave
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- Section 10.0 Travel Reimbursement
- Section 11.0 Performance Evaluations
- Section 12.0 Disciplinary Action
- Section 13.0 Grievance Procedure
- Section 14.0 Longevity
- Section 15.0 Group Health and Life Insurance
- Section 16.0 Retirement
- Miscellaneous Chilmark Human Resources Policies
- Appendix – Evaluation Form; Town Services Organization Chart

#### **Section 1.0 GENERAL PROVISIONS**

##### **Section 1.1 Purpose**

##### **Discriminatory Harassment Policy**

**Introduction:** It is the goal of the Town of Chilmark to promote a workplace that is free of discriminatory harassment (“harassment”) of any type, including sexual harassment. Discriminatory harassment consists of unwelcome conduct, whether verbal or physical, that is based on a characteristic protected by law, such as sex, race, color, national origin, religion, age, disability, or sexual orientation. The Town of Chilmark will not tolerate harassing conduct that affects employment conditions, that interferes with an individual’s performance, or that creates an intimidating, hostile, or offensive work environment.

Harassment of employees occurring in the workplace, in conjunction with work-related travel, and/or work-related events will not be tolerated. Further, any retaliation against an individual who has complained about harassment or retaliation against an individual for cooperating with an

**Commented [AK1]:** Do the section numbers in the manual need to correspond to the by-law? Several sections have been added to the manual that are not reflected in this index. It is less user friendly if all new policies are lumped under Miscellaneous.

**Commented [AK2]:** Bruce suggested a new index which lists the individual policies that include newer policies added. The numbering does not correspond to the numbering in the by-law (does it need to?)

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**Commented [R,B3]:** Does not go into the purpose, but directly into a Harassment Policy

**Commented [AK4R3]:** There is information missing here that is included in the by-law. Does it need to be repeated in the manual?

**Commented [AK5]:** Bruce suggested this section be moved to 15.0 but this section in by-law is Group Health and Life Insurance

investigation of a harassment complaint is similarly unlawful and will not be tolerated.

Because the Town of Chilmark takes allegations of harassment seriously, the Town will respond promptly to complaints of harassment. Where it is determined that inappropriate conduct has occurred, the Town will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate.

While this policy sets forth the Town's goals of promoting a workplace that is free of harassment, the policy is not designed or intended to limit the Town's authority to discipline or take remedial action for workplace conduct which it deems unacceptable, regardless of whether that conduct satisfies the definition of harassment.

The Town has also adopted a separate Sexual Harassment Policy based on the Model Policy issued by the Massachusetts Commission Against Discrimination.

Definitions:

- A. "Harassment" means unwelcome conduct, whether verbal or physical, that is based on a person or group protected by law. Harassment includes, but is not limited to:
  - 1. Display or circulation of written materials or pictures, that are degrading to a person or group protected by law as previously described.
  - 2. Verbal abuse, threats, slurs, derogatory comments, or insults about, directed at, or made in the presence of an individual or group protected by law as previously described; and
  - 3. Any direct or implied requests by a supervisor for favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment.
  
- B. "Sexual Harassment" means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:
  - 1. Submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of an individual's employment or is used as the basis for employment decisions affecting such individual; or

**Commented [AK6]:** Bruce noted this should be 1 and rest of numbers increase by 1

2. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, humiliating or sexually offensive working environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment.

The definition of sexual harassment is broad. In addition to the above examples, other unwelcome sexually oriented conduct, whether intended or not, that has the effect of creating a work environment that is hostile, offensive, intimidating or humiliating to either male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct, which, if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- Unwelcome sexual advances – whether they involve physical touching or not;
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess;
- Displaying sexually suggestive objects, pictures, cartoons;
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
- Inquiries into one's sexual experiences; and,
- Discussion of one's sexual activities.

All employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by the Town. In fact, such retaliation will usually result in termination.

**Commented [AK7]:** Bruce suggested striking this section in total from the manual – it is included in the Sexual Harassment Section

**Complaint Procedures:** All employees, managers, and supervisors of the Town of Chilmark share responsibility for avoiding, discouraging and reporting any form of discriminatory harassment. The primary responsibility for ensuring proper investigation and resolution of harassment complaints rests with the Human Resources Board of Chilmark (HRBC) or its designee, who will administer the policy and procedures described herein.

If any Town employee believes that he or she has been subjected to discriminatory harassment, the employee has the right to file a complaint with the HRBC. In certain circumstances the Department Head may be involved as appropriate. This may be done in writing or orally. In addition, residents, visitors, applicants, vendors, contractors, their agents and employees, or other third parties who believe they have been subjected to discriminatory harassment may also file a complaint with the HRBC using the procedures described herein. Furthermore, employees may also file a complaint if they have been subjected to harassment from residents, visitors, applicants, vendors, contractors, their agents and employees, or any other third parties in the workplace, while performing work-related duties, or during other work-related activities.

Prompt reporting of harassment is in the best interest of the Town and is essential to a fair, timely, and thorough investigation. Accordingly, complaints should be filed as soon as possible following the incident(s) at issue. If you would like to file a complaint you may do so by contacting the Executive Secretary (who will transmit the complaint to the HRBC) or to the HRBC Chair directly. These persons are also available to discuss any concerns you may have and to provide information to you about our policy on harassment and our complaint process.

Complaint Investigation: When a complaint is filed with the HRBC, the HRBC will promptly investigate the allegation in a fair and expeditious manner to determine whether there has been a violation of our policy. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. The investigation will include private interviews with the person filing the complaint and with witnesses. The HRBC Chair, or designee, will also interview the person alleged to have committed harassment. The complainant, the person alleged to have committed harassment, and all Town employee-witnesses are required to fully cooperate with all aspects of the investigation. A person alleged to have committed harassment does not have the right to have an attorney present during a complaint interrogation unless an employee is being questioned about criminal conduct. However, employees who are members of a collective bargaining unit have the right to the presence of a union “buddy” if they so request to assist them during any interrogation that a reasonable person would believe might result in discipline. (If an interrogation is scheduled in advance and the union sends an attorney as its representative, such attorney may be present in lieu of such union “buddy”.) When the HRBC has completed its investigation, they will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation.

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Notwithstanding any provision of this policy, the HRBC reserves the right to investigate and take action on its own initiative in response to behavior and conduct which may constitute harassment or otherwise be inappropriate, regardless of whether an actual complaint has been filed.

Employees should be aware that all complaints will be investigated. It is not possible to ask that no action be taken once a complaint is made.

If it is determined that inappropriate conduct has occurred, the HRBC will make a recommendation to the Board of Selectmen, act promptly to eliminate the offending conduct, and where it is appropriate the Board of Selectmen or other appointing authority will also impose disciplinary action.

**Disciplinary Action:** If it is determined that inappropriate conduct has been committed by a Town employee, the Town will take such action as is appropriate under the circumstances. Such action may range from counseling to termination from employment, and may include such other forms of disciplinary action as it deems appropriate under the circumstances. In cases of retaliation, termination is usually the appropriate level of discipline.

**State and Federal Remedies:** In addition to the above, if the employee believes that he or she has been subjected to discriminatory harassment of any type, including sexual harassment, the employee may file a formal complaint with either or both of the government agencies set forth below. Using the Town's complaint process does not prohibit the employee from filing a complaint with these agencies. Each of the agencies requires that claims be filed within 300 days from the alleged incident or when the complainant became aware of the incident.

**The United States Equal Employment Opportunity Commission ("EEOC")**

One Congress Street, 10<sup>th</sup> Floor  
Boston, MA. 02114  
(617) 565-3200

**The Massachusetts Commission Against Discrimination ("MCAD")**

Boston Office:  
One Ashburton Place; Room 601  
Boston, MA. 02108  
(617) 727-3990

Springfield Office:  
424 Dwight Street; Room 220  
Springfield, MA. 01103

## **Town of Chilmark Sexual Harassment Policy**

### SEXUAL HARASSMENT POLICY OF THE TOWN OF CHILMARK

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**Commented [AK11]:** Bruce suggested striking this line

#### **I. Introduction**

It is the goal of THE TOWN OF CHILMARK to promote a workplace that is free of sexual harassment. Sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated by this organization. Further, any retaliation against an individual who has complained about sexual harassment or retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is similarly unlawful and will not be tolerated. To achieve our goal of providing a workplace free from sexual harassment, the conduct that is described in this policy will not be tolerated and we have provided a procedure by which inappropriate conduct will be dealt with, if encountered by employees. Because THE TOWN OF CHILMARK takes allegations of sexual harassment seriously, we will respond promptly to complaints of sexual harassment and where it is determined that such inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate. Please note that while this policy sets forth our goals of promoting a workplace that is free of sexual harassment, the policy is not designed or intended to limit our authority to discipline or take remedial action for workplace conduct which we deem unacceptable, regardless of whether that conduct satisfies the definition of sexual harassment.

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#### **II. Definition of Sexual Harassment**

In Massachusetts, the legal definition for sexual harassment is this: "sexual harassment" means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when:

- a. submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of employment or as a basis for employment decisions; or,
- b. such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment.

The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a work place environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness:

- Unwelcome sexual advances -- whether they involve physical touching or not
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess
- Displaying sexually suggestive objects, pictures, cartoons
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments
- Inquiries into one's sexual experiences, and
- Discussion of one's sexual activities

All employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by this organization.

### III. Complaints of Sexual Harassment

If any of our employees believes that he or she has been subjected to sexual harassment, the employee has the right to file a complaint with our organization. This may be done in writing or orally. If you would like to file a complaint you may do so by contacting:

JANE GREENE: 508-645-3693, ~~quansoo@earthlink.net~~, 401 Middle Road (Chilmark Town Hall)  
PAMELA BUNKER: 508-645-2102, pbunker@chilmarkma.gov, 401 Middle Road (Chilmark Town Hall)  
ELIZABETH ROGERS: 508-645-3310, erogers@chilmarkma.gov, 15 State Road (Chilmark Police Dept.)

These persons are also available to discuss any concerns you may have and to provide information to you about our policy on sexual harassment and our complaint process.

### IV. Sexual Harassment Investigation

When we receive the complaint we will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. Our investigation will include a private interview with the person filing the complaint and with witnesses. We will also interview the person alleged to have committed sexual harassment. When we have completed our investigation, we will, to the

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Commented [AK16]: Bruce suggested striking this phrase

Commented [AK17]: Bruce suggested the sentence read "When a complaint is received, prompt investigation of the allegation in a fair and expeditious manner shall follow."

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Commented [AK20]: Bruce suggested adding "will be interviewed."



extent appropriate inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation. If it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the offending conduct, and where it is appropriate we will also impose disciplinary action.

**Commented [AK21]:** Bruce suggested striking this phrase

**Commented [AK22]:** Bruce suggested changing this sentence to "action will be taken to"

**Commented [AK23]:** Bruce suggested this sentence be changed to "disciplinary action will be imposed."

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**Commented [AK24]:** Bruce suggested replacing this phrase with "Disciplinary"

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#### V. Disciplinary Action

If it is determined that inappropriate conduct has been committed by one of our employees, we will take such action as is appropriate under the circumstances. Such action may range from counseling to termination from employment, and may include such other forms of disciplinary action as we deem appropriate under the circumstances.

#### VI. State and Federal Remedies

In addition to the above, if you believe you have been subjected to sexual harassment, you may file a formal complaint with either or both of the government agencies set forth below. Using our complaint process does not prohibit you from filing a complaint with these agencies. Each of the agencies has a short time period for filing a claim (EEOC - 300 days; MCAD - 300 days). The United States Equal Employment Opportunity Commission ("EEOC") The Massachusetts Commission Against Discrimination ("MCAD")

**Commented [R,B26]:** Does this belong here?

**Commented [AK27R26]:** This policy appears to be in the wrong place and should probably be moved to the end. This was Bruce's suggestion as well (he made it section 15 in his index but the by-law has section 15 as Group Health and Life Insurance – do the numbers in the manual need to correspond to the by-law?)

**Commented [AK28]:** Bruce renumbered this as 1.3 – his version included a section 1.1 called authorization and 1.2 is Purpose. This is different than the by-law that has 1.1 as purpose and 1.2 as application)

### Section 1.2 Application

The procedures included in this manual, unless otherwise specified, apply to all Town Departments and positions except employees of the School Department and positions either having an employment contract or belonging to a bargaining unit where benefits are or may be included in a collective bargaining agreement. Whether included in this procedure manual or in a separate manual or document, policies issued by the Town's Human Resources Board, Board of Selectmen, or other authorized body or position will apply to all town positions, full or part-time, temporary or seasonal, unless otherwise specified. With the permission of the Board of Selectmen, a department head may adopt policies that apply to his or her department so long as they are not inconsistent with policies adopted by such Human Resources Board.

**Commented [AK29]:** Bruce notes that this phrase conflicts with by-law section 1.2, page 1

### Section 1.3 Definitions

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*Missing Section as compared to the HR By-Laws*

### Section 1.4 Human Resources Board of Chilmark (HRBC)

*Missing Section as compared to HY By-Laws*

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### Section 1.5 Human Resource Records

In coordination with the Executive Secretary, the Human Resources Board of Chilmark (HRBC) will help ensure records will be maintained relating to each employee's tenure of service, including but not limited to accepted offers of appointment, performance evaluations, letters of commendation received, training and certifications, and disciplinary action for each employee.

**Commented [AK32]:** Bruce noted that references to Executive Secretary need to be updated to Town Administrator

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Any record containing personal medical information shall be retained in a separate confidential file, access to which shall be limited to those individuals who have a legitimate need for the information. Depending on the type of work and the type of illness or condition, such information may be disclosed to an employee's supervisor and department head. No confidential information shall be released or disclosed to any third party without written authorization from the employee or pursuant to appropriate legal process.

Each Department Head shall work with the Town Accountant and Treasurer to maintain accurate attendance records for its employees at the Town Office, unless otherwise authorized by the Human Resources Board of Chilmark (HRBC). These records will include, as appropriate, the following: hours of regular pay; hours of overtime pay; hours of stand-by duty (on call), hours and type of paid leave, available and taken; and hours and type of authorized unpaid leave taken. The records will be submitted to the Executive Secretary, signed as necessary, with each payroll.

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## **Section 2.0 Recruitment and Hiring**

### **Overview of Process**

The following shall apply to any employee hired to work for the Town of Chilmark. It should be noted that the elected Library Board of Trustees, Board of Assessors and Board of Health have separate statutory responsibilities and procedures that complement but not necessarily mirror this policy.

**Commented [R,B33]:** Any other departments that fit this? Might be good to include/update if needed

With the approval of the Human Resources Board of Chilmark (HRBC) and Appointing Authority, a Department Head seeking to fill a Year-round position shall prepare, in coordination with the Executive Secretary, a notice of vacancy based on the job description for the position. The notice shall include the job title, the initial rate of pay or pay range, a summary statement of duties, the minimum qualifications relating to education, skills, and/or experience, directions for submitting applications, and the deadline for receipt of applications. The deadline for receipt of applications will be no sooner than ten (10) days after posting. The notice shall be posted in the Town Office Building and at other locations as appropriate.

**Commented [R,B34]:** Isn't the new title Town Administrator? Should be updated to reflect that

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Job vacancies shall be posted and published in the Town's journal of record and professional journals. Vacancies for seasonal positions may be advertised and posted but are not so required.

If the position being advertised is new or if existing job requirements have been altered to the extent that a new job description is required, the vacancy notice shall be posted after the job description has been promulgated by the HRBC and approved by the Appointing Authority, if at all possible.

All application forms of successful applicants shall be retained at Town Hall. The application form shall include a statement signed by the applicant certifying to the truthfulness and accuracy of all information provided on the forms.

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The Appointing Authorities and/or its designee(s) will review applications from candidates and the results of employment interviews with them, and consistent with Section 1.1 of the Bylaw and with the procedures set forth in this manual, make their selection based on qualifications, including successful completion of any examination that measures ability to perform the essential functions of the job, receipt of satisfactory references from prior employers, supervisors or others who are familiar with the applicant's job performance, and all background checks as required by law.

At the conclusion of the recruitment and interviewing process the Department Head may extend a provisional offer of employment to the chosen candidate pending appointment by the Appointing Authority, in most case that is the Board of Selectmen. If a Department Head determines a new, Year-round Employee must begin working before he or she may be appointed by the Board of Selectmen, the employee shall be considered a Temporary Employee until formally appointed by the Board of Selectmen. The official hire date is the first day of employment as a Temporary Employee.

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After a conditional offer of employment has been made, a pre-employment physical examination by a qualified physician of the employer's choice may be required. This is to ensure that the employee is capable of performing the essential duties of the position, with or without reasonable accommodation. The report is to be made on a form to be provided by the Town of Chilmark, and the cost of the physical examination shall be paid by the Town.

Commented [R,B38]: was "insure" should be "ensure"  
Commented [AK39]: Bruce also corrected this to insure  
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Accepted offers of employment shall be confirmed in writing to the selected applicant and shall include the starting date and hours of work, initial salary or rate of pay, and exempt or non-exempt status. Such offers shall be placed in the employee's human resources file.

## **Procedures for the Recruitment and Hiring of Appointed Employee Department Heads**

### **Job Descriptions**

Wherever possible, before the recruitment process begins (that is, before a Vacancy Notice is posted or the vacancy advertised), an up-to-date job description specifying key duties and responsibilities and required knowledge, skills and abilities should be in place.

Since in most cases Department Head changes are anticipated well before they are announced, the departing employee's Supervisor(s) (as per the Town Services Organization Chart) and a designated representative of the HRBC will have the time to prepare a revised job description, if necessary, for referral to the HRBC and Board of Selectmen for their consideration and approval.

In emergency situations where a job description needs updating but where the recruitment process must commence within days of receiving notice of the pending vacancy, the job description will be revised preliminarily by the Supervisor(s) and a designated representative of the HRBC and serve as a basis for the preparation of the Vacancy Notice and publication advertisement. While both the HRBC and Board of Selectmen or other Appointing Authority are required to approve any revised job description, it is understood that in these unusual circumstances said reviews should not interfere with the recruitment timing.

### **Initial/Final Candidate Review Team**

The Initial Review Team usually shall consist of no more than three people, including the employee's Supervisor(s) and another Town representative(s) designated by the Supervisor. A member of the HRBC

shall serve as advisor to the Initial Review Team on human resource-related matters.

The Initial Review Team shall prepare a working timeline with all milestone or decision deadlines; maintain a log of all application inquiries and responses thereto; evaluate all completed applications and related materials. In addition, before recommending a list of candidate finalists to be interviewed by the Final Review Team, the Initial Review Team may conduct preliminary candidate interviews, either in person or by phone, check references and conduct background checks. Sufficient time and funds should be budgeted for negotiating compensation, possible relocation expenses and a start date that allows for overlap training time with the departing Department Head.

The Supervisor(s) may recommend a staff person to assist the Initial Review Team in the recruitment and hiring process.

### **Final Review Team**

The Board of Selectmen shall serve as the **Final Review Team** and shall make the hiring decisions for the following appointed employee Department Heads and other key management positions: Building Inspector, **Executive Secretary**, Fire Chief, Harbormaster/Wharfinger, Police Chief, Tax Collector, Town Accountant, Town Clerk, Shellfish Constable/Propagation Agent and Superintendent of Streets. At its request, a member of the HRBC shall serve as an advisor to the Board of Selectmen on human resources-related issues and perform other duties as specified (e.g., background checks).

**Commented [AK40]:** Bruce noted that these words do not need capitalization – this should also be true for the previous paragraph

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The Final Review Team for other appointed employee Department Heads and key management positions including the Assistant Assessor, Beach Superintendent, Cemetery Superintendent, Conservation Officer, Custodian, Health Inspector, Library Director, Tri-Town Ambulance Chief shall include the Chair of Board(s), Committee(s), or Commission(s) that supervise the Department Head and any other Town official(s) that the Chair(s) would like to include. At their request, a member of the HRBC shall serve as an advisor to the Board of Selectmen on human resources-related issues and perform other duties as specified (e.g., background checks).

### **Procedures for the Recruitment and Hiring of Year-round Support Staff**

The Department Head or **Executive Secretary** notifies the Board of Selectmen and the HRBC Chairman of the pending vacancy and requests agreement to initiate the recruitment and hiring process. Where a job

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description for the position needs updating, or if there is insufficient time to obtain the prior approval of the HRBC and Board of Selectmen (or other Appointing Authority), the Board of Selectmen Chair (or Chair of the Appointing Authority) can authorize the Department Head or **Executive Secretary** to initiate the recruitment and hiring process.

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The Department Head or **Executive Secretary** identifies a candidate review team for the recruitment and hiring process which may include the Chair(s) of the Board(s), Committee(s), or Commission(s) that will work with the employee. Upon request, a member of the HRBC shall serve as an advisor to the candidate review team on human resources-related issues and perform other duties as specified (e.g., background checks).

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The Department Head or **Executive Secretary**, within budgetary constraints, has the authority to determine the starting Step level between Step 1 – Step 3 of a position's pay grade within budgetary constraints without requiring the prior approval of the HRBC or Board of Selectmen.

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At the conclusion of the recruitment and interviewing process the Department Head or **Executive Secretary** may extend a conditional offer of employment to their chosen candidate pending appointment by the Board of Selectmen or other Appointing Authority. If a Department Head determines a new, Year-round Employee must begin working before he or she may be appointed by the Board of Selectmen or other Appointing Authority, the employee shall be considered a Temporary Employee until formally appointed by the Board of Selectmen or other Appointing Authority. The official hire date is the first day of employment as a Temporary Employee.

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### **Procedures for the Recruitment and Hiring of Seasonal Staff**

Vacancies for seasonal positions may be advertised and posted but are not so required. A Department Head or **Executive Secretary** may post, advertise, interview and hire seasonal employees without the direct prior approval of the HRBC or Board of Selectmen or other Appointing Authority. The Department Head will inform the Chair of the HRBC and the **Executive Secretary** (if he or she is not involved in the recruitment and hiring process) who will inform the Board of Selectmen or other Appointing Authority of the hiring schedule each year and during the summer if replacement seasonal staff is needed.

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As with Year-round support staff positions, a Department Head or **Executive Secretary** has the authority to determine the starting Step level between Step 1 – Step 3 of a position's pay grade within budgetary constraints without requiring the prior approval of the HRBC, Board of Selectmen or other Appointing Authority.

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If there is a salary circumstance that is outside of these parameters, prior discussion with the HRBC is required.

At the conclusion of the recruitment and interviewing process, the Department Head may extend a conditional offer of employment to the chosen candidates pending appointment by the Board of Selectmen or other Appointing Authority. If a Department Head determines a new, Seasonal Employee must begin working before he or she may be appointed by the Board of Selectmen or other Appointing Authority, the employee shall be considered a Temporary Employee until formally appointed by the Board of Selectmen or other Appointing Authority. The official hire date is the first day of employment as a Temporary Employee.

### **Employment of Immediate Family Members**

The Town permits immediate family members to work in the same Department provided that no reporting, supervisory or managerial relationship exists. Exceptions require a finding by the HRBC that it is imperative that such a reporting relationship exist and, in such circumstance, the HRBC shall designate a non-relative third party to perform all evaluations of performance, benefits administration, and disciplinary determinations regarding the employee.

Employees who marry or enter into a similar close personal relationship while employed are to be treated in accordance with the foregoing guidelines.

### **Section 3.0 Initial Evaluation Period**

Prior to the conclusion of the six-month initial evaluation period, or 12 months in the case of police department employees, including any extensions thereof as outlined in the HRPM, the Department Head shall make a recommendation in writing to the Appointing Authority that the candidate be appointed as a Year-round Employee or, terminated. If a department head intends to recommend termination, an employee may be placed on temporary leave prior to the end of the evaluation or probationary period pending action by the Board of Selectmen or other Appointing Authority.

**Commented [R,B42]:** Does not fully match the HR By-Laws, should it?

### **Section 4.0 Classification and Compensation Plans**

#### **Classification Plan**

The Fair Labor Standards Act (FLSA) has outlined specific criteria for employers to determine what jobs should be classified as “exempt” or “nonexempt”. These classifications apply to permanent full time, part-time

**Commented [AK43]:** Should this be a numbered section like 4.1?

or casual positions whether paid by salary or on an hourly wage basis. Some seasonal and recreational employees and all elected officials are excluded from the Act's coverage and therefore, are not required to have a specific exempt or nonexempt classification.

Exempt: Exempt positions are exempt from overtime pay as defined in the FLSA. The FLSA outlines several categories of exempt positions that may include certain executive, administrative, professional, outside sales and computer employees.

Nonexempt: Nonexempt positions are subject to both the minimum wage and overtime pay provisions of the FLSA. Some examples of nonexempt positions include administrative assistants, highway employees, non-supervisory police officers and fire fighters, paramedics, emergency medical technicians (EMT's) and similar other public safety employees.

Note: Nothing in the FLSA relieves employers from their obligations under union contracts.

### **Salaried and Hourly Wage Positions**

The Town of Chilmark may, at its discretion, determine the pay method – whether salaried or paid by the hour -- for any nonexempt Town employment position.

Salaried Positions: A Salaried position receives a predetermined annual base pay that is based upon the job's grade, number of budgeted hours and employee's earned step. The annual salary is divided into equal gross amounts per pay period. A salaried position may have either an exempt or nonexempt classification and therefore, may or may not be subject to overtime compensation as defined in the Fair Labor Standards Act (FLSA). An employee holding a salaried position, whether exempt or nonexempt, is expected to maintain a regular office schedule or work a predetermined number of week days and hours as defined by their supervisor. These schedules may from time to time be adjusted in accordance with the Town's needs and flexible schedule policy.

Hourly Wage Positions: Hourly wage positions receive a predetermined hourly rate of pay that is based upon the job's grade and employee's earned step. Hourly wage earners receive compensation that is based upon the actual number of hours worked during a pay period. An hourly wage earner may work more or less than a position's weekly budgeted hours if approved by their supervisor in advance.

### Exempt/Salaried Positions

**Executive Secretary**

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Library Director  
Harbormaster/Wharfinger  
Police Chief  
Fire Chief (Stipend)  
Town Accountant  
Tax Collector  
Town Clerk  
Building/Zoning Inspector  
Tri-Town Ambulance Chief  
Tri-Town Ambulance Deputy Chief

Nonexempt/Salaried Positions

Conservation Officer (Stipend)  
Dog Officer  
Cemetery Superintendent  
Assistant Assessor  
Health Inspector/Administrator  
Custodian  
Housing/Planning Administrative Assistant  
Coordinator of Administrative Support  
Assistant Library Director-Children's Librarian  
Receptionist/Assistant

Nonexempt/Hourly Wage Positions

Superintendent of Streets  
Shellfish Constable/Propagation Agent  
Assistant Shellfish Constable  
Janitor  
Library Assistant  
Library Aide  
Library Associate  
Assistant Dog Officer  
Police Sergeant  
Police Patrolman  
Highway Laborer

Seasonal Nonexempt/Hourly Wage Positions

Summer/Special Police Officer

Seasonal/Hourly Wage – No FLSA Coverage

Assistant Wharfinger  
Beach Superintendent  
Assistant Beach Superintendent  
Lifeguard  
Beach Sticker Clerk  
Beach Gate Guard  
Beach Parking Attendant  
Police Traffic Officer

Seasonal EMT  
Administrative Assistant Harbor Department  
Assistant Harbormaster  
Assistant Harbormaster

Elected/Annual Salary (No FLSA Coverage)

Treasurer

**Compensation Plan**

The Human Resources Board shall develop a salary Compensation Plan to promote the recruitment of qualified applicants and to reward and retain employees based on a satisfactory job performance and evaluation. The Compensation Plan shall take into consideration the relative responsibilities of positions as set forth in the job descriptions, wage rates paid for comparable positions in comparable communities as well as in the private sector, wage rates paid under collective bargaining agreements, economic conditions in the general labor market and the Town's fiscal condition. The plan, after approval by the Appointing Authority, shall be reviewed, and revised as needed, every five years, in order to maintain a fair and equitable compensation system for the Town.

Compensation

The hiring rate shall be at the minimum of the rate range for the job unless the Department Head requests compensation at a higher rate based upon exceptional qualifications or a lack of qualified applicants available at the minimum rate. Such request shall be made to the Human Resources Board in writing by the Department Head at the time of employment. The Board shall approve or disapprove the request and make a recommendation to the Appointing Authority accordingly.

Upon successful completion of the Initial Evaluation Period, the Department Head may request from the Human Resources Board a higher hiring rate based upon the employee's demonstrated abilities. The Human Resources Board shall make a recommendation to the Appointing Authority accordingly.

Overtime and Compensatory Time

An employee\*\* who occupies a position that is not "exempt" pursuant to the Fair Labor Standards Act (FLSA) is eligible for overtime pay.

**Commented [AK44]:** Should this be a numbered section like 4.2?

“Overtime” means those hours in excess of forty (40) actually worked in a seven-day week. (This definition may be different for Police Officers or Firefighters). Hours “worked”, as defined under the FLSA, do not include any time on the job that is devoted to uninterrupted lunch breaks. For example, in the case of an employee who was in the office for 42 hours in a week, but received a 30-minute daily-uninterrupted lunch break, the actual hours worked would not include the two and a half hours spent on lunch breaks.

Overtime is calculated only in respect of a work week as a whole. The Town of Chilmark defines a workweek as Sunday through Saturday. An employee who worked ten hours per day for four days in a week and was absent on paid leave for one day would have worked only 40 hours that week. If a non-exempt employee is also eligible for a 20-minute break, the break time counts toward the total hours worked in the seven-day workweek. The rate of pay for overtime is one and one-half (1 ½) the regular hourly rate. If an employee whose position is “non-exempt”, and therefore eligible for overtime pay, is paid on a salary rather than an hourly basis, the rate of pay for overtime is one and one-half (1 ½) times the hourly rate equivalent for that position. Overtime does not affect the amount of annual or sick leave earned by an employee, both of which are accrued on a calendar basis.

If a Year-round, non-salaried employee exceeds his or her regular number of weekly work hours, and the extra work is mutually agreed upon in advance, the employee may choose to receive compensatory time off at the rate of time and one-half – in lieu of overtime pay – for actual time worked in excess of forty (40) hours per week. Accrued compensatory time off may be taken at such times as are mutually agreeable to the employee and the Department Head. According to the FLSA, the same agreement or understanding need not be used uniformly with different employees. Compensatory time have to be offered to all employees.

The foregoing guidelines on compensatory time are applicable only to the circumstances where the non-exempt employee has worked more than 40 hours in a workweek and may have, as a result, accumulated compensatory time. But compensatory time may also be granted to non-exempt salaried employees who work less than 40 hours in a workweek if such an employee exceeds his\her normal hours in a pay period, and the extra work has been mutually agreed in advance. In such cases, the employee may be granted equivalent compensatory time off at a straight – time rate until the total hours work exceed forty (40) hours in a work week. The compensatory time may then be used in an equivalent amount to make up for hours below the budgeted amount in a more slack period. The use of comp time received in this fashion is not fully discretionary for the employee, and must be cleared with the supervisor, who has to take

into account broader questions of job management. Moreover the compensatory time thus received should be used at the first opportunity possible in light of work requirements. It is not to be used merely to attain a more flexible work schedule for personal convenience or to lengthen a vacation period.

A compensatory time agreement or understanding with individual employees need not be in writing but a record of its existence must be kept. Compensatory time must be used within a “reasonable time” and generally may be taken when convenient for the employee unless the requested time off would unduly disrupt operations. Mere inconvenience does not constitute a disruption. To avoid excessive gaps due to employee absence, the hours of compensatory time that may be accumulated may not exceed the equivalent hours of one normal work week for that position—i.e., forty (40) hours for a full time position, twenty (20) hours for a 20 hour per week position, etc. Any hours worked over the limits on accumulated comp. time will receive pay for the hours exceeding the compensatory time limits. Accumulated compensatory time must be used within the fiscal year in which it was accrued unless mutually agreed in writing to extend the period by up to three (3) months. The Town may “buy back” any amount of accrued compensatory time at any time.

\*\*Some seasonal and recreational employees are exempt under the FLSA. Positions that have slack and busy periods (of a cyclical nature), such as a Building Inspector, for example, are deemed non-exempt under the law so that incumbents of those positions are eligible for overtime (as defined above) unless they are otherwise exempt because of the kind of work they do. A contractual employee, who is not otherwise employed by the Town, is always exempt under the FLSA.

### Promotions and Transfers

When an employee is promoted to a higher-rated job, the employee shall enter the position at the minimum rate of the job range or at the closest step that is equal to or greater than the employee’s present rate, whichever is higher. The employee may also receive a step increase at that time if the Department Head feels that the employee’s qualifications and performance warrant it and with Human Resources Board and Appointing Authority approvals.

If an employee is transferred and reclassified to a lower-rated job, the employee shall enter the position at the employee’s present rate or at the closest step of the lower-rated job that is equal to or greater than the

**Commented [AK45]:** Bruce suggested this be labeled section 5.0 – section 5.0 in the by-law is Employee Development and Training. Should promotions and transfers be a subheading of the by-law section and be labeled 5.1?

employee's present rate or, at the maximum rate of the position, whichever is lower.

When rate ranges are affected by a wage increase voted by the Town, either by a fixed percentage or a fixed amount, an employee covered by the Compensation Plan and in the classifications specified, except those holding personal rates, shall benefit. An employee holding a personal rate shall not receive an increase until the maximum rate from the Classification Plan exceeds the personal rate.

No pay shall be reduced as a result of a rate range revision of the plan. If an employee receives a pay rate above the maximum rate for the job, this rate becomes a personal rate and applies only to the present employee.

### Section 5.0 Employee Development and Training

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### Section 6.0 Authorized Leaves

Missing Sections 6.1, 6.1.1, 6.1.2, 6.1.3, 6.1.4

### Section 6.2 Sick Leave

An employee using sick leave must notify the Department Head or Appointing Authority as early as possible on the first day of absence from work. The Department Head may require a physician's certification of the employee's inability to work, if the absence is of three (3) days or more duration, or if there is a series of repeated absences over the prior year.

Employees who have exhausted all their sick leave benefits may, with the approval of the Department Head or Appointing Authority, have their absence charged as vacation time.

Year-round Employees may have different work schedules and weekly hours throughout their career. The number of hours per day of unused sick leave shall be determined as follows: The employee's highest three-year average annual number of hours worked is divided by 52.2 weeks. This determines the highest weekly number of hours worked. This weekly average is divided by five to determine the average number of base hours worked in a work day.

### Section 6.3 Sick Leave

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Commented [AK47R46]: Does information from by-law need to be repeated in the manual?

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## Section 6.4 Bereavement Leave

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## **Section 6.5 Military Leave**

Qualified employees are entitled to the rights as outlined under the Uniformed Services Employment and Reemployment Rights Act, as may be amended from time to time.

**Commented [R,B49]:** Does not go into as much depth as the HR By-Laws

### **Section 6.6.1 Maternity/Paternity Leave**

In order to be eligible for Maternity/Paternity Leave under this section, the employee is required to give two (2) weeks notice if feasible to his or her Department Head in advance of the anticipated date of departure, stating his or her intention to return and anticipated date of return. Upon his or her return to work, the employee is entitled to be restored to his or her previous position or to a similar position, which has the same status and pay rate as her previous position, and to the length of service credit and seniority as of the date of his or her leave. If the employee's position is no longer available as a result of a reduction in force, the employee shall be provided the same opportunities and rights afforded other employees in his or her job title.

## Section 6.7 Jury Duty Leave

*Missing*

## Section 6.8 Leave of Absence

*Missing 6.8.1, 6.8.2 from HR By-Laws*

## Section 6.9 Personal Leave

*Missing from HR By-Laws*

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## **Section 7.0 Family and Medical Leave**

Refer to the Human Resources Bylaw of the Town of Chilmark dated April 25, 2011.

**Commented [R,B50]:** Is this enough, or should we go into more depth like the other onese?

## **Section 8.0 Civic Leave**

The Town Human Resources Bylaw addresses the issue of Civic Leave. The Bylaw states that the Town will not pay volunteer emergency

medical technicians and firefighters who respond to emergencies without the approval of the department head(s) or supervisor. In circumstances where the supervisor determines the response will not disrupt the operation of their specific department, the volunteer will generally be paid. In cases of "dire emergency" where the supervisor may not be available the employee may respond if the employee's response is essential.

The Town also recognizes that an exempt employee on Civic Leave cannot be regulated by the Bylaw according to the Fair Labor Standards Act. The decision as to which exempt essential employees would fall into this category remains with the Board of Selectmen.

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### **Section 9.0 Holidays**

Year-round Employees shall be entitled to half days off with pay before New Year's Day, Thanksgiving Day and Christmas Day, providing that these half days fall on working days and the employee is not necessary to maintain essential Town services. Under the provisions of Chapter 4, Section 7, Clause Eighteen, legal holidays that fall on a Saturday shall be observed on that day. Employees assigned to work shall be given an additional day off as the law and applicable collective bargaining agreements allow. Whenever possible, the following Monday shall be used as the alternative day off. A legal holiday shall be observed on the day following when said holiday should occur on Sunday (Chapter 4, Section 7, Clause Eighteen).

A Year-round Employee will be excused without loss of pay from working on a holiday which falls or is observed on a day he/she is regularly scheduled to work.

A Year-round Employee who does not have an established work schedule shall not be eligible for holiday pay.

A Year-round, Non-Exempt Employee who is required by his or her Supervisor to work on a holiday will be compensated for the hours worked at a rate of pay equal to one and one-half (1 1/2) times his/her regular hourly rate, in addition to his/her regular pay for the day. A Year-round employee whose established schedule is not a standard Monday-Friday work schedule or whose regular schedule does not include the day on which a holiday falls or on which it is observed shall be granted a paid day off on a day that is approved by his or her Supervisor. Earned holiday time shall be taken by the end of the fiscal year following the fiscal year in which it was earned.

Commented [R,B51]: HR By-Laws includes the official holidays, but this does not, should it be included?

Commented [AK52R51]: I think it would be better to define the holidays in the procedures manual than by-law in case anything changes (like the addition of Juneteenth or changing of name of Columbus Day)

### **Section 10.0 Travel Reimbursement**

Mileage. An employee and/or an elected official shall submit requests for reimbursement to the Supervisor at such intervals and with such

supporting documentation as the Supervisor may require. The rate of reimbursement shall be the current IRS rate per mile.

Employees may be reimbursed for use of their personal vehicle when used in connection with town business. The employee must keep a record of the miles driven, as required by the Internal Revenue Service, and will be reimbursed at the mileage allowance rate as defined by the Internal Revenue Service at that time. A written document prepared and signed by the employee, must be submitted to the department head for approval and submission for payment with other department invoices.

Employees whose vehicles/equipment/boats, etc. may be used in connection with town business for use other than driving to and from a location, may negotiate directly with the Board of Selectmen to establish a reimbursement stipend for use of their equipment. This stipend must be/have been appropriated within the annual budget of the department for which they work. A written documentation prepared and signed by the employee, must be submitted to the department head for approval and submission for payment with other department invoices.

Meals, lodging, and out of pocket expenses. Employees and elected officials shall obtain prior approval of the Supervisor or Appointing Authority, before incurring expenses in connection with a trip on Town business. Requests for reimbursement shall be made within two (2) weeks of the completion of the trip and shall include receipts for lodging and travel documenting the expenses. Employees will receive a per diem for meals. In the event that receipts are not available for lodging and travel, the employee shall provide a signed explanation of the expenses. Reimbursement for meals and lodging shall not, in any event, exceed the current federal government per diem rate. Reimbursement for a rate higher than the government per diem rate shall be approved by the Supervisor prior to departure.

### **Section 11.0 Annual Performance Evaluations**

The performance evaluation form included in the HRPM Appendix as Exhibit I shall be used for initial evaluation period reviews and annual performance evaluations. Certain Departments (such as the Police Department or Departments with seasonal positions) may have a customized evaluation form that reflects the specific disciplines needed to perform their positions.

#### **Section 11.1**

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### **Section 11.2**

Performance evaluations shall be conducted by an employee's supervisor as outlined in the Chilmark Town Services Operation and Organization Employee & Administrative Supervision Chart – included in HRPM Appendix Exhibit II. The following outlines the key procedures:

1. A self evaluation will be filled out prior to the employee's evaluation.
2. The final signed review should be placed in a sealed envelope and given to the Exec. Sec. who will in turn give it to the Chair of the HRBC unless other arrangements are made.
3. The Executed review will be returned to the Exec. Sec. who will place it in the employee's personnel file or return it to the Library Director or Police Chief. A copy of the step increase recommendation shall be given to the Treasurer and Town Accountant.
4. The Library and Police Department will maintain their employee human resources files in their respective buildings.

### **Section 12.0 Disciplinary Action Procedures**

#### **Oral Warning**

A Department Head may issue an oral warning to an employee when he or she has observed, or otherwise become aware of, unacceptable conduct or performance. The warning shall be issued in a private setting away from other employees or the public. The reasons for the warning shall be stated to the employee. A record of the oral warning will be made and placed in the employee's human resources file.

#### **Written Warning**

If an oral warning has failed to correct the unacceptable conduct or performance, or where the conduct or performance merits more serious initial action, the Department Head may issue a written warning to the employee. The reasons for the warning shall be stated with the required change in conduct or behavior specified. Copies of the written warning shall be given to the employee and placed in the employee's human resources file.

#### **Disciplinary Probation**

If a warning or warnings fail to correct unsatisfactory job performance, or unacceptable conduct, or when such conduct merits more serious initial disciplinary action, the employee may be placed on disciplinary probation for a period not to exceed three (3) months, at the discretion of the Department Head, with the approval of the Appointing Authority. The employee will receive a written notice at least three (3) days prior to the commencement of the probationary period stating the reasons for the probation, and the standards by which satisfactory completion of the probation will be determined. Upon conclusion of the probationary period the Department Head will notify the employee and Appointing Authority whether he or she recommends the employee be retained or terminated from employment.

#### Suspension

An employee may be suspended without pay for a period not to exceed forty five (45) days by his or her Department Head, with the approval of the Appointing Authority. The employee will be given written notice of the reason for the suspension and the length of the suspension. Notice will be given three (3) days prior to the commencement date unless the suspension is for such serious conduct that it is in the best interests of the Town that it begin forthwith, in which case written notice will follow within three (3) days. If an immediate suspension is deemed necessary by a Department Head a Selectman will be notified of the circumstances and action as soon as possible.

#### Demotion or Termination

An employee may be demoted to a position of lower rank, due to disciplinary, re-organization or mutual agreement reasons, or dismissed for unsatisfactory job performance, violation of Town regulations including this Bylaw, misconduct of sufficient severity, or after the exhaustion of other disciplinary measures.

**Commented [R,B53]:** Not in the same format as the others, and missing some information as compared to HR By-Laws

### **Section 13.0 Grievance Procedures**

A complaint must first be brought to the attention of the employee's direct Supervisor. If the employee is not satisfied with the results of the discussion with the Supervisor he or she may bring the matter to the attention of the Department Head or HRBC. If the complaint is related to



vary considerably among positions, depending on the nature of the tasks involved, the amount of contact with the public, and the extent to which coordination is required to ensure job coverage where regularly scheduled hours are published.

1. The changes in work schedules (hours and/or days in the case of part time and casual employees) permitted should not be frequent, generally no more than twice per year.
2. When a Town Hall employee has scheduled hours for dealing with the public, this schedule should not start or stop more than two hours outside the published 9:00AM to 5:00 PM Town Hall hours of operation. Any exception requires the approval by the employee's supervisor.
3. Year-round Employees must be on the job at least part of the day all five work days in the week unless on authorized leave. This may be adjusted accordingly for Year-round Employees who do not work a five day work week.
4. In implementing this policy, first priority must be given to requirements of the work and good service to the public.
5. In formulating or adapting work schedules for more than one employee, fairness and equity must be taken into account.
6. Employees may not alter their work schedule without prior approval from their supervisor.

Some positions involve flexible schedules by their very nature (i.e. dog officer, shellfish constable, etc). Others require discretionary flexibility of work schedules due to the on-call nature of the services (i.e., Fire, Police and EMT services. Others, such as the Librarian and Harbormaster are more autonomous from Town Hall. They supervise more than one employee and have published hours of service to the public; therefore they fit within the guidelines in the preceding paragraph. But in all cases guidelines (4), (5) and (6) will apply across-the-board. Deviations from these policies, either by an employee or a manager, should be brought to the attention of the Personnel Board except in those cases where another authority such as a union, has jurisdiction.

Within the framework of the foregoing guidelines, supervisors must establish a plan for flexible schedules for employees if such a policy is appropriate to the particular circumstances of their work unit. In the case of those units with more than one employee that come directly under the purview of the Chilmark Board of Selectmen, (Fire Department, Library,

Police Department, Harbormaster), the unit managers should prepare a brief memorandum describing how a flexible work schedule is applied in their unit or why it is not applicable to their particular circumstances. That memorandum should be sent to the BOS through the **Executive Secretary**, with a copy to the Personnel Board. Similarly, any subsequent changes in operational policy in that regard should be notified briefly in writing to those parties.

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In the case of employees who fall under the direct supervision of heads of boards and commissions, etc, and who work in Town Hall, the process has to take into account the need for administrative coordination. Accordingly, each supervisor would prepare a brief proposal on how the flextime policy should apply to employee(s) they supervise and send this to the **Executive Secretary** with a copy to the Personnel Board. The **Executive Secretary**, assisted by the Coordinator of Administrative Support (CAS), will review the proposals, taking into account overall staffing and equity issues. The **Executive Secretary** will bring to the attention of the Personnel Board those cases, if any, where there is a question of the consistency of the proposal with the Policy Guidelines for flextime. Once these proposals are approved, which should be done within two weeks, any subsequent changes desired need to be reviewed in the same manner.

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In the case of employees under the direct supervision of the **Executive Secretary**, the formulated operational policy statement would be copied to the Board of Selectmen and to the Personnel Board, as would any subsequent changes therein. There are no formal guidelines applicable to elected officials. Nevertheless, in-so-far as there are published hours of availability and/or their work requires coordination with other staff (such as the Treasurer with the accountant and Town Clerk) the incumbent will inform the BOS through the **Executive Secretary** of changes in the work schedule contemplated. And, a work schedule much outside the normal business hours of Town Hall and/or frequent changes therein ought to be avoided.

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### **Lunch and Breaks Policy**

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It is the policy of the Town of Chilmark that lunch breaks are not paid. The normal working day allows for one half an hour unpaid break for employees working at least six hours in any calendar day. If an employee should be interrupted during their one half hour, unpaid lunch break to respond to issues directly related to the employee's job, the entire lunch break (one half hour) should be considered and properly recorded as time worked. The Town encourages employees to take their earned 30-minute lunch break.

For employees working six hours in any calendar day there is a twenty-minute break in that workday. This is a paid break. It may be taken as one twenty or two ten minute breaks throughout the day. These breaks may not be added on to the scheduled lunch break to increase the time taken off for lunch or taken at the beginning or the end of the workday. Whenever possible, the break should be taken at times that do not interfere with normal workflow.

This policy does not apply to departments with 24-hour operations such as the Police Department.

### **Contract Labor Policy**

The Town of Chilmark may enter into a contract with an existing employee for additional services related to or unrelated to the employee's current position. In these cases, an employee must sign an acknowledgment that he/she understands the pay rate is at least time and one half the regular rate for (any and) all hours worked over the employee's first 40 hours per week. The contract invoice must itemize the dates and hours worked under the contract and the respective contracted rates, as well as any additional charges for materials, vehicle use, etc. Any exception to this Policy will require written confirmation from the Town Counsel that the work provided would not result in overtime liability for the Town under the FLSA.

**Commented [AK58]:** Bruce suggested this section be numbered 14.3

### **Procedures Outline for Updating Job Descriptions**

1. When a year-round employee resigns or leaves the Town's employ, the job description is automatically reviewed and updated by the HRBC and the Department Head, Supervisor or Board. (This is also specified in the recruitment and hiring procedures).
2. When the Department Head, Supervisor or Board formally requests a job description be created or an existing one updated the HRBC will initiate the process.
3. All new job descriptions or updates to existing job descriptions are performed among the HRBC and the Department Head, Supervisor or Board.
4. The final job description is agreed by all review parties, formally voted by the HRBC for recommended review and approval by the Board of Selectmen (BOS) and signed by the HRBC Chair.
5. The Board of Selectmen review and vote to approve the job description and it is signed by the Chairman of the BOS.
6. Seasonal job descriptions are created or updated among the HRBC and the Department Head, Supervisor or Board.

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**Commented [AK59]:** Bruce suggested this section be numbered 14.4

### **Procedures Outline for Assigning a Pay Grade to a New or Updated Job Description**

**Commented [AK60]:** Bruce suggested this section be numbered 14.5

1. The final approved and signed job description is given to the HRBC for establishing or re-evaluating the pay grade for the position.
2. For year-round pay grade evaluations the HRBC and the Department Head, Supervisor or Board discuss the job description and perform the pay grade exercise.
3. The final agreed pay grade and hourly pay rate is then compared to similar positions in the other island Towns -- as applicable -- to assess the competitiveness of the hourly pay rate.
4. Once final agreement is reached on the pay grade among the HRBC and the Department Head, Supervisor or Board it is formally voted by the HRBC for recommended review and approval by the BOS.
5. The Board of Selectmen review and vote to approve the pay grade and it is signed by the Chairman of the BOS.
6. Seasonal job descriptions are graded or re-graded among the HRBC and the Department Head, Supervisor or Board.
7. The new pay grade for a vacant year-round position -- whether a pay grade increase or pay grade decrease -- as described in #1 Procedures Outline for Updating Job Descriptions shall take effect on the new employee's first date of employment.
8. All updated and re-graded job descriptions for currently filled year-round positions shall complete the entire process through final approvals no later than November 30 so the new grade can be included in the budget planning for the following fiscal year. The new pay grade shall then take effect on July 1 of the following fiscal year -- provided the budget is approved by town voters at the annual meeting.
9. A formal pay grade change notice is filled out and given to the Treasurer for new or updated pay grades with an effective date.

**TOWN OF CHILMARK  
SOCIAL MEDIA POLICY**

PUBLIC HEARING HELD: July 11, 2013

APPROVED FOR RECOMMENDATION TO THE BOARD OF SELECTMEN BY THE HRB: July 11, 2013  
APPROVED BY THE BOARD OF SELECTMEN: AUGUST 27, 2013

**PURPOSE**

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To address the fast-changing landscape of the Internet and the way residents communicate and obtain information online, Town Departments may consider participating in social media formats to reach a broader audience. Town of Chilmark encourages the use of Social Media to further the goals of the Town and the missions of its departments where appropriate.

The Board of Selectmen and the **Executive Secretary** have an overriding interest and expectation in deciding who may "speak" and what is "spoken" on behalf of Town of Chilmark on social media sites. This policy establishes guidelines for the use of social media.

**Commented [AK61]:** Bruce suggested this section be numbered 17.0 but this section is Enactment in the by-law

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Every year-round employee who leaves his/her position, either voluntarily or involuntarily, will be requested to attend an exit interview. Department heads will notify the HRBC when aware of an employee's pending departure.

The interview will be scheduled as close to the last day of employment as possible.

A member of the HRBC and the Appointing Authority will conduct the interview. The interview should attempt to gain specific examples of issues mentioned by employees.

The interview should focus on the following plus any additional appropriate topics:

1. Reason for exit from employment
2. Employees' view of the work environment – supervisors and colleagues
3. Employee's suggestions to improve the department
4. Employee's views of work process specific to his/her job and suggestions for improvement
5. Any comments the employee might wish to offer

A department head may conduct a separate exit interview.

A summation of the exit interview shall be written by the interviewer(s) and tendered to the Chairman of the HRB and the Appointing Authority. The Appointing Authority shall schedule a meeting to review the summation with the interviewers to determine if any further action is recommended and shall notate action or no need for action on the summation.

**Town of Chilmark Procedure Accommodations for Disability:**

- In general, an employee makes the initial request for accommodation. However, the department head must not rely on the employee to request an accommodation. If a department head senses an employee has a disability that may affect performance or ability to perform his or her assigned duties the department head must discuss with the employee in order to determine if an accommodation may be needed.
- Department heads are required to discuss requests for accommodations by persons claiming to be disabled.
- Requests may be oral or written, but must be clear and specific. A department head is required to be alert to the need for an

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Employees have an obligation to be present at work as required and to be absent from the workplace only with proper authorization; to carry out their duties in an efficient and competent manner, and maintain specified standards of performance; to comply with reasonable employer instructions and policies and to work as directed; to respect the privacy of individuals and use confidential information only for the purposes for which it was intended; to neither use, nor allow the use of Town property, resources, or funds for other than authorized purposes; to incur no liability on the part of the Town without proper authorization; and, to maintain all qualifications necessary for the performance of their duties legally and efficiently.

Supervisors should maintain the ability to identify instances where employees conduct themselves in a manner inconsistent with the Town's professional conduct policy and other applicable standards. Supervisors must ensure that corrective action is taken and that discipline is appropriately and fairly applied when necessary. All corrective action must be documented and maintained in accordance with the Town's record retention policies. The effectiveness of corrective actions should be monitored and further addressed when necessary.

#### INTENT

The intent of this policy is to ensure that: 1) employees meet the Town's legitimate expectations in the areas of performance and behavior; 2) employees whose performance or behaviors are deficient are provided with the necessary assistance and motivation to meet the Town's expectations; and 3) disciplinary action initiated against an employee is fair and appropriate.

#### DISCIPLINE

Failure to behave in a manner consistent with the standards of conduct and policies included herein may result in disciplinary action being initiated against the offending employee. The Town shall utilize a fair and equitable process in reviewing an employee's alleged violation of these standards and policies and shall discipline the employee, if called for, in a manner appropriate given the alleged violation.

#### APPLICATION

This policy applies to all paid, appointive employees in Town Service other than those positions under the supervision and control of the School Committee. Employees subject to Massachusetts Civil Service Laws and/or collective bargaining agreements are subject only to those provisions in this order which are not specifically regulated by Civil Service Laws or collective bargaining agreements.

#### EMPLOYEE ACKNOWLEDGEMENT

I have been provided, read, understand, and agree to adhere to this policy.

Signature \_\_\_\_\_

Date \_\_\_\_\_

## **PREGNANT WORKERS FAIRNESS POLICY**

In accordance with the Pregnant Worker's Fairness Act, the following provisions will apply (M.G.L. c. 151B, §4):

- An employer must accommodate conditions related to pregnancy, including post-pregnancy conditions such as the need to express breast milk for a nursing child, unless doing so would pose

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an undue hardship on the employer. “Undue hardship” means that providing the accommodation would cause the employer significant difficulty or expense.

- Once an employee requests an accommodation, the employer has an obligation to communicate with the employee in order to determine a reasonable accommodation for the pregnancy or pregnancy-related condition. This is called an “interactive process,” and it must be done in good faith. A reasonable accommodation is one that allows the employee or job applicant to perform the essential functions of the job while pregnant or experiencing a pregnancy-related condition, without undue hardship to the employer.
- An employer cannot require a pregnant employee to accept a particular accommodation, or to begin disability or parental leave if another reasonable accommodation would enable the employee to perform the essential functions of the job without undue hardship to the employer.
- An employer cannot refuse to hire a pregnant job applicant or applicant with a pregnancy-related condition, because of the pregnancy or the pregnancy-related condition, if an applicant is capable of performing the essential functions of the position with a reasonable accommodation.
- An employer cannot deny an employment opportunity or take adverse action against an employee because of the employee’s request for or use of a reasonable accommodation for a pregnancy or pregnancy-related condition.
- An employer cannot require medical documentation about the need for an accommodation if the accommodation requested is for: (i) more frequent restroom, food or water breaks; (ii) seating; (iii) limits on lifting no more than 20 pounds; and (iv) private, non-bathroom space for expressing breast milk.
- Employers must provide written notice to employees of the right to be free from discrimination due to pregnancy or a condition related to pregnancy, including the right to reasonable accommodations for conditions related to pregnancy, in a handbook, pamphlet, or other means of notice no later than April 1, 2018.
- Employers must also provide written notice of employees’ rights under the Act: (1) to new employees at or prior to the start of employment; and (2) to an employee who notifies the employer of a pregnancy or a pregnancy-related condition, no more than 10 days after such notification.

If you believe you have been discriminated against on the basis of pregnancy or a pregnancy-related condition, you may file a formal complaint with the MCAD. You may also have the right to file a complaint with the Equal Employment Opportunity Commission if the conduct violates the Pregnancy Discrimination Act, which amended Title VII of the Civil Rights Act of 1964. Both agencies require the formal complaint to be filed within 300 days of the discriminatory act.

You may also reach out to the Human Resource Board of Chilmark for assistance.

**Boston Headquarters:** One Ashburton Place, Room 601, Boston, MA 02108 | (617) 994-6000  
**Springfield:** 436 Dwight Street, Room 220, Springfield, MA 01103 | (413) 739-2145  
**Worcester:** 484 Main Street, Room 320, Worcester, MA 01608 | (508) 453-9630  
**New Bedford:** 128 Union Street, Suite 206 New Bedford, MA 02740 | (774) 510-5801  
[www.mass.gov/mcad/](http://www.mass.gov/mcad/)

## Appendix

### Exhibit I: Performance Evaluation Form

Exhibit II: Chilmark Town Services Operation & Organization Employee & Administrative Supervision Chart

**TOWN OF CHILMARK DRUG/ALCOHOL SUBSTANCE ABUSE  
POLICY**

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**1. JURISDICTION**

The Town of Chilmark (Town) is committed to providing a safe, healthy, and productive workplace that is free from alcohol and unlawful drugs as classified under local, state, or federal laws while employees are working for the Town, whether on or off its premises.

In furtherance of this commitment, the Town maintains a policy by which it may request or require applicants and employees to submit to alcohol or drug testing in certain situations. This policy is intended to comply with all applicable laws regarding drug and alcohol testing and privacy rights.

The Town expects a drug-free workplace in keeping with the spirit and intent of the Drug-Free Workplace Act of 1988. The improper and excessive use of alcohol and the use of controlled substances is inconsistent with the behavior expected of employees, and subjects all employees and users of Town facilities and the public generally to unacceptable safety risk and undermines the Town's ability to operate effectively and efficiently.

**2. PROHIBITED CONDUCT**

It is a violation of this policy to operate any vehicle, vessel, or equipment while under the influence of, or while consuming drugs or alcohol.

The Town understands that employees may be prescribed controlled substances or take over-the-counter medication that may result in impairment. Nothing in this policy is intended to prohibit the legal use of over-the-counter medication or prescriptions.

Individuals who take over-the-counter medication or other lawful medication that has been legally prescribed under both federal and state law to treat an illness or injury should inform their supervisor or department head if they believe the medication may impair their job performance, safety, or the safety of others or if they believe they need

a reasonable accommodation before reporting to work while under the influence of that medication.

An individual should not report to work if he or she is so impaired. Individuals may use sick leave or vacation time for the absence.

Additionally, employees should reach out to the Town Administrator, their supervisor or department head to determine whether or not they qualify for an unpaid leave of absence. The Town is committed to reasonably accommodate qualified disabled employees.

The unlawful manufacture, dispensing, possession, sale or use of alcohol or unauthorized or illegal drugs, controlled substances, or the misuse or diversion of legal, prescription and over the counter drugs, in the workplace or while engaged in the Town's business on or off the Town's premises and facilities or while the employee is otherwise representing the Town in any capacity is strictly prohibited.

Such conduct is also prohibited during non-working time to the extent it impairs an employee's ability to perform on the job. The Town prohibits employees from reporting to work under the influence of alcohol, illegal drugs or controlled substances. Any employee who is taking medication prescribed by a licensed medical professional that may have an effect on his/her ability to perform his/her job duties in a safe and effective manner must immediately advise his/her manager or supervisor.

An illegal drug is defined under this policy as a controlled substance under any applicable state or federal law, including but not limited to include and drugs on Schedules A, B, C, D and E in Chapter 94C, Section 31, as well as Schedules I-V, as defined by 21 USC §802(6), the possession of which is unlawful under Chapter 13 of Title 21 of the U.S. Code. The term "illegal drug" does not mean the use of a controlled substance pursuant to a valid prescription or other uses as may be authorized by law, but objective evidence of abuse of a validly prescribed controlled substance, however, may be considered for purposes of establishing the requisite impairment while on-the-job.

Employees shall notify the Town which shall include any admission of sufficient facts regardless of whether a finding of guilt is involved, no later than five (5) days after the conviction in a Federal or State Court.

### 3. TESTING

All applicants offered employment with the Town are subject to drug and alcohol testing. Any offer of employment with the Town may be conditioned on the applicant submitting to and successfully completing and passing a drug and alcohol test in accordance with the testing procedures described in this policy.

In accordance with applicable law, an employee may be asked to submit to a drug and/or alcohol test if the employee's supervisor or other person in authority has a reasonable suspicion, based on objective factors such as the employee's appearance, speech, behavior, or other conduct and facts, that the employee possesses or is impaired or inappropriately under the influence of unlawful drugs or alcohol, or both. Such employees may be required to undergo immediate medical evaluation to determine fitness for duty and appropriate drug or alcohol testing. Employees who exhibit signs of impairment during work and/or while on Town property will not be allowed to work or remain on Town property until the Town receives the test results and determines no further action is necessary.

The Town has sole discretion to determine whether any situation warrants testing, and this policy does not prevent the Town from taking action without testing.

The Town reserves the right to require employees to undergo appropriate tests designed to detect the presence of alcohol, drugs or other controlled substances under the following circumstances:

- Following any type of incident or accident on Town property or Town business, whether or not the incident or accident resulted in personal injury, equipment damage, or damage to property of the Town, its employees or others;
- Excessive absenteeism or tardiness;
- Employee conduct of such a nature as to present a danger to the employee or others;
- Criminal involvement in controlled substance offenses;
- Where the Town has reasonable suspicion to believe that an employee may be under the influence of any of these substances; or
- Where the Town has reasonable suspicion to believe the use of such substances may have affected the employee's judgment, performance or effectiveness.

All drug testing under this policy will be conducted by an independent testing facility licensed by the state. All testing will be done with appropriate regard for accuracy, reliability, expediency, and employee privacy and confidentiality, and in compliance with applicable laws. The Town will pay for the test.

Alcohol testing may be performed by use of a breathalyzer administered by the Police Department or Sheriff's Office.

All records relating to drug and alcohol test results will be kept confidential. The results of drug and alcohol tests shall not be disclosed to anyone who does not have a need to know without the prior written consent of the individual or a court order.

Employees who test positive for use of illegal drugs or inappropriate use of legally prescribed medication or under the influence of alcohol will be subject to discipline, up to and including immediate termination of employment. Applicants who test positive for either drug or alcohol use will have their conditional job offers withdrawn. Employees who test positive and are offered an opportunity to return to work may be subject to unscheduled random testing.

#### 4. DISCIPLINARY ACTION

Employees who violate this policy may be subject to disciplinary action up to and including discharge as provided below.

Employees who violate this policy for the first time shall be permitted to successfully complete a substance/alcohol abuse rehabilitation program approved for such purposes in lieu of discipline and as a condition of continued employment. Proof of successful completion will be required. Such rehabilitation program will apply only to the first offense and any subsequent violation will result in discipline. The rehabilitation program will not apply to any employee who has engaged in violence or other conduct or activity resulting in actual or threatened personal injury, equipment damage, or damage to property of the Town, its employees or others.

Individuals who refuse to submit to testing as required by the Town or who fail to complete the test will be subject to discipline, up to and including suspension or immediate termination of employment. The Town will not consider applicants who refuse to submit to drug and alcohol testing for employment.

#### 5. FOLLOW UP TESTING



Where an employee has violated the Town's drug or alcohol policy and later returns to duty (after completing a rehabilitation program), unannounced follow-up tests may be conducted for up to 60 months.

The Town may require employees involved in any work-related accident or incident involving the violation of any safety or security procedures to submit to drug and alcohol testing, in accordance with applicable law. This policy applies even if the incident did not result in injury to any person or any property damage.

If you have any questions regarding this policy or if you have questions about alcohol and drug testing in the workplace that this policy does not address, please contact the Town Administrator, your supervisor, or department head.

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**CHILMARK PERFORMANCE EVALUATION AND STEP INCREASE FORM**

(Use additional space as needed)

**NAME:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

1. Please identify the major tasks or activities that this employee performed during the past year.

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2. Evaluate in some detail how well this employee performed each of the major tasks identified above. (Please highlight significant accomplishments, as well as any areas where improved performance is necessary).

3. Detail the major goals and objectives on which this employee should concentrate over the next year.

4. Is the job description for this employee's position up-to-date? Yes or No.

5. Employee comments on the performance review, its conclusions and goals and objectives for future development.

