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STATEMENT OF PURPOSE AND INTENT

The purpose of this document is to provide written expression of the personnel guidelines of the Town of Winthrop for municipal employees. These guidelines do not pertain to employees of the School Department. Information regarding employee benefits is contained under separate cover in the "Employee Benefits Book."

All department heads and supervisors are available to assist employees in their department to understand the guidelines, as is the staff in the Town Manager's office. Revisions to these guidelines are made as necessary by the Town Manager. Department heads are encouraged to notify the Town Manager when any provision of the policies no longer serves the best interest of the Town, its departments, its employees, or when in conflict with collective bargaining agreements.

These guidelines are available to employees in order to comply with Federal, State, and Town laws, rules, and regulations. If there are any discrepancies between these guidelines and the specific terms of any collective bargaining contract duly entered into by the Town, the specific terms of that contract govern.

The Town reserves the right to modify or eliminate any or all of these policies, practices and benefits, with or without notice, at any time. These guidelines are not intended to, and do not, constitute a contract between the Town and any of its employees. Other than employment pursuant to a written contract or a collective bargaining agreement with the Town, all employment is on an at-will basis. The employee and the Town are free to terminate the employment relationship at any time without notice, without cause, for any reason or for no reason at all.

DEFINITIONS

Regular Full-Time Employees: work a full department schedule on a regular basis in a regular position. These employees are entitled to take advantage of the full range of benefits.

Part-Time (Qualified) Employees: work no fewer than twenty (20) hours per week on a regular basis. These employees are entitled to take advantage of the full range of benefits, with the exception of personal days on a prorated basis.

Regular Part-Time (Limited) Employees: work fewer than twenty (20) hours per week in a regular position. These employees are eligible for a limited number of benefits, beyond those required by law.

Intermittent or Temporary Employees: hold positions that are limited in nature or duration. This category includes employees hired to perform a specific project in a specific period of time, and who are paid on an hourly basis. In general, this period does not exceed six months without Town Manager approval. Intermittent and temporary employees as well as seasonal and casual employees who are hired only to cover emergency, short-term periods on an "on-call" basis are not entitled to benefits, beyond those required by law. Employees enrolled in work-study, cooperative programs or internships are considered intermittent employees. Intermittent or temporary employment is not considered in calculation of longevity.

Continuous Service: the measure of an individual's uninterrupted employment with the Town. An employee's service record will not be broken by the following circumstances: required military leave of absence, authorized holidays, vacations, sick leave, authorized leaves of absence, and excused absence from work for less than one (1) week. Employees with a question of continuity may seek advanced approval. The Town Manager approves decisions regarding continuity of service.

Introductory Period: the first months of employment commencing with the date of hire, except when otherwise governed by collective bargaining agreement. Introductory periods are not specific, but usually are within six (6) months of employment. Employees who have not successfully completed their introductory period are not eligible for paid sick leave, vacations or educational reimbursement. Upon successful completion of an introductory period, employees become eligible for a certain amount of sick leave and paid vacation time.

Child: a son or daughter who is the biological, adopted, foster, stepchild, legal ward or one for whom the employee stands in loco parentis who is:

1. Under 18 years of age; or
2. 18 years of age or older and incapable of self-care due to mental or physical disability.

Spouse: a husband or wife.

Parent: the biological parent of an employee or an individual who stood in loco parentis to an employee.

Health care provider:

1. A licensed doctor of medicine or osteopathy;
2. A licensed podiatrist, dentist, clinical psychologist, optometrist, nurse practitioner, nurse midwife or Christian Scientist practitioner; or
3. A licensed chiropractor (limited to the treatment consisting of manual manipulation of the spine to correct a subluxation as demonstrated by X-ray to exist).

Serious Health Condition: any illness, injury, impairment or physical or mental condition that involves: 1. any period of incapacity or treatment connected with inpatient care, 2. any period of incapacity requiring absence of more than three (3) calendar days from work, school, or other regular daily activities that also involves continuing treatment by a health care provider, or 3. continuing treatment by a health care provider for a chronic or long term health condition that is incurable or so serious that, if not treated, would likely result in a period of incapacity of more than three calendar days, and for prenatal care.

I. EMPLOYMENT IN THE PUBLIC TRUST

A. CODE OF CONDUCT

The Town of Winthrop adopts an ethical code of conduct that recognizes that public employment is a public trust. This means that the affairs of government must be conducted openly, honestly, and impartially, because citizens expect high ethical conduct from all public employees. When ethical standards falter or seem to falter, public confidence is destroyed and the problems, rather than the achievements, of government become focal issues for the public. In order to insure the trust of the public, employees of the Town of Winthrop will, at a minimum, conduct themselves according to the specific standards of impartiality, objectivity, and integrity detailed in the "Code of Conduct for Public Employees" developed by the Massachusetts Office of the Inspector General. A complete text version of the code can be found at <http://www.state.ma.us/ig/publ/code.htm>.

B. TOWN OF WINTHROP DRUG FREE WORKPLACE POLICY STATEMENT

It is the policy of Winthrop to provide employees with a working environment that is free of the problems associated with the use and abuse of controlled substances. The use of controlled substances is inconsistent with the behavior expected of employees and subjects the Town to unacceptable risk of workplace accidents or other failures that would undermine the Town's ability to operate effectively and efficiently.

In accordance with the Federal Drug Free Workplace Act (41 USCS Sec. 701-707) the Town of Winthrop strives to provide a drug free work environment. The purpose of establishing a policy statement about a drug free workplace is to inform Town employees about:

- (1) the serious dangers of drug abuse in the workplace;
- (2) the Town's policy of maintaining a drug free workplace;
- (3) the availability of drug counseling and rehabilitation through the Employee health care benefit; and
- (4) the potential consequences of employee drug use in the workplace

Consistent with the intent and practice of the Winthrop Personnel Guidelines, this Drug Free Workplace Policy Statement states that:

- (a) All employees of the Town of Winthrop will review and retain a copy of this statement.
- (b) All employees are notified that unlawful manufacturing, distribution, dispensation, possession, or use of a controlled substance is prohibited when working.
- (c) Any employee found in violation of the above statement (b) will be subject to disciplinary action, up to and including termination.
- (d) As a condition of employment, all employees must abide by the terms of this statement and

notify the department head or Town Manager within five (5) days of any criminal drug statute conviction of which the actual criminal conduct itself occurred in the workplace.

- (e) The Town of Winthrop will, within thirty days of receiving any such notice under (d) above, take appropriate personnel action with an employee, which may include disciplinary action up to and including termination; and/or may provide the opportunity for said employee to participate satisfactorily in an approved drug abuse or assistance program.
- (f) The Town of Winthrop will make a good faith effort to maintain a drug free workplace through implementation of this policy statement.

C. CODE OF ETHICS

Professional integrity is the foundation of a respectable, well-run municipality. Ethics provide a guide for conduct by helping human beings order their values in particular situations. In the case of conflicting values, ethical reflection helps people to decide which of their choices constitutes the paramount value. Awareness of ethical principles and reflection on the application of those principles to actual situations are essential to fulfilling the very public role of a municipal employee. In all cases, employees must be aware and self-reflective about how their daily conduct reflects or fails to reflect the values expressed by the Town as an organization or the employee as an individual.

The key principles of professional ethics are as follows:

EQUALITY - rendering a consistent quality of service to all, regardless of political affiliation and status. One achieves fairness by rendering no special favors.

EQUITY - providing equal treatment in some cases and unequal treatment in others (e.g. compensatory education for underprivileged people, special job training programs, and subsidized housing).

LOYALTY - being aware of one's ultimate loyalties (e.g. to the Constitution, the structures of government, the law, and to fellow employees).

RESPONSIBILITY - accepting responsibility for all actions.

The Town of Winthrop's general Code of Ethics is based on the State Conflict of Interest Law that covers all Town employees. It also regulates the activities of former employees and partners of current and former employees.

This law prohibits employees from participating in affairs in which they have a financial or other personal interest, whether direct or indirect. Employees are prohibited from:

- Using or attempting to use an official position to secure an unwarranted privilege;
- Giving a reasonable impression that they can be improperly influenced in performing their official duties;

- Willfully disclosing or knowingly using confidential information that is not available to the public by law and is acquired in the course of official duties;
- Accepting outside employment that would impair independent judgment in exercising their duties;
- Having a direct or indirect financial interest in a contract made by the Town;
- Accepting extra payments, gifts, or privileges beyond their salary in return for performing their job, including promises of employment, favors, or services;
- Acting as an agent or attorney for anyone other than the Town if the Town is a party in the matter;
- Obtaining unfair advantages by the improper use of friendship, associations, or confidential information;
- Recruiting, hiring, transferring, promoting, or firing members of their immediate family, and
- Using official authority to interfere with or affect the result of any election or nomination for office.

Employees are further prohibited from removing any Town owned property from Town premises without the prior authorization and approval of their department head, or where involving a department head, the Town Manager.

An unpaid position or a position that permits the employee to be employed elsewhere during working hours may be classified as a "special municipal employee"; in such cases, the law is less restrictive.

Employees may seek advice concerning these activities from the legal division of the State Ethics Commission (617-727-0060) or find more information at <http://www.mass.gov/ethics/>.

D. OPEN MEETING LAW/CONFLICT OF INTEREST

On the first day of employment with the Town, a new employee is sworn to the faithful performance of duty, and/or is provided with the following documents by the Town Clerk:

- Massachusetts General Laws Chapter 39; 23a, 23b, 23c, 24 - known as the Open Meeting Law. The Open Meeting Law describes the public notification requirements for holding meetings of Town boards and committees, definition of a quorum, procedures for holding meetings in executive session, and requirements for recording minutes of meetings. The complete text for the Open Meeting Law can be found on the Massachusetts State House website at <http://www.mass.gov/legis/laws/mgl/gl-39-toc.htm>.
- A Summary of Massachusetts General Law Chapter 268A, known as the Conflict of Interest Law. The Conflict of Interest Law identifies activities that employees are restricted or prohibited by law from participating in or being associated with, including financial interests, outside activities, and standards of conduct. The complete text for the Conflict of Interest Law can be found on the Massachusetts State Ethics Commission website at <http://www.mass.gov/ethics/web268A.htm>.

E. AMERICANS WITH DISABILITIES ACT (ADA) REQUIREMENTS

The Town of Winthrop advises applicants, participants, and the public that it does not discriminate on the basis of disability in access to, or employment in, its programs, services and activities. The Town of Winthrop has designated its ADA Coordinator to coordinate efforts to comply with these requirements. Inquiries, requests, and complaints should be directed to: ADA Coordinator, 617-846-3065 ext. 140. This notice is published pursuant to the requirements of 28 CFR Part 35, the Department of Justice's regulations, and has been posted in every public building in the Town of Winthrop.

1. ADA/Municipal Grievance Procedure

The following Grievance Procedure is established to meet the requirements of the Americans with Disabilities Act. It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in employment practices and policies or the provision of services, activities, programs and benefits by the Town of Winthrop.

The complaint should be in writing and contain information about the alleged discrimination such as name, address, and phone number of complainant, and location, date, and description of the problem. Reasonable accommodations, such as personal interviews or a tape recording of the complaint, are made available for persons with disabilities who are unable to submit a written complaint.

The complaint should be submitted by the grievant and/or his or her designee as soon as possible but no later than 60 calendar days after the alleged violation to: ADA Coordinator, 1 Metcalf Square, Winthrop, MA 02152.

The ADA Coordinator, or a designee, meets with the complainant to discuss the complaint and possible resolutions, if at all possible, within 15 calendar days after receiving the complaint. The ADA Coordinator, or a designee, responds in writing, and where appropriate, in a format accessible to the complainant, if at all possible, within 15 calendar days following the meeting. The response explains the Town's position and offers options for substantive resolution of the complaint.

If the response by the ADA Coordinator, or a designee does not satisfactorily resolve the issue, the complainant and/or his or her designee may appeal the decision of the ADA Coordinator within 15 calendar days after receipt of the response to the Town Manager or his designee.

Within 15 calendar days after receipt of the appeal, the Town Manager, or designee, meets with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting the Town Manager, or his designee, responds in writing, and where appropriate, in a format accessible to the complainant with a final resolution of the complaint.

All complaints received by the ADA Coordinator, or a designee, appeals to the Town Manager or his designee, and responses are kept by the Town for at least three (3) years.

II. RECRUITMENT, SELECTION, & ORIENTATION OF EMPLOYEES

The Town of Winthrop aims to hire and retain the best-qualified employees. The Town also maintains a policy of affirmative action in hiring. This goal encompasses the recruitment and selection of employees, including transfers, promotions, and job postings. The Town Manager's Office is responsible for recruitment of all Town positions. A copy of the Town's Affirmative Action Plan and Policy Statement is available in the Town Manager's Office.

It is the policy of the Town of Winthrop to assure equal opportunity to all persons regardless of race, color, religion, sex, age, disability, sexual orientation, national orientation, or ancestry. The Town resolves to make a legal and moral commitment to assure the right of all individuals to work and to advance professionally on the basis of merit, ability, and potential. Discrimination is prohibited in all phases of employment, except where certain characteristics constitute a bona fide occupational qualification necessary to perform municipal services properly.

A. REQUISITION

Requests to fill vacancies are made by department heads on a Personnel Requisition Form forwarded to the Town Manager's Office. The Town Manager's Office is responsible for the recruitment process.

B. RECRUITMENT

1. Internal

It is recommended that internal notices of openings for all regular part-time and full-time vacancies be posted before any external recruiting begins in order to allow employees an opportunity to submit an application to the Town Manager's Office. Notices of vacancies are posted on selected bulletin boards in the Town Hall, Police Station, Fire Station, Library, the Senior Center, and the Department of Public Works Office at Kennedy Drive. In addition, copies of postings are sent to each department and are posted on the Town's Internet. Postings generally include a brief job description, minimum qualifications, salary range, and deadline date for submitting applications. The Town Manager determines whether a position will be recruited as "promotional only" when only existing employees of the Town may apply or if external recruiting will be pursued as well.

2. External

External recruiting allows interested members of the general public an opportunity to apply for Town positions. External recruiting is conducted on four levels: local recruiting in Winthrop and all contiguous Towns; regional recruiting in the greater Boston and state region; national recruitment; and Civil Service for police and fire officers only. The level of external recruitment is generally determined by the Town Manager's Office according to the level of position being filled. Job applications are accepted in the Town Manager's Office within the period of time specified on the job announcement. Relatives of current Town employees are considered external candidates.

The Town of Winthrop tries to protect and maintain the confidentiality of all employees and applicants to the extent possible.

All employees are employees of the Town of Winthrop, and serve at the pleasure of the appointing authority. With few exceptions, the appointing authority for municipal employees is the Town Manager. There may exist certain situations from time to time that require the Town Manager to transfer an employee working in one department to another department within the Town Manager's jurisdiction. Generally, an employee who is transferred to another department does not lose benefits accumulated from work in the previous department.

C. SELECTION OF APPLICANTS

Selection of applicants is made by the Town Manager in accordance with the Winthrop Town Charter, Section 4-2 (b) "To appoint and in appropriate circumstances to remove subject to the provisions of any applicable civil service law, all department heads, officers, members of boards and commissions and employees for whom no other method of selection is provided by this charter or by ordinance, except employees of the school department."

The Town Manager's Office, consistent with established policy and the Town's Affirmative Action plan, administers pre-screening of all applications. Only the department head and representatives of the Town Manager's Office directly involved in the selection process are allowed access to this confidential information. Once the application deadline has passed, the Town Manager, or designee, and appropriate department head interview those candidates determined to be best qualified for the position. In some cases, a repetitive interview or assessment center process is used to narrow a field of candidates. All written references are considered confidential and secured in the Town Manager's office. Following an evaluation period, the department head recommends to the Town Manager a candidate or slate of candidates for final consideration and/or hire. The department head should document every interview. The Town Manager makes final approval regarding employment, transfer, promotion, and starting salary of any prospective employee. To reach this decision, the Town Manager takes into consideration the recommendations of the department head, the Affirmative Action and personnel guidelines of the Town of Winthrop, and applicable federal and state laws. The Town Manager's Office notifies the department head and the individual to be employed, promoted, or transferred of the starting salary and starting date. In the case of transfer or promotion, the Town Manager's Office communicates with all affected departments in an attempt to determine a mutually compatible starting date.

When a new employee is hired, the Town Manager's Office typically generates an Employee Action Form at least one (1) week prior to the first day of work. The Employee Action Form is the official record of employment status; it details every change in status including address, title, position, wage and salary adjustments, and longevity information. All payroll and personnel changes and additions necessitated by the employment, transfer, or promotion of any individual are reported on this form.

In all cases other than a new hire, it is the responsibility of the employee's supervisor to complete an Employee Action Form and forward the form to the department head. If approved, the department

head forwards the form to Town Manager's Office. Upon receipt and approval, the Town Manager forwards necessary copies to the Accountant's Office, Retirement Office, and the department head. The Town Manager's Office generally must receive an Employee Action Form by 4:00 p.m. on the Monday eleven (11) days prior to the issuance of a new, or altered, paycheck in order to enter the new information into the payroll system. Please see Appendix A for information about how to use the Employee Action Form.

D. EMPLOYEE ORIENTATION

Employees who feel comfortable in their surroundings are more likely to be productive, safe, and satisfied employees. Making initial connections is important, and reflects our customer service to each other. Orientation to Winthrop municipal offices and procedures is provided for new and transferred employees. The goals of orientation are to:

- Familiarize new employees with the physical layout of their new offices and the municipal environment;
- Help new employees develop favorable impressions of the organization, the job, and fellow workers;
- Satisfy employee needs for security and acceptance; and
- Familiarize new employees with the organization's procedures and policies.

All new employees report on the starting date to the department head or supervisor. An Employee Benefits Book is available through the Town Manager's office. It outlines the benefits available to employees and helps the employee make decisions about payroll deductions and health insurance plans. Although this information is available in writing, the supervisor may also be available to go over the information. New employees may also contact the Treasurer/Collector. All appropriate forms (e.g. W-4, M-4, life insurance, group health insurance, and retirement forms) should be completed by the Monday eleven (11) days prior to the first pay date but no later than the first day of employment. These forms are found in the Town Manager's Office. The forms are returned to the Town Manager's Office. The Bureau of Citizenship and Immigration Services requires all new employees to prove that they are legally entitled to work in the United States. Employees are required to complete an I-9 form at time of hire.

The department supervisors are responsible for giving each new employee an overview of the structure and function of Winthrop Town government. This description should include an explanation of how the employee's job relates to the others within an office and in the Town as a whole. All new employees should be introduced to every person with whom they will come into contact and should be told where to go for information and assistance. Personnel guidelines and terms of employment should also be discussed. Supervisors are also responsible for job-specific, on-site training and orientation regarding the department. This introduction should include detailed explanations and illustrations of work procedures and equipment, including hands-on use of equipment under the direction of the supervisor. Safety issues should be stressed during this orientation.

All new employees should be given ample opportunity to have follow-up discussions with a supervisor who can answer questions and emphasize information presented during the first few hectic days. In addition, regular performance feedback should help to clarify job performance expectations and give the employee a chance to ask questions.

E. MENTORING

The Town of Winthrop's mentoring program is designed to support employees and to reinforce the values of the organization. Mentoring is a strategic approach to developing employees by pairing an experienced employee (mentor) who will teach, coach, and assist the newer employee (mentoree) in understanding the organizational culture. The goal of the mentoring program is to help reinforce and support the following organizational goals:

- Provide career and professional development opportunities to enhance employees' potential and succession planning for the organization;
- Attract and retain a diverse employee population and provide services to coordinate employee needs and expectations with those of the community; and
- Tap into the knowledge and expertise of seasoned employees as a resource for the organization.

The mentoring program hopes to instill the following set of attributes in the way employees perform in the workplace:

- Employees are flexible, problem solvers and proactive in meeting customer needs;
- Employees take responsibility for communication, both in giving and receiving feedback,
- Employees understand the mission of the organization;
- Employees feel a sense of ownership both over their work and in the directions and efforts of the town; and
- People enjoy their jobs and have a sense of satisfaction in their efforts.

To be a mentor or to request a mentor, contact the Town Manager's Office for more information about the Mentoring Program.

III. WAGE AND SALARY ADMINISTRATION

A. JOB CLASSIFICATION

The Town of Winthrop maintains a position classification plan that forms the foundation of its personnel administration program for non-union employees. This plan serves as the basis for establishing equitable pay scales, recruiting qualified employees, and performing necessary administrative tasks.

The objectives for the Town's job evaluation and classification system are:

- To enable the Town to attract and retain well-qualified personnel of all job classes;
- To maintain compensation practices that are competitive with those of comparable employers;
- To allocate compensation resources effectively and efficiently;
- To ensure that each classification is paid fairly in comparison with other Town classifications based on job duties and responsibilities; and
- To provide a systematic methodology for evaluating all job classes included in the Town's personnel plan.

The Town makes a serious, systematic effort to identify specific elements or characteristics of a position that actually distinguishes the work of one level from the work of higher or lower levels. Under this system, each job is evaluated according to five (5) general factors:

- Expertise - a measure of the knowledge, skill, and ability required to perform the job including the level of education & training necessary.
- Decision Making - a measure of the overall importance of the position's decision-making responsibility in terms of organizational consequences and the independence or latitude to exercise judgment and discretion.
- Supervision - a measure of the supervisory responsibility based on the nature of the group supervised and the supervisory role of the position.
- Contacts - a measure of the type and purpose of contacts required of the jobholder.
- Working Conditions - a measure of the physical effort required by a job and the nature of the work environment.

Based on this system, each position is given a "point factor total," or score, which determines its place within the Town's classification system. Once each position is given a point factor score, the positions are then grouped into "bands" for the purpose of assigning salary ranges. The Town is committed to maintaining a classification plan that recognizes that the level of responsibility and job duties of a position may change over time. All positions are reviewed on a regular basis to ensure

that each position is properly classified.

The Town Manager's Office administers a position re-evaluation schedule with the goal of re-evaluating all positions at intervals not to exceed ten (10) years. Where a position is found to have changed significantly in terms of any of the five-point factor measures, the point factor score is revised accordingly. If the characteristics of a position change substantially before the scheduled re-evaluation, employees and supervisors should take the following steps:

1. Employees and/or department heads who feel any position in their department is improperly classified may request a classification review. Requests should be submitted to the Town Manager's Office. The employee or department head must establish a significant basis for questioning the classification and provide a revised job description for a team to review and assign point values.
2. The Town Manager's Office is responsible for researching and investigating the classification request. A team of reviewers is assigned to review the job description. Meetings are scheduled with the department to clarify any questions and the schedule for completing the review. When all are in agreement with the results a report is provided. When recommendations are approved, a feedback meeting is scheduled with the Department Head. Any changes are communicated to the employee by his/her Department Head.

B. SALARY PLAN

The salary plan recognizes the hard work and dedication of Winthrop employees as well as the high standards the Town holds for its employees. The plan establishes a salary structure that enables the Town of Winthrop to recruit, retain, and reward highly qualified employees. The Town of Winthrop aims to compensate its employees with salary ranges that are consistently competitive with comparable communities.

Applying local labor market data to the point factor system described above sets salary ranges. This approach assures both internal equity and competitiveness within the labor market. The labor market is assessed through salary surveys of comparable communities that are updated on a regular basis. A comprehensive salary survey is conducted every two (2) to three (3) years to ensure that the Town's salary ranges accurately reflect the market.

The salary structure consists of a schedule for full time non-collective bargaining positions. Within this schedule, salaries are established within bands that are intended to be broad enough to recognize differences in individual performance. Collective bargaining contracts determine salary planning for union employees.

C. FLEXIBLE WORK SCHEDULE

Effective July 2006, the Town formalized a flexible work program for full-time non-union employees. This option is viewed as a benefit for employees who may wish to adapt schedules to meet individual preferences, family, and personal demands. Please refer to the Employee Benefits Book for more information about the Town's flexible work program.

IV. EMPLOYEE DEVELOPMENT

A. PERFORMANCE EVALUATION

The purpose of performance evaluation is to provide an opportunity for employees and supervisors to assess work performance, compare it with standards set by department heads, and help the employee identify training needs and future work related goals for strengthening performance and enhancing job satisfaction. The performance evaluation process includes completion of an evaluation form and a conference between the supervisor and the employee receiving the evaluation. For more information about performance reviews, contact the Town Manager's Office.

1. Performance Appraisal Form

Employees have an opportunity for a review prior to the completion of their introductory period and annually thereafter. Supervisors complete an Employee Performance Review Form annually with each employee. The principles of performance appraisal are to identify, define, and communicate key duties, responsibilities, and performance expectations to the employee; establish and communicate performance standards and measurement criteria; and provide feedback regarding performance on a clear, concise, and regular basis. Employees have the opportunity to participate directly in the process, and usually prepare a self-evaluation. An employee's evaluation is taken into consideration when annual salary increases are determined; the amount of an annual increase is also impacted by the total amount of funding available for salary increases Town-wide.

The employee has an opportunity to sign the appraisal form in order to indicate that they have read the evaluation. This signature does not in any way connote agreement with its contents. An employee who disagrees with the review may submit an addendum or may request in writing a re-evaluation from the department head. The department head is responsible for submitting fully completed forms to the Town Manager. These forms become a part of the permanent record in each employee's personnel file.

2. Performance Appraisal Conference

The employee meets with his or her supervisor to discuss job performance strengths and weaknesses annually. This review also provides a chance for supervisors and employees to review the progress made toward fulfilling current and past goals and to set formal goals for the upcoming year.

Although this review is formally completed only once a year, employee performance evaluation is an on-going process used by supervisors to inform employees of performance improvements and areas of concern or unsatisfactory performance. Each department head chooses a method of employee

evaluation consultation that is both effective and comfortable. Performance evaluations must be discussed privately with the employee. Department heads and supervisors are not to discuss compensation issues (i.e., annual adjustment) during the evaluation interview. This is not the purpose of the interview and will be determined at a separate time. Department heads are encouraged to discuss the evaluation conference process with the Town Manager.

B. PROMOTION AND RECLASSIFICATION

It is the policy of the Town to hire and retain the best-qualified employees. All vacancies are posted, in order to allow current employees the opportunity to apply for open positions.

A promotion is a change to a position in a higher pay classification. There are two (2) types of promotions: open position promotions and reclassification promotions. Open position promotions occur as a result of an authorized position being vacated or a new position being approved. Requisitions and postings are required in accordance with policy. Please see Section II of this document for more information.

Reclassification promotions result from successfully assuming additional duties and responsibilities which, when accumulated and taken as a whole, justify a salary grade reclassification. Please see Section IV.C of this document for information regarding review procedure. This type of promotion does not require a requisition or posting. When an employee is promoted, a salary adjustment is made that takes into consideration the criteria listed above.

C. SALARY REVIEW

The Town of Winthrop conducts salary reviews and determines salary increases based on performance. Individual salaries within the salary structure are based on job knowledge and performance. In general, employees who meet expectations should expect to receive the average salary increase.

Step increases, or in-grade salary adjustments, are given in recognition of meritorious performance. These increases are not automatic, nor do they result from tenure. Increases result in the employee's salary progressing through the salary range in accordance with performance.

In preparing a salary adjustment recommendation, consideration is given to:

- Employee's performance during entire evaluation period;
- Current position of the employee's salary within the applicable salary range;
- Period of time since the employee's salary was last adjusted (for new hires); and
- Wage guidelines from the Town Manager

All salary adjustments are made on the basis of merit as defined above. Generally, salary adjustments are made annually on July 1. Special salary adjustments can be made at the discretion of the Town Manager, and after an employee's first performance appraisal. Unless otherwise negotiated

at the time of hire, new employees may be evaluated within six (6) months after their date of employment. The Town reserves the right to extend the introductory period where performance of the employee warrants an extension.

Department heads are responsible for completing the performance appraisals and, when appropriate, for recommending salary adjustments to the Town Manager.

D. ACCESS TO PERSONNEL FILES

Each employee has an individual personnel file in a locked vault in the Town Manager's office. In this folder are employment history, application, correspondence pertaining to the employee or job, job performance appraisals, emergency fact sheet, and wage history. In addition, work related medical information is maintained in a separate Medical file. This file includes accident reports and related workers' compensation information. While individual's personnel files are confidential, the files are the property of the Town and may be used by the Town for its own legitimate purposes.

The Town is required to give all current or past employees an opportunity to review personnel records and to obtain copies of them. A request for such access must be put in writing and addressed to the Town Manager. Contact the Town Manager's Office for more information about employee records and their retention.

E. TRAINING OPPORTUNITIES AND PROCEDURES

The Town of Winthrop provides both individual and institutional training programs and opportunities. A major factor in job satisfaction, performance, and safety is proper training. All employees are encouraged to plan their careers and gain new skills for personal advancement. The training, experience, and skills needed for all Town positions are compiled in the Job Description Book in the Town Manager's Office. Employees are invited to speak to their supervisors, department head, or the Town Manager to develop goals for individual career paths. Individual department heads and supervisors are responsible for insuring that their employees are given sufficient opportunity for training in more specific, job-related fields.

1. Tuition Reimbursement

The Town has a tuition reimbursement program that can help eligible employees obtain a practical education. All requests for courses or workshops should be submitted to the supervisor in writing prior to enrollment. The supervisor is responsible for assessing the suitability of the request. Generally, coursework that is applicable to the duties of an employee's job, or to duties which the employee anticipates performing, are recommended and forwarded to the department head for approval and then to the Town Manager for final approval.

Supporting employee efforts to strengthen their professional skills is a priority for the Town. Every effort is made to provide financial support for reasonable requests; however, all requests are subject to the limitations of available funds and the discretion of the Town Manager. Employees approved for tuition reimbursement may receive up to 75% of the full tuition cost upon completion of the

course with a grade of a B or better. If an employee does not complete the course with a grade of a B or better, the Town is not required to provide tuition reimbursement despite pre-approval of the course. The Town Manager may elect to set a cap on the total dollar amount of a reimbursement for an individual course. The Town is required to report payments made under IRS Section 6050S, effective 12/31/97.

During employee evaluation, each employee should identify a career path and plot an education program that promotes progress toward that goal. The Town Manager looks more favorably upon requests for tuition reimbursement that contribute to a consciously planned educational program.

2. Institutional Training

Institutional training is coordinated by the Town Manager's office and is available to all employees. Examples of Town-wide training programs include microcomputer classes and writing workshops. All employees are encouraged to take advantage of these opportunities, and should be allotted time to attend if work schedules permit. There is no charge to employees for participation in Town sponsored educational training. Employee participation in Town sponsored training programs is reviewed during the performance evaluation process.

3. Conference Per Diem Rate

Attendance at conferences does not necessarily include meals. The Town has established a per diem rate that reimburses an employee a maximum of \$35.00 per day for meals. In order to be eligible for reimbursement, receipts for meals must be provided with a request for reimbursement and documentation that the meals were not included in the registration. In some cases the registration does not include all meals. The per diem reimbursement limit is \$7.00 for breakfast, \$8.00 for lunch and \$20.00 for dinner. Reimbursement for mileage will be in accordance with current Internal Revenue Service regulations. Mileage approval is at the departmental level. An expense report is available from the Accountant's Office to be completed with receipts and other documentation attached when seeking reimbursement.

V. EMPLOYEE SAFETY

A. RISK MANAGEMENT

The Town of Winthrop takes an aggressive stand toward eliminating potential risks and losses inherent in the operation of the Town. The Town faces potentially damaging risks every day to its physical property, loss of income, contingent expenses, human resources, and legal liability. The objective of the risk management program is to insure that the human, financial, physical, and natural resources of the Town are preserved against loss. A sound policy of continuous risk assessment allows the Town to anticipate losses and to minimize the adverse effects of those losses.

In regard to personnel policies, risk management aims to prevent accidents and injuries to employees on the job. Accordingly, the Town places emphasis on risk assessment/loss control through safety training, inspections of work sites, and establishing goals to provide safe working conditions for all employees. Please see Section V.B for policy statement and procedures. For more information, please contact the Town Manager's Office.

B. SAFETY POLICIES AND PROCEDURES

Maintaining safe working conditions requires the cooperation of Town management and employees. Everyone is expected to identify potential safety problems within the workplace and establish safety policies and procedures. All employees have the responsibility to use good judgment and to follow all policies and procedures. The Town maintains safe working conditions and informs employees of existing safety policies and practices in accordance with any of its legal obligations.

Some departments have their own safety policy manual. The Police Manual includes safety procedures for the Police Department. The Fire Department addresses safety in its Operation Manual. The DPW has its own safety guide for employees in all divisions. All employees operating a Town-owned vehicle are required to wear a seat belt and to refrain from smoking. In addition, proper on-site first aid, CPR, or other life-sustaining techniques should be known by employees in higher-risk jobs in order to avoid further injury.

Under legislation entitled "Right to Know", supervisors are responsible for informing employees of any known toxic or hazardous substances in the workplace. All containers of such substances must be labeled. More information about The Emergency Planning and Community Right-to-Know Act can be found on the United States Environmental Protection Agency's website http://yosemite.epa.gov/oswer/ceppoweb.nsf/content/epcra_law.htm.

Attention to personal safety cannot be overemphasized. Safety is stressed in all jobs and at all levels. If any employees have suggestions regarding additional safety measures, they are encouraged to put them in writing and submit them to the Town Manager's Office.

C. WORKPLACE INJURIES

1. Workers' Compensation

Despite the careful efforts of supervisors and employees to maintain safe working conditions and practices, accidents do happen. The Town of Winthrop is responsible for providing protection against loss of income and medical expenses incurred for job-related injuries or illness. If an employee is injured on the job, the incident should be reported to the supervisor immediately after seeking professional medical help for the injured employee. Prompt medical help (including on-site efforts) helps to avoid the escalation of a minor injury into a major problem. The supervisor prepares a "Supervisor's First Report of Injury" form and submits it to the department head, and then the Town Accountant's office. The Town, in its role as coordinator of Worker's Compensation benefits, and the injured employee should work together to obtain regular medical reports regarding the status of the employee's injury. Individual employees are responsible for insuring that these medical reports are provided as requested.

The Town of Winthrop manages its Worker's Compensation program through Massachusetts Interlocal Insurance Association (MIIA). The Town pays all state-approved claims and contracts with MIIA as administrator to manage the program, arrange for providers and services, provide case management, and pay bills. For more information contact the Town Accountant's Office.

2. Workers' Compensation Claims Processing Procedure

Winthrop's Workers' Compensation Claims Procedure (MGL Chapter 152) and Fire and Police Injured on Duty (MGL Chapter 41 Section 111F) Procedures are provided in accordance with Massachusetts General Laws. The text below incorporates the claims process and the "lost-time" procedures for both employees covered by Fire and Police Injured on Duty and those covered by Workers' Compensation.

Upon notification of any work-related accident involving an employee, the supervisor must investigate the incident to determine the necessity of immediate medical attention. If emergency services are required, the employee should seek immediate treatment. If a supervisor is notified of any incident involving an employee which may qualify the employee for Workers' Compensation benefits, lost work time, and/or medical coverage, the supervisor must call, or e-mail the Town Accountant and Town Manager's Office to provide a formal notification of the incident. The following information must be provided:

- a. name of injured employee
- b. day, time, and place of incident
- c. name of person making the call
- d. type of injury
- e. cause of the incident
- f. medical treatment sought
- g. Hartford forms

The supervisor must then file a Supervisor's First Report of Accident Form with the Town Accountant's Office within 24-hours of the incident. The supervisor, not the employee, must complete this form. Upon receipt of the completed report which has been signed by both the

supervisor and the department head, the Town Manager's Office copies the supervisor's report in triplicate, placing one copy in the employee's medical file and one in the worker's compensation log book (where it is logged in) and sends one copy to the Retirement Office if the accident is a lost time claim (except teachers). The original report is then faxed to MIIA. Upon investigation, the supervisor may or may not verify that the incident warrants a valid claim. If the incident is not validated, the employee has the right to appeal the supervisor's decision with the State Department of Industrial Accidents (DIA).

A verified incident may or may not result in a claim. An employee may not require professional medical attention. However, another incident may result in an employee's need for medical attention and perhaps even time lost from work due to a work-related disability. If an employee (not of the Police or Fire Department) requires either of these benefits, the MIIA assigns the employee a utilization number for the future processing of claims.

MEDICAL CLAIMS

Any employee requiring a utilization number should personally contact the MIIA for a direct quote of the number. As the employee procures services related to a work related injury, he or she should advise the provider to send all bills directly to the Town Manager's Office or a Third Party Administrator.

Upon receipt of a provider's bill, the Town Accountant's Office will relay it to the Third Party Administrator. The employee has the right to appeal any disapproval of a medical claim with the State DIA. MIIA processes the claim by rates according to industry standards, produces three (3) copies of a voucher in the amount of the adjusted aggregate rate, and sends both the original bill and the vouchers back to the Town Accountant's Office. The voucher is placed on a bill schedule that is sent with two copies of the voucher and an addressed envelope to the Accountant's Office. There, the check is cut for services rendered and one copy of the voucher is sent to the provider along with the check. The other copy of the voucher is filed in the Accountant's Office. The original bill and the third copy of the voucher are filed in the employee's medical file.

LOST TIME

All issues of lost time for Fire and Police employees are handled within the respective departments. The following description addresses only non-Fire and Police employees.

If the employee has been disabled due to a work-related injury for five (5) days or longer, he or she may qualify for worker's compensation benefits. Days of disability include non-work days (i.e. weekend days). Upon notification to the Town Accountant and Town Manager's Office that the employee has been disabled due to a work related injury for five (5) or more days, the MIIA is instructed to prepare a Form 101 and files it with the State Department of Industrial Accidents (DIA), within seven work days, of knowledge that the injury has resulted in the five (5) days of disability. The employee's supervisor is notified to start the FMLA benefit requirements.

Four (4) copies of Form 101 are distributed to the employee's medical file, the Workers'

Compensation Administrator's logbook, the Retirement Office, and MIIA. The employee's wage schedule of the previous 52 weeks is calculated and sent to MIIA. MIIA contacts the Town Accountant's Office, the employee, and the physician in order to investigate the claim. The employee is charged for any accrued sick leave or vacation time until the department head has been formally notified that the Compensation claim has been accepted.

Approved

If the claim is approved, the MIIA determines the amount of the weekly pay and sends weekly vouchers to the Accountant, who has authorization to pay. Employees can choose to be paid directly by MIIA or by the Town. In case where the employee chooses payment by the Town, vouchers are forwarded to the payroll preparer for the injured worker. The Department is advised as to the amount of Workers' Compensation that will be paid: 60% of the employee's earnings over the past 52 weeks. The Department adjusts the employee's attendance record to reflect the time charged between the date of the accident and the date of the claim approval. The first five (5) days of leave are charged at 100% of sick/vacation time, while absences beyond five (5) days are charged at 40%. If the employee has been disabled due to a work related injury for a total of twenty one (21) days, the employee is retroactively compensated for the first five (5) days at the same rate of the 60%/40% split, and the employee's attendance record is adjusted to reflect the newly charged amount of leave time.

By law, workers' compensation is not subject to withholding and therefore, voluntary deductions must be funded either directly by the employee out of pocket or through some form of compensation that is subject to deduction. The employee must contact the Town Accountant's Office to make arrangements for payment. The Town Accountant's Office will notify the Employee that the municipal check for 40% is insufficient to cover voluntary deductions. This 40% not only provides the employee with a full paycheck when it is added to the 60% compensation benefit, but it also provides the Town with compensation from which deductions can be made.

For as long as the employee is out on leave time, the MIIA produces a voucher for each lost time claim for a given week and faxes the vouchers to the Town Accountant's Office. Upon arrival, the Accountant's Office sends a copy to the Retirement Administrator for employees, and one (1) copy to the department person responsible for payroll. The third copy of the voucher is filed in the employee's medical file in the Town Manager's Office. As long as the employee is out on compensation the employee receives a Workers' Compensation check by mail or direct deposit each pay period. It is the responsibility of the department to notify the Town Accountant and the employee as to the anticipated date that the employee's sick/vacation time will be exhausted and an alternative payment plan for regular benefit deductions must be established. Finally, the Town Accountant's Office will notify the MIIA as to the date that the employee will return to work.

Employees on lost time claims are notified in writing by the Town Accountant's Office that they are being placed on FMLA. A copy of the letter is provided to the employee's department and the Town Manager's Office. Please refer to the Family Medical Leave Act policy and procedure section of these guidelines.

Disapproved

If the claim is not approved, the Department charges the employee for accrued sick or vacation time used beginning with the day following the accident. Payroll records submitted by the Department should indicate this usage. The Department notifies the Town Accountant's Office of the date accrued sick or vacation time is being exhausted. After this date, no payroll submissions for that employee will be accepted. The employee has the right to appeal any disapproval of a lost time claim with the State Department of Industrial Accidents (DIA).

3. Fire and Police injuries

Workers' Compensation law does not pertain to or include full time fire fighters and police officers. Employees in those departments are covered under General Laws, Chapter 41, Sec. 111.F. The Town is insured for Police/Fire medical services. Employees should not assume they will be reimbursed for any service or prescriptions they procure while a decision is pending or after a determination has been made that an accident is not work-related. Employees approved for injured-on-duty status receive pay due them for the duration of the disability in accordance with the collective bargaining agreement. Contact the Town Accountant's Office for more information regarding police and fire department injured-on-duty accidents.

D. INCLEMENT WEATHER

It is the responsibility of the Town Manager to make the decision to close Town Hall completely, or to staff with a minimal level of employees. Each department will identify a list of essential employees who will be expected to work in the event of inclement weather.

1. Procedures

The Town Manager will notify all department heads by 7:00 a.m. if the workday is to be canceled. The department heads in turn will notify their subordinates of any cancellation or change in the schedule. Employee leave time will not be affected by a delay or cancellation of the workday. All full-time employees who are scheduled to work will be paid for the amount of time Town Hall is closed. Employees who have taken the day off for personal reasons or that have called in sick shall have this day count as an actual vacation or sick day.

For the employees that are considered essential personnel, the Town Manager has the discretion to provide personal days as compensation for working the days when Town Hall is closed due to inclement weather.

VI. EMPLOYEE FEEDBACK, CONCERNS AND HARASSMENT

A. EMPLOYEE FEEDBACK AND CONCERNS

The Town of Winthrop values the important feedback of each individual employee. As an entity that is continually developing, feedback from the employees provides the basis for many significant changes. An employee's ideas, suggestions, concerns, etc. should be discussed with his or her immediate supervisor.

The Town also maintains an open door policy regarding any concerns or issues an employee may have about his or her work and the terms and conditions of his or her job. Thus, the Town encourages employees to discuss with supervisors any concerns they may have. If an employee is unable to resolve satisfactorily an issue through informal communication with an immediate supervisor, the Town encourages employees to address their concerns with the Town Manager.

B. SEXUAL HARASSMENT POLICY OF THE TOWN OF WINTHROP

It is the goal of the Town of Winthrop 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 is not tolerated by the 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 is not tolerated. To achieve the goal of providing a workplace free from sexual harassment, the conduct that is described in this policy is not tolerated, and the Town has provided a procedure by which inappropriate conduct is dealt with, if encountered by employees.

The Town of Winthrop takes allegations of sexual harassment seriously and responds promptly to complaints of sexual harassment. Where it is determined that such inappropriate conduct has occurred, the Town acts 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 the goals of promoting a workplace that is free of sexual harassment, the policy is not designed or intended to limit the Town's authority to discipline or take remedial action for workplace conduct which the Town deems unacceptable, regardless of whether that conduct satisfies the definition of sexual harassment.

1. 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, and 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 is not tolerated by this organization.

2. Complaints of Sexual Harassment

If any of the employees believes that he or she has been subjected to sexual harassment, the employee has the right to file a complaint with the Town. This may be done in writing or orally by contacting the Town Manager, Town Manager's Office, 1 Metcalf Square, Winthrop, MA 02152, 617-846-1077, ext.500. The Town Manager's Office staff is also available to discuss any concerns and to provide information about the policy on sexual harassment and the complaint process.

3. Sexual Harassment Investigation

When the complaint is received, the Town promptly investigates the allegation in a fair and expeditious manner. The investigation is conducted in such a way as to maintain confidentiality to

the extent practicable under the circumstances. The investigation includes a private interview with the person filing the complaint and with witnesses. The person alleged to have committed sexual harassment is also interviewed. When the investigation is complete, the Town, to the extent appropriate, informs 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, the Town acts promptly to eliminate the offending conduct, and where it is appropriate, disciplinary action is also imposed.

4. Disciplinary Action

If it is determined that inappropriate conduct has been committed by one of the Town's employees, the Town takes such action as is appropriate under the circumstances. Such action may range from counseling to termination from employment, and may include such other form(s) of disciplinary action as deemed appropriate under the circumstances.

5. State and Federal Remedies

In addition to the above, if an employee believes he or she has been subjected to sexual harassment, he or she may file a formal complaint with either or both of the government agencies set forth below. Using the above complaint process does not prohibit an employee from filing a complaint with these agencies. Each of the agencies has a short time period for filing a claim (EEOC - 300 days for complaints filed after 11/05/02; MCAD - 6 months).

The United States Equal Employment Opportunity Commission ("EEOC") One Congress Street, 10th Floor Boston, MA 02114, (617) 565-3200.

The Massachusetts Commission Against Discrimination ("MCAD") Boston Office: One Ashburton Place, Rm. 601, Boston, MA 02108, (617) 727-3990. Springfield Office: 424 Dwight Street, Rm. 220, Springfield, MA 01103, (413) 739-2145. Worcester Office: 22 Front Street, Fifth Floor, PO Box 8038, Worcester, MA 01641, (508) 799-6379.

C. NO PLACE FOR HATE

Created through a collaboration of the Anti-Defamation League and the Massachusetts Municipal Association, this national program was endorsed locally by the Town Manager in June of 2006. The Winthrop No Place for Hate campaign is dedicated to mobilizing citizens to challenge bigotry and to promote prejudice-free communities in which all people are appreciated for their differences.

1. Guidelines

The Town of Winthrop respects and recognizes each citizen's right to free speech. In order to guarantee all people's right to free speech and to ensure productive civil discourse, it is requested that all citizens respect the following guidelines:

- **Recognize a person's right to advocate ideas that are different from your own.**
"Democracy is a means of living together despite our differences. Democratic deliberation is

an alternative to physical violence. It is predicated on the assumption that it's possible to disagree agreeably, that it's better to laugh than cry, that one can vigorously contest the positions of one's adversary without questioning his or her personal integrity or motivation, and that parties to a debate are entitled to the presumption that their views are legitimate if not correct."

-Thomas Mann

- **Show respect for others.**
 - Discuss policies and ideas, not people
 - Only one person should be speaking at any given time
 - Use helpful, not hurtful language.

- **Speak as you would like to be spoken to.**
 - Use courtesy titles (Mr., Ms., Sir, etc.)
 - Restate ideas when asked
 - Use a civil tone of voice

- **Agree to listen.**
 - Respectfully hear and listen to differing points of view
 - When unsure, clarify what you heard
 - Realize that what you say and what people understand you to have said may be different
 - Recognize that people can agree to disagree

- **Speak for yourself, not others.**
 - Speak from your own experience
 - Use "I" statements ("I think that the ideas presented...")

- **Follow agreed upon guidelines regarding who speaks when and for how long.**

The goal of these guidelines is to provide a common set of expectations that can be consistent across groups and organizations, including town government. By adopting these guidelines, individuals have a clear idea about what behavior is expected of them and, concurrently, what behavior they can expect from others. This takes away the accusatory nature of any requests for civility, allowing group leaders or participants to point to the guidelines rather than making a personal statement about another's behavior.

VIII. DISCIPLINARY ACTION

Employees who do not successfully complete the introductory period may be terminated at any time without notice, for any reason or no reason, and without cause. Employees who do not meet the legitimate expectation and standards of the Town or who otherwise violate Town, State, or Federal rules, regulations, statutes or laws, or are convicted of a felony, may be subject to disciplinary action up to and including termination. Termination can result from an employee's failure to correct performance issues that have been identified by the supervisor, or can result from one offense depending on the seriousness of the circumstance. In general, the severity of disciplinary action should reflect the severity of the offense committed. Department heads may choose to give verbal or written warnings or the terms of probation or suspension. It is essential that disciplinary actions be documented with proper written justification. A verbal warning becomes a part of an employee's permanent record if it is followed by a written disciplinary warning. Written warnings become a permanent part of an employee's personnel record. Department heads should consult with the Town Manager's Office when disciplinary action becomes necessary. Please refer to Section VI of these guidelines for more information.

The following guidelines are suggested as departmental procedures in disciplinary matters:

1. Verbal warnings should be made with care and should be justified by evidence of performance problems. Verbal warnings should be documented and placed in a supervisor's file for that employee.
2. Written warnings also become a part of an employee's personnel record. They should be factual and constructive, but critical, and should be designed not only to correct poor performance but also to set future goals. Verbal warnings for the same offense should be recorded and placed in the employee's personnel file.
3. Probation can be imposed for a period of up to three months. After the probation, the department head should make a recommendation to the Town Manager concerning retaining or discharging the employee on the basis of the employee's performance.
4. Suspension with or without pay can be given for a maximum of thirty days in a twelve-month period. After the term of suspension has expired and a reasonable period for assessing the employee's performance has passed, the department head should make a judgment concerning the employee's performance.

If these disciplinary procedures do not lead to improved performance or behavior, the department head should submit a written request for termination to the Town Manager. The Town Manager has been delegated the authority to discharge employees by the Winthrop Town Charter. The employee is notified as to the reason(s) for the termination and the effective date of separation. Employees who are terminated are eligible to receive vacation pay accrued until the time of the termination and may be eligible for unemployment benefits. They are ineligible to receive insurance benefits after the end of the last month worked. Individuals may choose to continue insurance coverage under COBRA by paying their own premium. Please contact the Town Accountant and the Retirement Administrator for more information regarding this coverage.

VII. TERMINATION OF EMPLOYMENT

A. VOLUNTARY RESIGNATION

The employee is free to terminate the employment relationship at any time without notice. The Town recommends that employees present a statement of resignation to their supervisor in writing. Early notification, preferably a minimum of two (2) weeks, is always appreciated by the Town Manager's Office in order to develop a work plan while the position remains vacant. The written letter of resignation is placed in the employee's record.

B. RETIREMENT PROCEDURE

Membership in a contributory retirement system is mandatory for all public employees whose employment commences prior to attaining age sixty-five (65). Only regular employees who are scheduled to work a minimum of twenty-four (24) hours each week are eligible for this benefit. Employees contribute 5% (hired prior to 1/1/75), 7% (hired 1/1/75-1/1/84), 8% (hired 1/1/84-6/30/96), or 9% (hired after 6/30/96) plus an additional 2% for any income over \$30,000 (hired after 1/1/79) of their regular compensation to the retirement system. Employees earn creditable service for full-time, contributory employment. Each employee must initiate the normal superannuation retirement procedure by making a written request to the Retirement Board (channeled through the Town Accountant's Office). Each employee contemplating retirement must contact the Retirement Office to get information concerning Board timetables and the retirement process. A personal interview with the designated representative is highly recommended to help each applicant determine a retirement option, appropriate retirement benefits, and dates on which the employee becomes eligible. An employee may apply to the Board as early as four (4) months prior to the intended date of retirement. If an employee has accrued vacation time due on their selected retirement date, they will receive a lump sum for the vacation pay due, with no retirement deduction or creditable source for the vacation time.

1. Veteran Buy-back

Chapter 468 of the Acts of 2002 removes the ten-year (10) creditable service requirement in order to purchase creditable service for military service. As of April 1, 2003, any member in service who qualifies as a "veteran" as defined in G.L. c.32, s.1, can purchase up to four years creditable service for his or her military service corresponding to their period of active service in the armed forces.

If an employee has not previously participated in this program, information and an application are available in the Retirement Office. A copy of the employee's DD-214 is necessary in order to participate. If an employee is eligible, he or she has 180 days from the date of notification to determine whether or not to purchase this creditable service.

2. Deferred Compensation

Please refer to the Employee Benefits Book for information about pre-tax savings plans through employee contributions to supplement retirement savings.

C. EXIT INTERVIEW PROCESS

When the Town Manager's Office receives a letter of resignation, notice of retirement, or termination of any circumstance, an Exit packet is sent to the employee. This helps the employee to put proper closure to pay, benefits, retirement, and Town property, and assists the Town to fulfill mandatory requirements, such as COBRA and unemployment notification. Additionally, the exit interview questionnaire provides an exiting employee the opportunity to express thoughts and opinions about employment with the Town, without regard to the effects on employment. Exit interviews also provide the Town Manager with helpful information for filling vacancies.

Exit interviews can be conducted confidentially with the Town Manager or his designee, or a questionnaire can be forwarded after the employee has left the Town, and returned anonymously by mail. Other steps have been built into the process to insure confidentiality. Please see the Town Manager's Office for more information, and Appendix D for Exit forms.

1. Continuation of health/dental insurance

If an employee is a participant in the Town's health and/or dental insurance plans, he or she has the right to continue coverage in the group plan at his or her own expense under COBRA. In accordance with COBRA guidelines, information regarding rights under COBRA and election forms is mailed to the employee's home. For more information, please reference the Employee Benefits Book or contact the Town Treasurer/Collector's Office.

2. Conversion of life insurance

If an employee was enrolled in the Town's basic or optional life insurance program, he or she has the option to port or convert the policy to non-group coverage. Information regarding conversion of life insurance to non-group coverage is mailed to the employee under separate cover, along with information on COBRA, if applicable. For more information, please reference the Employee Benefits Book or contact the Treasurer/Collector's Office.

IX. FAMILY AND MEDICAL LEAVE ACT POLICY

A. POLICY STATEMENT

The Family and Medical Leave Act (FMLA) requires employers to grant eligible employees up to twelve (12) weeks of unpaid leave per twelve (12) month period for any of the following reasons:

1. To care for a son or daughter within a year of birth, adoption, or the initiation of foster care;
2. To provide care for a spouse, child, or parent suffering from a serious health condition; and/or
3. Because the employee's own serious health condition makes the employee unable to perform the functions of his or her position.

The mission of the FMLA is to benefit both employees and employers, to recognize a mutually beneficial correlation between stability in the family and productivity in the workplace. Any employee who has been employed by the Town for at least 12 months and has worked 1250 hours or more during the preceding 12 months is eligible for up to 12 weeks of leave during each calendar year. Leave taken under the FMLA is unpaid except when an eligible employee uses accrued paid time to qualify for compensation during leave as explained in the section of the Employee Benefits Book or the appropriate labor contract entitled "Types of Leave". At the discretion of the Town or the employee, accrued benefits may be substituted for unpaid leave. The types of paid leave employees may be required to substitute include vacation, sick leave, personal leave, dependent care leave, and maternity/adoptive leave. Intermittent leave and reduced-leave schedules are not required of employers for the birth or placement of a child. Leave terms are defined in the Employee Benefits Book or the appropriate labor contract.

B. NOTICE

Employees seeking to use FMLA leave should provide the Town with adequate notice. If an employee's need for leave is foreseeable, a written notice of intent to take leave should be submitted to his or her supervisor and the Town Manager's Office at least 30 days before the date the leave is to begin. If an employee's need for leave is not foreseeable, the employee should provide notice as soon as practicable, but preferably within 48 hours of the employee's learning of the need for a leave. A Certification of Physician or Practitioner form (please see Appendix B for the form or the town's internet) should be completed by the treating doctor and submitted to the Town Manager's Office. If an employee fails to give 30 days advance notice in the case of a foreseeable leave, the Town may delay the start of the leave until at least 30 days notice is provided. Employees seeking FMLA may contact the Town Manager's Office.

The Town Manager's Office provides employees requesting FMLA leave with a detailed notice at the time they request leave that specifies the obligations of the employee during leave.

C. STATUS OF INSURANCE COVERAGE

The Town maintains an employee's health, dental, and life insurance coverage for the duration of the employee's FMLA leave as though the employee were continuously employed. The Town continues to pay its portion of the employee's health and dental insurance premiums, provided that the employee continues to pay his or her portion of the premium on a timely basis. Coverage ceases until the employee returns to work if an employee is more than 30 days late paying the premium. If an employee does not return to work at the end of the leave for any reason other than a serious health condition or other circumstances beyond the employee's control, the employee is liable to the Town for the amount of premiums it paid during any unpaid portions of the leave.

D. TYPES OF LEAVE

1. Family Leave for Birth, Adoption, and/or Foster Care

- A. Family leave is available for an employee to care for a son or daughter within 12 months of the birth of the employee's child or the placement of a child by adoption or foster care.
- B. An employee who wishes to take leave for this purpose may elect to use available paid leave, including maternity/adoptive leave, dependent care leave, accrued vacation or, if applicable, personal leave. Paid time shall count towards the 12 weeks available.
- C. Family leave for birth, adoption, or foster care ordinarily must be taken all at once unless the Town Manager's Office and the appropriate department head agree to an alternative leave arrangement that satisfies the needs of the Town.
- D. The aggregate total leave a married couple may take if both parents work for the Town is 12 weeks.

2. Family Leave to Care for Spouse, Son, Daughter, or Parent with a Serious Health Condition

- A. Family leave is available when an employee is needed to care for his or her son, daughter, spouse, or parent who has a serious health condition.
- B. An employee who wishes to take leave for this purpose shall first use available paid leave, including dependent care leave or, if applicable, personal leave. The employee must then use accrued vacation. Paid time shall count towards the 12 weeks available.
- C. An employee may take leave for this purpose on an intermittent or reduced-leave basis when medically necessary. Under certain circumstances, the Town may require an employee to transfer temporarily to an alternative position, at the same pay, which better accommodates recurring periods of leave.
- D. If an employee's need for intermittent or reduced leave is foreseeable based on elective medical treatment, the employee must make a reasonable effort to have the treatment

scheduled so as not to disrupt unduly the operations of the Town.

- E. An employee requesting leave to care for a spouse, son, daughter or parent with a serious health condition must submit a Certification of Physician or Practitioner form signed by a health care provider supporting the employee's need for leave within 15 days after requesting leave. This form is available as Appendix B, and also on the town's internet.
- F. The Town may require that additional medical opinions be obtained by a health care provider of its own choosing and, at its own cost, if the Town has reason to doubt the validity of any certification provided.

3. Medical Leave for Employee's Own Serious Health Condition

- A. This leave is available when the existence of a serious health condition makes the employee unable to perform the functions of his or her position.
- B. An employee who wishes to take leave for this purpose shall first use available paid leave including sick leave, vacation or, if applicable, personal leave. The paid time shall count towards the 12 weeks available.
- C. An employee may take leave on an intermittent or reduced schedule when medically necessary. Under certain circumstances, the Town may require the employee to transfer temporarily to an alternative position with equivalent pay and benefits, which better accommodates recurring periods of leave.
- D. If the request is for intermittent leave based on elective medical treatment, the employee shall make a reasonable effort to have the treatment scheduled so as not to disrupt unduly the operations of the Town.
- E. An employee requesting leave due to the employee's own serious health condition must submit a Certification of Physician or Practitioner form signed by a health care provider within 15 days after requesting leave. This form is available as Appendix B, and also on the Town's internet.
- F. The Town may require that additional medical opinions be obtained by a health care provider of its own choosing and, at its own cost, if the Town has reason to doubt the validity of any certification provided. The Town may seek periodic re-certification from individuals who are out on medical leave.

4. Return To Work

- A. An employee returning to work at the completion of leave is returned to his or her original, or an equivalent, position with equivalent pay, benefits, and other employment terms, except as provided in (B) below. In addition, an employee's use of FMLA leave cannot result in a loss of any employment benefits that the employee earned or was entitled to before using FMLA leave.

- B. An employee who has taken FMLA leave has no greater right to reinstatement or to other benefits or conditions of employment than if he or she had been continuously employed during the leave period. For example, an employee will not be restored to the job if the employee was hired for a specific term or project which has expired, and the Town otherwise would not have continued to employ the employee.
- C. Prior to returning to work, the employee must have a completed Illness and Injury Evaluation form signed by his or her physician. This form is available as Appendix C, and also on the town's internet.

E. ASSISTING EMPLOYEES WITH LIFE THREATENING ILLNESSES

The Town of Winthrop supports employees with disabling and life-threatening illnesses. The Town recognizes that an employee with a life-threatening illness (including, but not limited to, cancer, heart disease, and acquired immune deficiency syndrome) may wish to continue to engage in as many normal pursuits as possible. If an employee is able to meet acceptable performance standards, and medical evidence indicates that continued employment will not harm the employee or others, the supervisor must be sensitive to that employee's condition and must ensure that all employees are treated fairly. At the same time, the Town of Winthrop has an obligation to provide a safe work environment for all employees. Every precaution should be taken to ensure that an employee's condition does not present a health and/or safety threat to others.

The Town offers the following range of resources to support employees with life-threatening illnesses:

- Support and training from the Employee Assistance Program;
- Referral to agencies and organizations that offer support services; and
- Benefits consultation to assist employees in managing health, FMLA leave, and other benefits effectively.

1. Supervisor's Guidelines

When addressing situations involving employees with life-threatening illnesses, supervisors should:

- a) Remember that an employee's health condition is personal and confidential. Every precaution should be taken to protect information regarding an employee's health.
- b) Contact a representative of the Employee Assistance Program for information about issues surrounding life-threatening illnesses in the workplace.
- c) Contact the Town Manager if there are any concerns about the potentially contagious nature of an employee's illness. The Town reserves the right to require an examination by a medical doctor appointed by the Town if there is any doubt that continued presence at work will not harm the employee or co-workers. The supervisor or department head contacts the Town Manager regarding placing the employee on FMLA leave.

- d) Make reasonable accommodations for employees with life-threatening illnesses, consistent with the needs of a particular division or unit of the Town. This may include reassignment of duties. No special consideration should be given to employees who feel threatened by a co-worker's illness.
- e) Be sensitive to the fact that continued employment for an employee with a life threatening illness may be therapeutically important in the remission or recovery process, or may help to prolong an employee's life.
- f) Encourage employees to seek assistance from the Employee Assistance Program and from established community support groups for counseling services and referral to medical treatment.

APPENDIX A

HOW TO USE PERSONNEL FORMS

PERSONNEL REQUISITIONS

The Personnel Requisition Form serves as a request for the referral of candidates to fill a vacancy. It may be obtained from the Town Manager's Office.

EXEMPT: Civil Service employees of the Police Department.

EMPLOYEE ACTION FORMS

Employee Action Forms record personnel employment and wage changes for all Town employees. No changes can be made in employee status (new hire, salary or wage adjustment, or termination) without submission of this form to the Town Manager's Office. The Town Manager's Office or initiating Department fills out Employee Action Forms for new employees. For promotions or transfers, the department to which the employee is being transferred is responsible for filling out an Employee Action Form. The individual departments are responsible for generating an Employee Action Form for such issues as a change of address or separation. All forms must be approved and signed by the department head and Town Manager prior to enactment of any changes. Blank forms may be obtained from the Town Manager's Office.

Instructions:

- A. For all **new hires and rehires**, the form must be filled out completely including Munis codes.
- B. All **wage and salary adjustments** (including annual salary increases, changes in shift differentials, new classifications, and other salary changes) must include the employee's name, employee number, and department name. Section 2 must include information concerning the change(s) being made (e.g. adjust title or division, change salary, change shift differential). Appropriate reason(s) must be presented under Section 6.
- C. All notices of **employee separation** must include employee's name, employee number, and department. Under Section 4, information concerning date hired, last day worked, and reasons for this separation (e.g. resignation, lay off, discharge, rehire temporarily only) must be completed. In addition, whether or not the employee would be recommended for rehire must be indicated. An explanation of the separation must be provided under Section 6.
- D. **Name and/or address changes** must include name, employee number, and department in Section 1 with any changes detailed in Section 5.
- E. **Other** changes can be explained in section 6 which also provides a space to clarify changes made in other sections of the form

APPENDIX B

Town of Winthrop
Town Manager's Office

**CERTIFICATION OF PHYSICIAN OR PRACTITIONER
FMLA REQUESTS**

1. Employee's Name: _____
2. Patient's Name (if other than employee) _____
3. Diagnosis: _____
 - a. is this condition a "serious health condition?" (see definition below)
"Serious health condition" is defined as an illness, injury, impairment, or physical or mental condition that involves:
 - any period of disability or treatment related to an inpatient stay of at least one night in a hospital, hospice, or residential medical care facility; or
 - any period of disability lasting at least three consecutive scheduled workdays that involves continuing treatment by or under the supervision of a health care provider; or
 - continuing treatment by or under the supervision of a health care provider for a chronic or long-term health condition that is incurable or so serious that, if not treated, would likely result in a period of incapacity of more than three calendar days; or
 - pre-natal care.
4. Date condition commenced: _____
5. Probable duration of condition: _____
6. Regimen of treatment to be prescribed (indicate number of visits, general nature, and duration of treatment, including referral to other provider of health services. Include schedule of visits, and treatment if it is medically necessary for the employee to be out of work on an intermittent basis or to work less than the employee's normal schedule of hours per day or days per week):
 - a. By Physician or Practitioner:
 - b. By another provider of health services, if referred by Physician or Practitioner:

IF THIS CERTIFICATION IS RELATED TO CARE FOR THE EMPLOYEE'S SERIOUSLY ILL FAMILY MEMBER, SKIP ITEMS 7, 8, AND 9 AND PROCEED TO ITEMS 10 THROUGH 14. OTHERWISE, CONTINUE BELOW.

Circle Yes or No below, as appropriate.

7. Yes No Is inpatient hospitalization of the employee required?
8. Yes No Is employee able to perform work of any kind? (If No skip Item 9)
9. Yes No Is employee able to perform the functions of the employee's position? (Answer after reviewing statement from employer of essential functions of employee's position, or, if none provided, after discussing with employer).

Signature of Physician or Practitioner: _____

Date: _____

Type of Practice/Field of Specialization, if any: _____

FOR CERTIFICATION RELATING TO CARE FOR THE EMPLOYEE'S SERIOUSLY ILL FAMILY MEMBER, COMPLETE ITEMS 10 THROUGH 14 BELOW AS THEY APPLY TO THE FAMILY MEMBER AND PROCEED TO ITEMS 15 THROUGH 17.

10. Yes No Is inpatient hospitalization of the family member (patient) required?
11. Yes No Does (or will) the patient require assistance for basic medical, hygiene, nutritional needs, safety or transportation?
12. Yes No After review of the employee's signed statement (see item 14) is the employee's presence necessary or would it be beneficial for the care of the patient? (this may include psychological comfort).

13. Estimate of time care is needed or the employee's presence would be beneficial:

14. Signature of Physician or Practitioner: _____

15. Date: _____

16. Type of Practice/Field of Specialization, if any: _____

ITEM 17 IS TO BE COMPLETED BY THE EMPLOYEE NEEDING FAMILY LEAVE.

17. When Family Leave is needed to care for a seriously-ill family member, the employee shall state the care he or she will provide and an estimate of the time period during which this care will be provided, including a schedule if leave is to be taken intermittently or on a reduced leave schedule.

Employee Signature: _____

Date: _____



APPENDIX C

Town of Winthrop Town Manager's Office

Illness and Injury Evaluation Form

Employee Name _____ Date _____

Social Security Number _____ Job related injury or illness
 Non-job related injury or illness Other _____

I hereby authorize you to release the information contained on this form to the Town of Winthrop and hereby release you (the physician) from any liability arising from such disclosure.

Employee's signature _____ Date _____

To Be Completed by Physician (Fill in only applicable information)

I understand the employee's job duties and recommend the following:

- Patient diagnosis is _____ and is projected to return to full duty on or after the date _____
- Patient may return without restriction on or after the date _____
- Patient may return to work on or after the date _____ with the following restrictions: number of hours per day _____
- Lifting pushing pulling weight in pounds _____
- Restricted bending: # times per hour _____ Degree of bend _____
- No repetitive motion to: hand grasp wrist elbow foot other _____
- Keep wound clean & dry Right hand work only
- Left hand work only No climbing or overhead work
- Sitting task only No operating or moving equipment
- Other _____

Physician's Signature _____



**APPENDIX D
EXIT FEEDBACK INTERVIEW FORMS**

Town of Winthrop
Town Manager's Office

Form 1

Manager: Attach to Employee Action Form (EAF).

Equipment Return/ Membership Cancellation Form

Prior to the exiting employee's last day of work, it is the responsibility of the immediate Supervisor to collect any articles or terminate access/memberships that belong to the Town. This includes any equipment or tools that were issued. When the exiting employee completes this process, a copy of this form will be placed in his/her file, documenting the exchange.

	returned	not returned	N/A
1) keys and alarm access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) uniform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) electronics:			
cell phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
computer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
palm pilot/blackberry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) parking passes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) public records (see Form 4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) E-mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>notify Network Administrator</i>			
8) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Department Head Date

Employee Date



**APPENDIX D
EXIT FEEDBACK INTERVIEW FORMS**

Town of Winthrop
Town Manager's Office

Form 2

Flexible Spending Accounts

If you are participating in the Flexible Spending Account program, your contributions will automatically end as of your termination date. You may continue to incur eligible expenses, up to the balance of your account at the time of your termination, for the remainder of the plan year (June 30th). You have a 90-day grace period from the end of the plan year to submit claims for eligible expenses. If all monies for eligible expenses are not claimed by the end of the 90-day grace period they will be forfeited.



**APPENDIX D
EXIT FEEDBACK INTERVIEW FORMS**

Town of Winthrop
Town Manager's Office

Form 3

Exit Interview

All employees exiting the Town whether by resignation, retirement, termination, or any other reason, may complete an interview prior to the employee's last day of work. To maintain neutrality and confidentiality, the Town Manager or his designee will conduct the interview. An annual report will be devised stating all of the trends that have resulted from the various interviews throughout the year. The comments will remain anonymous and specific departments will not be named in the report.

The purpose of the exit interview is for the terminated employee to have a last chance to express his or her opinion on the department and the overall organization from which they are leaving. This will result in a better understanding of each individual department and organization strengths and weaknesses. The interview should be held in private and in a neutral location where the interviewee and the interviewer both feel comfortable. If at any time during the survey you would like to add additional information, please feel free to do so on the blank lines that have been provided.

Survey # _____

Length of Service _____

Code: E= Excellent G=Good S=Satisfactory U=Unsatisfactory

Please choose the one that most nearly applies.

Please answer the following questions relative to other places that you have worked:

1) Generally speaking, how would you rate this organization as a place to work? E G S U

2) The organization's policies and procedures are E G S U

3) The physical facilities here are

E G S U

4) The working environment here is

E G S U

5) Was the training that you received effective in enabling you to do your particular position?

E G S U

6) To the best of your knowledge, the overall compensation (pay and benefits) that the Town offered was

E G S U

7) When you did a job well, the recognition that you received was

E G S U

8) Your supervisor's willingness to listen to your problems and help you when you had questions was

E G S U

9) The extent that you were encouraged by your supervisor to offer suggestions and improvements in work methods was

E G S U

10) The respect and confidence you had in your immediate supervisor was

E G S U

11) The extent to which you have the opportunity to learn and to grow was

E G S U

12) The level of cooperation and teamwork among the employees in your department was

E G S U

Please answer the following questions on the lines provided:

13) Do you feel that you had a reasonable workload?

E G S U

14) Do you feel you received adequate feedback and performance reviews from your supervisor?

E G S U

15) How do you feel about the promotional opportunities you would have had had you stayed within the organization?

E G S U

16) If an acquaintance of yours was looking for a job, would you recommend that he/she apply for work in this organization?

E G S U

17) Were there any specific aspects that drew you to work for the Town of Winthrop in the first place? (i.e., benefit packages or working conditions.) If so, did the Town follow through?

E G S U

18) Did you understand how your work fits into the overall picture/mission of the Town?

E G S U

19) Is there anything else that you feel would apply and be beneficial to the organization to know about your employment here?

E G S U

Reason for termination:

Interviewer's Signature

Date



**APPENDIX D
EXIT FEEDBACK INTERVIEW FORMS**

Town of Winthrop
Town Manager's Office

Form 4

SURRENDER OF PUBLIC DOCUMENTS/RECORDS

I hereby affirm that any and all public records and public property acquired during the course of my appointment with the Town of Winthrop are hereby or have been duly surrendered in accordance with MGL c.66 §14.

Signed: _____

Date: _____

Comments: _____

(Original to be forwarded and recorded with Town Clerk)