

TOWN OF GILFORD

PERSONNEL POLICIES

EFFECTIVE JULY 1, 2016



A WORKPLACE COMMITTED TO EXCELLENCE
WHERE EMPLOYEE SUCCESS
COMES FROM EXCEEDING EXPECTATIONS
WHERE STAFF ACCOMPLISHMENTS ARE RECOGNIZED
AND EXTRA EFFORTS ARE APPRECIATED
WHERE POOR PERFORMANCE AND BAD ATTITUDES ARE UNACCEPTABLE
AND TAXPAYER SERVICE IS THE ULTIMATE REASON WHY
THE TOWN OF GILFORD
COMPENSATES PERSONNEL AND PROVIDES EMPLOYEE BENEFITS
AS SET FORTH HEREIN

Approved and adopted by the Board of Selectmen on December 29, 2008.

Amended by the Board of Selectmen on June 24, 2009

Amended by the Board of Selectmen on December 31, 2009

Amended by the Board of Selectmen on December 29, 2010.

Amended by the Board of Selectmen on February 23, 2011.

Amended by the Board of Selectmen on May 25, 2011.

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Amended by the Board of Selectmen on December 12, 2012.

Amended by the Board of Selectmen on August 28, 2013.

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Amended by the Board of Selectmen on December 3, 2014.

Amended by the Board of Selectmen on May 25, 2016.

Approved and adopted by the Fire Engineers on January 27, 2009 (with amendments).

Approved and adopted by the Fire Engineers on April 15, 2014 (amendments of 4/9/14)

Approved and adopted by the Library Trustees on December 9, 2008.

Approved and adopted by the Library Trustees on June 14, 2011 (with amendments).

Approved and adopted by the Library Trustees on May 14, 2014 (with amendments).

ARTICLE I

GENERAL PROVISIONS

I.1 Authority

- A. The Board of Selectmen hereby adopts these Personnel Policies pursuant to the authority granted under RSA 41:8, to be effective as of January 1, 2009. These Personnel Policies shall supersede and replace any and all personnel rules and all other policies, procedures and practices pertaining to personnel matters that have been previously adopted, except for the Town's Safety Program Manual and Departmental Operating Procedures Manuals previously approved by the Board of Selectmen that are not inconsistent with the terms and conditions set forth herein, which shall be considered supplementary hereto and incorporated herein.
- B. It is hereby acknowledged that prior to the adoption of these Personnel Policies, the Board of Selectmen deliberated upon a draft personnel plan submitted by the Town Administrator pursuant to the provisions of Article 4 of the Town of Gilford Administrative Code. Furthermore, the Board of Selectmen hereby declares these Personnel Policies to be consistent with the applicable provisions of the Administrative Code and to the extent necessary, shall serve as a supplement thereto.
- C. Nothing in these Personnel Policies is intended to supersede or be inconsistent with any other applicable federal, state or local laws pertaining to personnel matters. To the extent that any such unintended consequences are found to exist whereby specific language in these Personnel Policies may not be enforceable as determined either by a court of law or by a decision of the Board of Selectmen, all other provisions of these Personnel Policies shall remain in full force and effect.
- D. To the extent that New Hampshire law provides for the Fire Engineers, Library Trustees or some other public body to act as the Appointing Authority or a governing body with specific jurisdiction over personnel matters, these Personnel Policies shall not apply unless they have been adopted by the respective agency, in which case the powers set forth herein as applicable to the Board of Selectmen shall otherwise be bestowed thereto.

I.2 Purpose

- A. These Personnel Policies have been developed to provide guidance and direction to employees, Supervisors, Department Managers and other Town officials for the sake of promoting consistency within a constantly changing people environment for the betterment of the Town.
- B. The primary purpose of these Personnel Policies is to establish guidelines and procedures to ensure, in so much as possible, uniform application and fair administration of practices regarding municipal operations and the employment of persons by the Town of Gilford; as well as to inform current and potential employees of the working conditions to be expected. It must be recognized, however, that the uniform treatment of personnel at all times is neither feasible, nor desired. This

- C. It is recognized that State law may supersede the at-will employment status as set forth in these Personnel Policies and may alter specific terms and conditions of employment as referenced in RSA 105:2-a (Police Chief); RSA 41:48 (Police Officers); RSA 154:5 (Fire Chief); RSA 128:4 (Health Officer); and RSA 202-A;17 (library employees).

I.4 Administration

- A. The Board of Selectmen shall have ultimate authority for the administration of these Personnel Policies; however, Department Managers shall be responsible for the day-to-day administration with regards to their respective departments, subject to oversight by the Town Administrator where applicable. And to a lesser extent, employees with supervisory duties shall also be responsible for the administration of these Personnel Policies as may be necessary to fulfill their roles in the context of middle management or as otherwise set forth herein.
- B. It shall be expressly understood that the Selectmen, Town Administrator, Department Managers, Supervisors, employees and other Town officials shall utilize appropriate chains of command when dealing with personnel matters or workplace issues.

- (8) The right to add positions, eliminate positions, layoff employees, create job classifications, amend job descriptions, determine qualifications, reclassify personnel or take any other personnel action deemed to be in the best interests of the Town;
 - (9) The prudential management of the fiscal affairs of the Town;
 - (10) The unmitigated exercise of all rights, responsibilities and prerogatives that are inherent in its role as an employer.
- B. The ultimate management of the Town in all its phases and details shall remain vested exclusively with the Board of Selectmen pursuant to New Hampshire State law.
- C. The Board of Selectmen, at its sole discretion, reserves the right to temporarily suspend the provisions of these Personnel Policies in the event of an emergency situation.
- D. It shall be expressly understood that the application of these Personnel Policies shall not be subject to any grievance, arbitration or appeals process unless specifically set forth herein or as otherwise required by law.
- E. All employees shall be provided with a copy of these Personnel Policies, which shall remain property of the Town. Employees shall be required to acknowledge receipt of these Personnel Policies and to sign a statement that they have read and understand the provisions herein, with the understanding that they may ask for an explanation or further clarification whenever necessary and expedient.
- F.

Work Week and Pay Period

 - (1) The Town of Gilford work week shall be Sunday (beginning at midnight) through Saturday (ending at 11:59pm) for all departments. Paydays shall normally be on the Thursday following the completion of the work week. Paychecks shall be distributed by Department Managers (or a designee) unless an employee makes arrangements for direct deposit. If an employee is not present at work on payday, the employee may pick up his/her check in the Finance Office upon return to work or request the paycheck be mailed. Paychecks will not be released to any person other than the employee to whom the check is issued. The Town reserves the right to modify the above referenced schedules based on events which may be beyond the control of the Town or as otherwise set forth herein.
 - (2) The Town reserves the right to establish and modify individual employee work schedules as may be necessary, provided, however, the Town will strive to provide a two week notice whenever possible when making permanent

- (5) Excessive Absenteeism or Lateness: The Town reserves the exclusive right to determine if an employee does not meet attendance expectations and is therefore subject to discipline, up to and including discharge. In general, two (2) unexcused absences or a consistent pattern of absence, (particularly on Mondays and Fridays), will be considered excessive. Also, repeated tardiness and/or the frequent need to leave work prior to the end of the work day are unacceptable patterns of behavior.
- (6) An employee's Supervisor shall make a note of any unexcused absence, lateness and/or early workplace departures along with a statement on the circumstances of the incident for submittal in the employee's personnel file, (with a copy provided to the employee). Attendance records shall be considered as part of all personnel decisions such as evaluations, promotions, etc.
- (7) All regular full-time employees are required to work a minimum of forty (40) hours per week at all times in order to maintain eligibility for benefits that are applicable to such employees. (Work is defined to include the use of holiday pay and other forms of leave as otherwise set forth in these Personnel Policies – see also Section VIII.8.) Regular full-time employees who are unable to work due to an illness or non-work related injury must utilize available leave time to ensure they are paid for a minimum of forty (40) hours per work week. Regular full-time employees who are unable to work due to an illness or non-work related injury and are without sufficient leave time on the books to be paid a minimum of forty (40) hours in any given work week shall be subject to the following consequences, (except during FMLA leave or unless otherwise prohibited by law):
 - (a) The Town's contributions for health and dental insurance shall be pro-rated based upon the number of hours that are compensated and the employee shall pay the difference. (Ex: if the Town normally pays 90% of the health insurance premiums but an employee only receives compensation for 30 hours of work, the Town's contribution shall be reduced to 75% of 90% = 67.5% and the employee shall be required to pay 32.5% of the premiums for that pay period.)
 - (b) Earnings of accumulated leave time shall be reduced on a pro-rated basis for each pay period that an employee is paid for less than forty (40) hours.
 - (c) Eligibility for short-term disability insurance, long-term disability insurance, life insurance, and accidental death & dismemberment insurance may be interrupted.

ARTICLE III

EMPLOYEE RIGHTS

III.1 Equal Employment Opportunity (EOE)

The Town of Gilford shall provide equal employment opportunities to all persons in accordance with applicable federal and state laws (Title VII of the Civil Rights Act, RSA 354-A, etc.) for qualified employees and applicants without regard to sex, race, religion, national origin, sexual orientation, pregnancy, age, marital status, veteran status or mental or physical disability or other characteristics protected by law. The Town Administrator shall serve as the primary coordinator on EOE compliance matters.

III.2 Accommodation for Individuals with Disabilities (ADA)

- A. It shall be the policy of the Town of Gilford to extend all rights available under the federal Americans with Disabilities Act to employees and prospective employees and workplace visitors, to the greatest extent practical. The Town Administrator shall serve as the primary coordinator on ADA compliance matters.
- B. The Town shall strive to constantly evaluate accessibility constraints and identify the essential functions of every employment position at the time of a job posting for the purpose of determining the case-by-case circumstances for making reasonable accommodations. The Town will make reasonable accommodations for qualified individuals (with medical documentation) to ensure equal opportunity in the application process, to enable employees to perform essential job functions, and to enable disabled employees to enjoy the same benefits and privileges of employment as are enjoyed by employees without disabilities.
- C. The Town may decline to provide accommodations in certain circumstances including, but not limited to when: (1) the requesting employee is not a qualified individual with a disability within the meaning of state or federal law; (2) the accommodation would pose an undue hardship to the Town or to other employees; and/or (3) the employee may cause a direct threat to his/her own health or safety or the health or safety of others, even with the benefit of reasonable accommodation.
- D. The Town will maintain all medical information in a confidential manner, and will release it only to those with a legitimate need to know.

III.3 Sexual Harassment

- A. Employees have a right to work in an environment that is free from sexual harassment. Some examples of conduct that will be considered sexual harassment include, but are not limited to:

III.4 Personnel Files

- A. There shall be only one official personnel file to be held in the custody of the Office of the Selectmen. The rights of employees to access to their personnel file shall conform to RSA 275:56, provided, however, employees may only review these files during break times or non-working hours or by appointment. There shall be a charge of ten cents per page for copies of documents.
- B. The Town shall not provide copies of any confidential documents from an employee's personnel file to any person requesting such information except upon a signed written statement by the employee (to be confirmed verbally); or by court order or when such documents are being used by the Town for official purposes not otherwise prohibited by law.

III.5 Indemnification

The Town shall indemnify employees pursuant to the provisions of RSA 31:105 from any damages or loss arising out of a claim brought against a Town employee for any lawful action taken within the scope of that person's employment, except for acts of gross negligence. However, the Town reserves the right to provide (and pay for) legal counsel in lieu of reimbursement for legal fees at the sole discretion of the Selectmen in matters that are covered by Town insurance. This indemnification policy shall be in addition to any other forms of immunity bestowed upon Town employees by federal or state law.

III.6 Whistle Blowers' Protection

Employees have a right to work in an environment that is free from retaliation, harassment or discrimination resulting from reports made in good faith about violations of federal, state or local laws pursuant to the provisions of RSA 275-E.

III.7 Communications with Public/Confidentiality

All Town employees have rights equal to private citizens to speak in public; however, these rights do not extend to the disclosure of confidential information obtained during the course of their employment with the Town nor do employees have the right to make statements to the public or press (or publicly disseminate any information or personal opinions about Town business) during hours which they are engaged in work as a Town employee except when done as part of that employee's essential job functions as specifically authorized by their Supervisor. Nothing herein is intended to relieve employees from disciplinary consequences for behavior that disrupts efficient operations or undermines management authority.

ARTICLE IV

DEFINITIONS

IV.1 Department Manager – An employee who is appointed (or elected) to a position within the following employment classifications: Police Chief, Fire Chief, Library Director, Public Works Director, Finance Director, Town Administrator, Planning & Land Use Director, Parks & Recreation Director, Town Clerk & Tax Collector. [NOTE: for the purposes of these Personnel Policies, the Town Administrator shall serve as the Supervisor of Department Managers that are not elected, except for those Department Managers that fall under the jurisdiction of some other appointing authority, in which case the appointing authority may serve in place of the Town Administrator as otherwise set forth in these Personnel Policies.]

IV.2 Hourly Employee – An employee whose employment classification requires compensation on an hourly basis and is more particularly described as “non-exempt” (eligible for overtime pay) under the federal Fair Labor Standards Act. For the purposes of these Personnel Policies, hourly compensation shall be rounded to the nearest quarter hour.

IV.3 Irregular Employee – An employee who works on-call, or is scheduled to work no more than twenty-six (26) weeks per calendar year or less than twenty (20) hours per week.

IV.4 Probationary Period – A timeframe during which an employee shall be evaluated to determine his/her suitability for employment or a promotion. (For an explanation of the procedures used to determine if an employee has failed to satisfactorily complete a probationary period – see Section V.8.) The minimum probationary periods shall be as follows, provided, however, the Town reserves the exclusive right to extend a probationary period for a specific timeframe or until such time as a required certification is obtained, as otherwise set forth in a written notice to the employee:

- (a) Ninety (90) days from the effective date of a promotion, (see also Section VI.3), unless the promotion is to the rank of Department Manager, in which case the minimum probationary period shall be six (6) months.
- (b) Ninety (90) days as part of a written disciplinary action.
- (c) Six (6) months from date of hire (or new appointment) for employees whose positions do not require graduation from a public safety academy.
- (d) Twelve (12) months from date of hire (or new appointment) for public safety employees who are required to graduate from either the Police or Fire Academy

IV.5 Regular Full-Time Employee – An employee who has completed the initial probationary period and is scheduled to work forty (40) hours per week and more than twenty-six (26) weeks per calendar year.

ARTICLE V

HIRING PROCEDURES

V.1 Job Postings

- A. Whenever a Department Manager becomes aware that a position is vacant or about to become vacant, he/she shall provide the Board of Selectmen with (a) a request to authorize the Town Administrator to post notice and advertise a job opening or (b) a recommendation to promote a current employee from within or (c) a request to modify the job classification, amend the job description or eliminate the position. In addition, Department Managers shall provide the Selectmen with a statement on the availability of budgeted funds (for compensation and benefit purposes), a copy of the current job description (and proposed amendments if applicable) and a statement on required hiring procedures as may be set forth in a collective bargaining agreement (if applicable). [These same procedures shall be used by the Town Administrator in the event of a vacancy in a Department Manager position.]

- B. Upon authorization of the Board of Selectmen, notice of vacancies shall be posted in at least three (3) conspicuous places in the Town of Gilford, (including the Department with a vacancy) and advertised for not less than three (3) days in at least one (1) newspaper or professional association publication. The minimum application period shall be seven (7) days. Postings and advertisements shall include: the job classification, pay range, job location, minimum qualification requirements, essential duties and physical requirements, application method and deadlines, and also notice as to the type of employment (i.e. regular full-time, seasonal, part-time with hours) and a statement on benefits. All postings and advertisements shall include reference to equal opportunity employment practices.

V.2 Nepotism

It shall be the policy of the Town to prohibit the hiring, promotion, transfer or continued employment of any person in a position that would result in that person being in a position of authority over a member of his/her household or extended family. The Town reserves the right to make lateral or promotional transfers or to decline making an appointment to comply with this policy; however, there shall be no attempt to discharge an employee in pursuit of this objective.

V.3 Applications/Acknowledgement

- A. The Town Administrator or Department Manager (if delegated) shall strive to notify job applicants upon receipt of an application whenever applications are actively solicited.

- B. Upon the closing of the application period, the Department Manager shall prepare a list of applicants and indicate which candidates appear to meet the minimum

- B. In the final selection of the preferred candidate, preference shall be given to (1) current employees; (2) Gilford residents and (3) honorably discharged U.S. veterans (in that order) in the event that all other hiring factors are equal.

V.5 Conditional Offers of Employment

- A. For positions below the rank of Department Manager, the Town Administrator shall present a written conditional offer of employment to the person he/she deems to be best suited for the position to be filled, taking into account the recommendation of the Department Manager (if applicable) and any other relevant factors as allowed by law. Prior to sending such a letter, however, the Town Administrator shall contact the applicant by telephone to ascertain their willingness to accept a position and to discuss a tentative compensation offer.
- B. For positions at the rank of Department Manager, the Town Administrator shall present a written conditional offer of employment to the person deemed best suited for the position to be filled upon approval by the Board of Selectmen.
- C. All conditional offers of employment shall be in writing and indicate the offer may be withdrawn at anytime upon written notification. Additional information in such offers shall include, but may not be limited to the following: starting rate of pay, the pay period and pay day, position offered (classification), union affiliation (if applicable), reference to applicable policies governing terms and conditions of employment, summary of benefits, probationary period, supplemental background investigation and other pre-employment requirements, inquiry into reasonable accommodations that may be requested by the applicant, request for references, Supervisor's name and classification, employment goals and objectives, authorization to conduct an employment background check with a waiver of claims, etc. Applicants shall be required to sign an acknowledgement and acceptance of the offer terms.

V.6 Pre-Employment Evaluations

The Town may require an applicant for a job to undergo testing as noted below, provided that no candidate for a position with the Town shall be required to submit to a background check, medical examination or other form of evaluation other than screening of the application materials, qualification testing and interviewing unless said candidate has been tendered a conditional offer of employment by the Town Administrator.

- A. **Drug & Alcohol Tests:** All candidates for employment that require possession of a Commercial Drivers License shall be required to undergo testing for drugs and alcohol in accordance with applicable federal regulations. Such testing shall be at Town expense and convenience at a facility designated by the Town.

V.7 Employee Status

- A. No person shall be deemed to have been hired as an employee of the Town without having an Employee Classification Form signed by the Board of Selectmen, which must take place prior to an employee beginning work.
- B. Once the Selectmen have approved the hiring, the Town Administrator or Department Manager (if delegated) shall strive to notify all other candidates that they were not selected.
- C. The following employees shall be required to take an Oath of Office prior to assuming the duties of the position: Town Administrator, Police Officers, Deputy Town Clerk – Tax Collector, Code Enforcement Officer, Deputy Code Enforcement Officers.
- D. Every person hired by the Town must report to the Finance Office within twenty-four (24) hours of starting work for the purpose of completing applicable forms and paperwork as may be required for the processing of paychecks and benefits.

V.8 Unsatisfactory Probationary Period

- A. Employees (other than Department Managers) who are serving an initial probationary period may be discharged by the Department Manager, upon approval by the Town Administrator, at any time with or without cause or advance notice and shall not be entitled to any appeal proceedings or hearings as otherwise set forth herein.
- B. Department Managers who are serving an initial probationary period may be discharged by the Board of Selectmen (who shall convene in non-public session as part of a duly posted, public meeting) at any time with or without cause or advance notice and shall not be entitled to any appeal proceedings or hearings as otherwise set forth herein.
- C. Employees (other than Department Managers) who are serving a promotional probationary period may be deemed to have failed the probationary period by the Department Manager who shall provide written notice to the employee of the reasons for this determination. An employee aggrieved by this decision may appeal to the Town Administrator in accordance with the provisions of Section X.1.C; and may further appeal to the Board of Selectmen in accordance with the provisions of Section X.1.D (if applicable).
- D. Department Managers who are serving a promotional probationary period may be deemed to have failed the probationary period by the Town Administrator who shall provide written notice to the employee of the reasons for this determination. An

ARTICLE VI

TRANSFERS & PROMOTIONS

VI.1 Management Rights

- A. The Board of Selectmen reserves the right to make lateral transfers or demotion transfers or promotions on a temporary or permanent basis using its sole discretion as deemed to be in the best interest of the Town. Such decisions may also be made taking into account the hiring procedures set forth herein as well as the recommendations of the Town Administrator and Department Managers. There is no appeal process for the exercise of these management rights.
- B. Employees who accept a promotion or voluntarily transfer to a position that is not covered under a collective bargaining agreement shall cease being entitled to the benefits and other conditions of employment as set forth in such an agreement.

VI.2 Seniority

Seniority shall only be used as a basis for making promotional decisions or transfers when all other qualification issues are equal.

VI.3 Probationary Period for Promotions

- A. Employees who apply for and/or accept a voluntary promotion shall be required to serve a probationary period as set forth in Section IV.4(a). During this time period, the Town may rescind the promotion upon a determination that the employee is not suitable for the position, (using the procedures outlined in Sections V.8.C and/or V.8.D), in which case the employee may be returned to his/her previous position at the previous pay rate, provided the position is available, otherwise the Town shall transfer the employee to some other position that is available for which he/she is qualified at the appropriate pay rate whenever possible. If no alternative position is available, the employee shall be laid-off.
- B. An employee who applies for and/or accepts a voluntary promotion may return to his/her previous job classification and pay upon written request of the employee at anytime during the probationary period, provided the position (or some mutually acceptable alternative) is available.
- C. Nothing herein is intended to waive the minimum twelve (12) month probation period and the requirement for certification in the event a "civilian" employee is promoted to a Police Officer or Fire Fighter position as otherwise set forth in Section IV.4.

ARTICLE VII

WAGES & SALARIES

VII.1 Pay Plan

All employees whose positions are subject to these Personnel Policies shall be paid an hourly wage or weekly salary pursuant to the pay classification plan attached hereto as Appendix A. It shall be understood that the plan consists of minimum and maximum pay rates to be in effect for all covered employees, but the steps shall serve only as a guide for the placement of new employees as set forth in Section VII.3.

VII.2 Pay Plan Adjustments

The Town Administrator shall periodically, but no less frequently than every three (3) years, submit a recommendation to the Board of Selectmen on adjustments to the pay plan based on regional labor market conditions for similar job classifications, taking into account the changes in the consumer price index over the period of review and the ability of the Town to recruit and retain qualified personnel. The Board of Selectmen may take whatever action it deems appropriate using its sole discretion when considering pay plan adjustment recommendations.

VII.3 Initial Pay Rates

For new employees hired after the date these Personnel Policies take effect, the Town reserves the right to assign the initial pay rate (step) based on experience and qualifications and the availability of budgeted funds as determined solely by the Board of Selectmen. However, any existing employee in the same pay grade with similar (or greater) qualifications and experience may utilize the provisions of Section VII.5 below, to seek a step reclassification.

VII.4 Job Performance Evaluations & Merit Pay Increases

All employees shall be subject to job performance evaluations (using the form attached hereto and incorporated herein as Appendix B) which shall be used to determine the extent to which an employee is meeting his/her job expectations and goals as established by his/her Supervisor. Evaluations shall be conducted upon the successful conclusion of a probationary period and thereafter following an employee's effective anniversary date.

- A. Employees who are coming off of a probationary period shall not be eligible for a merit pay rate increase, (unless this coincides with an anniversary date) except in the event of extraordinary circumstances as may be approved by the Board of Selectmen or appointing authority at the time of hire or promotion.
- A1. Except as otherwise noted, evaluation forms shall be used as the basis for determining merit pay rate increases to be applied as of an employee's effective anniversary date. The merit values (and amounts) to be used as part of the evaluation process shall be established by the Board of Selectmen, as set forth in Appendix B, subject to the

justification as they deem necessary to render a decision at their sole discretion. Extraneous Pay Rate Adjustments are to be made at the sole discretion of the Board of Selectmen.

VII.6 Meritorious Effort Pay

The Board of Selectmen, upon recommendation of the Town Administrator and Department Manager, may, in their sole discretion, award an employee an extra day's pay for exceptionally meritorious performance of duty.

VII.7 Overtime Pay

- A. All overtime must be approved by the Department Manager or his/her designee except in the event of an emergency in which case the Town shall rely on the judgment of employees regarding necessity. The Town will attempt to provide employees with advance notice of the necessity for overtime work to the extent possible, however employees should anticipate the need to be available for overtime to perform essential services of a routine nature that are part of the job description.
- B. All hourly (FLSA non-exempt) employees (except for Police and Fire as noted below) shall be entitled to be paid at the rate of one and one-half times their respective regular wage rate for all time actually worked in excess of forty (40) hours in the seven day work period, (Sunday through Saturday), except as otherwise noted herein or for certain seasonal positions that are specifically exempt under FLSA (such as lifeguards). In lieu of overtime pay, an hourly employee who is otherwise eligible for time and one half pay may request compensatory time (to be indicated on the weekly time sheet) at a rate of one point five (1.5) hours earned for every hour worked over forty (40), provided, however, that no employee may accumulate more than forty (40) hours of compensatory time. [NOTE: employees who have more than 40 hours of comp time on the books as of the effective date of these Personnel Policies shall be allowed to retain such time, but shall not be allowed to earn any additional comp time.] Comp time shall be paid before any other types of leave payments, (except for bereavement pay) unless otherwise approved by the Town Administrator under extenuating circumstances. The use of comp time shall require a minimum forty-eight (48) hour notice, except in the case of a legitimate sickness or emergency as may be determined by the Department Manager.
- B1. Hourly paid Firefighters shall be eligible for overtime pay at time and one-half for all hours worked in excess of their regularly scheduled shifts, provided they actually work an average of forty-two (42) hours per work week over a two (2) week period. Firefighters are not eligible for compensatory time-off. For the purposes of this paragraph, authorized vacation leave shall be considered hours worked. (NOTE: for the purposes of FLSA, such employees shall be subject to a 14 day work period for determining overtime eligibility and nothing in these Personnel Policies shall obligate

VII.9 Compensation Benefits for Salaried Employees

- A. Salaried (FLSA exempt) employees shall not be entitled to overtime pay, compensatory time or call-back pay. However, salaried employees who have accumulated compensatory time prior to the effective date of these Personnel Policies shall be allowed to retain such time to be used (up to 120 hours maximum) and/or paid out (up to 40 hours maximum) prior to December 31, 2009. The use of previously earned compensatory time shall be noted on weekly time sheets for Finance Office tabulations.
- B. Salaried (FLSA exempt) employees shall be expected to work a minimum of forty (40) hours per week, including the use of authorized leave time. In cases where salaried employees work more than forty-five (45) hours per week, such employees may earn flex time-off (not to exceed 80 hours), to be used as time-off with pay upon written notification to the Town Administrator. In cases where such employees work less than forty (40) hours, they shall be expected to use flex time if available to “make up” any missed time, otherwise they shall use some other type of authorized leave to the extent required by law. The use and accumulation of flex time shall be noted on weekly time sheets for Finance Office tabulations. Unused flex time shall not be disbursed upon employment separation – its sole purpose shall be to allow salaried employees some flexibility in meeting the work load demands from one pay period to the next.
- C. In lieu of overtime pay and the elimination of future accumulations of compensatory time, salaried employees shall be eligible for a Town contribution of two percent (2%) of an employee’s base salary for contributions into an IRS Section 457 deferred compensation plan administered through ICMA-RC.
- D. Notwithstanding any specific FLSA requirements for exempt employees, the Town is governed by the provisions of RSA 275:43-b as it relates to the terms and conditions for payment of salaries.
- E. Pursuant to the provisions of RSA 275:43-b, II, the Town shall pro-rate salaries to a daily basis when a salaried employee is hired after the beginning of a pay period, terminates employment of his/her own accord before the end of a pay period, or is discharged for disciplinary reasons.

VII.10 Court Pay

Employees who are required to appear to testify in court on work related matters outside of their regularly scheduled work hours, shall be compensated at a rate of one and one-half times their regular rate of pay for the actual time spent in court, including travel, with a two (2) hour minimum. Employees shall either be compensated for mileage or provided with a Town vehicle at the discretion of the Department Manager. Employees shall sign over to the Town all forms of

ARTICLE VIII

EMPLOYEE BENEFITS

VIII.1. Workers' Compensation

- A. The Town shall provide workers' compensation insurance for all employees in accordance with the provisions of RSA 281-A.
- B. Injuries, no matter how minor, must be immediately reported to the employee's Supervisor. Supervisors must notify the Department Manager or Town Administrator of all injuries in writing as soon as possible after the occurrence and in all cases within twenty-four (24) hours. This will enable an eligible employee to qualify for coverage as quickly as possible. (NOTE: the Town is legally required to report all injuries to the New Hampshire Department of Labor within 5 days of occurrence. Therefore, Supervisors may be held responsible for any late filing penalties that are the result of untimely reports.)
- C. Neither the Town nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, athletic or other activities, even if sponsored by the Town.
- D. The amount of weekly workers' compensation benefit is set by the New Hampshire Department of Labor. (The weekly benefit is currently based upon 60% of an employee's average weekly wages. The Town's workers' compensation carrier pays these benefits to eligible employees.)
- E. During such time as an employee is unable to work due to a worker's compensation injury claim, the injured employee shall be allowed to use his/her accumulated leave (if available) in order to receive their regular weekly pay, upon written request to be noted on the weekly timesheet; provided, however, that when an employee receives worker's compensation insurance payments, leave time must then be bought back to ensure the cumulative weekly compensation does not exceed the gross wages normally paid during a regular work week in accordance with the rules of the insurance carrier. (In most cases, this means the employee will be "made whole" by being paid 60% of their regular weekly wages from the insurance carrier and 40% through the use of accumulated leave.) In addition, employees will be required to use available leave to make-up the difference in gross wages normally paid during a regular work week whenever they are not eligible for FMLA. (NOTE: Leave time must be used in the following order, until each category is depleted: comp time, sick leave, vacation leave, personal day, banked holiday pay.)
- F. An employee injured at work who fails to immediately report back to work (in accordance with the work schedule in effect at that time) upon a "fit for duty" medical diagnosis or an employee found to be working for someone other than the

- (3) is a condition that existed prior to being employed by the Town;
- (4) is not reported to a Supervisor within twenty-four (24) hours.

J. The Town shall not be liable for any injury to an employee that is the result of the employee being intoxicated (as defined by RSA 281-A:2,XII-a), or by the serious and willful misconduct of the employee (as set forth in RSA 281-A:14).

VIII.2 Holidays

A. The following shall be considered as paid holidays for all regular full-time employees, (except for public safety personnel who shall otherwise receive holiday pay as set forth in Paragraph F below):

New Year's Day	(January 1)
Martin Luther King, Jr. Day	(3rd Monday in January)
President's Day	(3 rd Monday in February)
Memorial Day	(Last Monday in May)
Independence Day	(July 4)
Labor Day	(1st Monday in September)
Columbus Day	(2 nd Monday in October)
Veterans' Day	(November 11)
Thanksgiving Day	(4 th Thursday in November)
Day After Thanksgiving	(4 th Friday in November)
Christmas Day	(December 25)
Floating Holiday	(Employee's Choice)

B. In the event an hourly (FLSA non-exempt) employee is called in to work on a holiday by the Department Manager or is scheduled to work on a holiday, he/she shall be paid in accordance with the provisions of Section VII.8 (Call Back Pay) in addition to the holiday pay. (NOTE: this policy applies to regular full-time and regular part-time employees only. Irregular, seasonal, and on-call employees who work on holidays shall only be entitled to their regular pay rate for hours actually worked.)

B1. Salaried (FLSA exempt) employees who work on a holiday shall be entitled to the regular holiday pay as part of their weekly paycheck while also accumulating flex time for the actual hours worked; (to be noted on a time sheet).

C. In the event a holiday falls on a Saturday, the Town shall either declare the holiday to be on the preceding Friday or employees not otherwise scheduled to work shall receive an extra day's pay for the holiday as may be determined by the Board of Selectmen. In the event a holiday falls on a Sunday, the Town shall either declare the holiday to be on the following Monday or employees not otherwise scheduled to work shall receive an extra day's pay for the holiday as may be determined by the

- H. Holiday pay shall be considered hours worked for the purposes of calculating overtime pay eligibility for hourly (FLSA non-exempt) employees who are otherwise eligible.

VIII.3 Insurances

- A. Health Insurance. The Town will provide regular employees with the ability to enroll in either a Point-of-Service (POS) or Health Maintenance Organization (HMO) insurance plan as may be determined by the Board of Selectmen. Employees may select the plan of their choice, to include single, two-person or family coverage, in accordance with the eligibility rules of the provider. The Town will strive to provide at least a sixty (60) day written notification to employees in the event that any major changes are made to the health plans. For regular full-time employees as of July 1, 2011, the Town will pay ninety-four percent (94%) of the premiums effective July 1, 2011; and thereafter the Town's contribution will decrease by one-half of a percentage point per year until such time as the Town pays ninety percent (90%) of the premiums (effective July 1, 2019). New regular full-time employees as of July 1, 2011 shall pay ten percent (10%) of the premiums. Regular part-time employees are eligible to purchase the Town's health insurance plans at their own expense. Employee contributions shall be on a pre-tax (per IRS Section 125) weekly payroll deduction basis.
- B. Health Insurance Opt-Out Plan. If a regular full-time employee has health insurance coverage that is not provided and paid for by the Town, the Town shall pay that employee fifty percent (50%) of the Town's contribution towards premiums for the HMO plan offered, based on the annual cost (July 1 – June 30) for a single plan. In situations where a parent, husband, wife or dependent child is employed by the Town on a full-time basis, the eligible employee who does not subscribe for health insurance benefits shall be paid twenty-five percent (25%) of the Town's contribution towards premiums as otherwise noted herein. All such payments shall be made as a weekly stipend equal to 1/52 of the total amount due. This stipend will be considered income for tax purposes but not for base wage, retirement or overtime pay calculations. To be eligible the employee must show proof of said coverage upon request of the Town. Employees who lose outside coverage due to divorce, death of a spouse or spouse's termination will be allowed back into the Town's insurance plan in accordance with the terms of the carrier. Employees who had been receiving a higher percentage for health insurance opt-out payments under a previous policy as of January 1, 2016, shall be eligible to continue receiving payments at the previous dollar amount until such time as there is a change in their eligibility (as determined by the Town), in which case they shall then be subject to the new rates as set forth herein.
- C. Dental Insurance. The Town shall provide regular employees with the ability to enroll in a dental insurance plan as may be determined by the Board of Selectmen.

- F. Life Insurance. The Town shall provide regular full-time employees, with fully paid group life and accidental death & dismemberment insurance in an amount equal to (1.65) times the annual base salary, up to a maximum of \$100,000 in accordance with the terms of the carrier.
- G. Flexible Benefit Plan. The Town will offer regular full-time employees an IRS recognized Flexible Benefit program to include a health care reimbursement plan (up to \$2,500) and a dependent care reimbursement plan (up to \$5,000) in accordance with rules established by federal law, subject to such limitations as may be set by the Board of Selectmen. The Town shall endeavor to provide employees with a credit card system for making these purchases.
- H. IRS Taxable Benefits for Insurance. The Town will tax all insurances (health insurance for some dependants, life insurance over \$100K, etc.) and other fringe benefits as otherwise required by federal law.
- I. Employees who are receiving health, dental or opt-off insurance benefits provided by the Town are responsible for informing the Town of any change in their marital or dependant status within seven (7) days of the change. The Town is exempt from the provisions of RSA 415:18, VII-b; and therefore does not provide insurance coverage to ex-spouses, except at the former spouse's expense under the provisions of COBRA. Employees will be financially responsible for reimbursing the Town for any excess premiums paid on their behalf to the health insurance carrier as a result of his/her failure to notify the Town of a marital or dependent status change within seven (7) days. In addition, employees who fail to notify the Town as noted herein may be subject to discipline, up to and including discharge, especially if they fail to reimburse the Town for insurance provided to an ex-spouse.
- J. Employees shall be required to pay fifty percent (50%) of any fees or taxes imposed under the so-called "Cadillac Tax" provisions of the federal Affordable Health Care Act. Such payments shall be made through payroll deductions as an additional part of the employee pre-tax contributions towards health insurance costs. The Finance Director shall calculate such costs and notify employees of their obligations at least fourteen (14) days prior to the beginning of the tax year in which such taxes or fees shall otherwise be due.

VIII.4 Vacation Leave

- A. All regular full-time employees are eligible for paid vacation, provided, however, eligible employees are required to take at least one entire scheduled work week of vacation leave per year. Vacation leave may be taken in hourly increments.

safety reasons, in which case the employee shall be paid for one hundred percent (100%) of that unused leave.

- H. Employees who have utilized at least twenty (20) consecutive hours of vacation pay in a calendar year in combination with an additional consecutive twenty (20) hours of vacation, holiday, comp, personal and/or flex time, may thereafter cash in any amount of unused accumulated vacation leave at a rate of fifty percent (50%) (with the remaining 50% to be deemed forfeited).
- I. Employees shall receive one hundred percent (100%) of their accumulated vacation leave as part of their last paycheck upon separation, in the event of a layoff, voluntary resignation with at least two (2) weeks notice, death of the employee, or involuntary separation for medical reasons. Employees who do not provide a minimum two (2) weeks notice or are discharged for any reason (other than medical) shall forfeit unpaid vacation leave.
- J. Vacation pay for Firefighters who work 24 hour shifts shall be pro-rated based upon 1 day being equal to 8.4 hours.
- K. Except as otherwise noted in Sections VII.7.B1 and B2, vacation pay shall not be considered hours worked for the purposes of calculating overtime pay eligibility for hourly paid employees who might otherwise be eligible. In addition, vacation time that is not used but cashed in shall not be considered as hours worked for the purposes of determining overtime eligibility.
- L. No employee may take more than two (2) consecutive weeks or eighty (80) consecutive hours of vacation leave, except under extenuating circumstances upon the prior written approval of the Department Manager or Town Administrator.

VIII.5 Sick Leave

- A. Regular full-time employees shall be eligible for sick leave with pay to be earned and accumulated at the rate of eight (8) hours per completed month of actual work, up to a maximum of one hundred ninety-two (192) hours. Employees must notify their Supervisor at least one (1) hour prior to their scheduled work day start time to be eligible for paid sick leave, except in the case of an emergency; (Police and Fire employees shall give a minimum four (4) hour notice to the greatest extent possible). The Department Manager or Town Administrator may order the employee to submit to a physical examination by a physician employed by the Town if they have reason to believe an employee may be feigning illness or injury. Proof beyond a reasonable doubt that an employee has been feigning illness or injury shall be cause for dismissal. Sick leave may be taken in hourly increments and may be used sparingly for doctor appointments. Employees may also utilize sick leave to attend to an illness or doctor's appointment for a member of the employee's immediate family (spouse

twenty-five percent (25%) – one hour of pay at straight time for four hours taken off the books. Employees who are otherwise eligible for sick leave buy-back and have completed ten (10) years of regular full-time service to the Town shall be eligible to cash-in their sick leave at a rate of fifty percent (50%) – one hour of pay at straight time for two hours taken off the books. Requests shall be submitted in writing to the employee’s Supervisor (either the Department Manager or Town Administrator), to be passed onto the Finance Department.

- I. The Town reserves the right to relieve employees from duty and place them on sick leave (to be paid if accumulated time is available) upon a determination that an employee is too sick to work safely or poses a risk of spreading a health condition to other employees. An employee who is aggrieved by this decision may provide the Town with a doctor’s note indicating they are healthy enough to work and/or do not pose a threat of contaminating others, in which case the leave time shall be restored as if it were worked.
- J. Sick pay for Firefighters who work 24 hour shifts shall be pro-rated based upon 1 day being equal to 8.4 hours.
- K. The use of sick leave, including such time that is not used, but cashed in, shall not be considered as hours worked for the purposes of determining overtime eligibility.
- L. Notwithstanding the Town’s obligation to provide light alternate duty work opportunities for worker’s compensation injuries as required by law, the Town reserves the right to refuse to allow employees to return to work if they are not able to perform the essential duties of their position, with or without reasonable accommodations as documented by a written fitness for duty clearance provided by their doctor and as otherwise permitted by law. Such decisions shall be made at the sole discretion of the Department Manager upon consultation with the Town Administrator.

VIII.5-A Leave Donations

- A. Town employees may voluntarily donate accumulated sick leave for the benefit of another employee who is unable to work due to an illness or injury and has exhausted all previously earned paid leave.
- B. In order to donate and/or receive sick leave under this policy, an employee must submit the following to the Town Administrator:
 - (1) A written statement signed by the employee requesting authorization to receive donated sick leave, indicating the commencement date when all other forms of

notified of an impending call to order to active duty in the United States Armed Forces in support of a contingency operation.

(6) An employee who serves as an *in loco parentis* or legal guardian may also be eligible for FMLA leave as otherwise noted above.

- A1. Eligible employees may take up to twenty-six (26) workweeks of FMLA leave to care for a covered service member with a serious injury or illness if the employee is the spouse, son, daughter, parent, *in loco parentis*, or next-of-kin of the service member. Such leave shall be provided as a rolling maximum as defined below.

- B. The Town will provide a rolling maximum twelve (12) weeks (measured backward from the date leave begins) of FMLA leave and other such benefits as required under federal law. Employees who are unable to return to work upon the exhaustion of FMLA may apply for an unpaid leave of absence as noted in Section VIII.7 in addition to short-term disability (Section VIII.3.D) and long-term disability insurance (Section VIII.3.E).

- C. The Town, using its sole discretion as otherwise allowed by law, may place eligible employees on FMLA leave by written notice, require a doctor's note to ensure an employee is eligible for FMLA and/or require the use of accumulated leave time on the books, otherwise such leave shall be unpaid if no time is available. The use of paid leave shall be concurrent with FMLA leave and shall not extend the maximum FMLA leave to which the employee is entitled. (NOTE: employees who are placed on FMLA and are receiving some type of disability insurance payment [such as STD, LTD, and/or W/C] cannot be required to use available leave under federal law [as set forth at 29 CFR § 825.207 (d)], but they shall be allowed to use accumulated leave as otherwise set forth in these Personnel Policies to have such leave supplement the disability plan benefits in order to receive their regular weekly pay, upon written request submitted to the Finance Office; provided, however, that such time cannot be bought back at a later date.)

- D. Employees who require intermittent leave for a planned medical treatment have an obligation to make a "reasonable effort" to schedule the treatment so as not to unduly disrupt the Town's operations. While an employee is on intermittent or reduced schedule FMLA leave, the Town may temporarily transfer the employee to an available alternate position that better accommodates the employee's recurring leave and that has equivalent pay and benefits. Employees taking intermittent or reduced schedule leave will be paid for the time they work, and the leave time away from work will be unpaid unless the employee qualifies for workers' compensation, short-term disability, or other benefits. If an employee is a salaried employee, the Town will adjust the employee's salary based on the amount of time actually worked.

- B. Employees on military leave will be paid the difference between their military pay and their straight-time hourly wage rate, up to ten (10) days per calendar year. Any additional military leave will be unpaid, unless payment is otherwise required by federal or state law. Employees may use accrued vacation pay during military leaves of absence, but are not required to do so.
- C. Notice Of Need For Military Leave: an employee needing time away from work for service or training in the uniformed services should report the need for leave to the Town Administrator promptly after the receipt of orders. When possible, it is requested that notice be provided thirty (30) days in advance.
- D. Health Coverage: if a military leave lasts less than thirty-one (31) days, the employee's health insurance will be continued and the employee will pay his/her regular contribution for the cost of health insurance. If a military leave lasts thirty-one (31) days or more, then the employee's health insurance coverage will cease and the employee will be eligible to elect to continue his/her health insurance coverage at his/her own expense for up to twenty-four (24) months, in accordance with USERRA. The cost for continuation coverage will be the full cost of the premium, plus a one percent (1%) administrative fee. When the employee returns to work, he/she will be reinstated to the health insurance benefit with no waiting period, even if coverage terminated during the leave.
- E. Reinstatement: Employees wishing to be reinstated to employment following military leave shall promptly notify the Town Administrator of their desire to be reinstated. If the leave is for service of less than thirty-one (31) days, then the employee must return to work for the first full regularly scheduled work day following completion of service, allowing for eight (8) hours of rest and time for safe transportation back from the service. If the service lasts thirty-one (31) to one hundred eighty (180) days, then the employee must notify the Town Administrator of the desire for reinstatement within fourteen (14) days of completing service. If the military leave lasts more than one hundred eighty (180) days, then the employee must notify the Town Administrator of the desire for reinstatement within ninety (90) days of completing service. The Town will reinstate eligible employees promptly, which will generally be within two (2) weeks of the employee's application for employment. Eligibility for re-employment will be determined with reference to USERRA and its implementing regulations. Employees seeking reinstatement shall be required to provide documentation of the timeliness of the reinstatement request, the total time spent in service, and a statement that the reason for separation or dismissal from service is not disqualifying. Employees cannot waive their reemployment rights in advance of being released from uniformed service.
- F. Statement Against Discrimination And Retaliation: The Town will not discriminate in hiring, employment, reemployment or any benefits of employment against any

VIII.13 Break Times

Breaks for meals and other purposes shall be provided to employees in accordance with the provisions of RSA 275:30-a which states an employer may not require an employee to work more than 5 consecutive hours without granting him/her a 1/2 hour lunch or eating period, except if it is feasible for the employee to eat during the performance of his/her work, and the employer permits him/her to do so. Normally, employees shall be required to take either a sixty (60) minute or thirty (30) minute unpaid meal break on a daily basis during such time as approved by the Department Manager, but no later than five (5) hours after reporting to work. Public safety employees and other employees specifically authorized by the Department Manager shall be paid for meal breaks whenever they are required to be available to respond to calls for service. The Town may also provide employees with up to two (2) additional ten (10) minute paid breaks per eight (8) hour work shift, provided that such breaks are authorized by the Department Manager who shall ensure that departmental operations are not interrupted. Employees who are required to work twelve (12) consecutive hours shall be given an additional thirty (30) minute paid meal break during such time as approved by the Department Manager. Unused break times shall not be accumulated as paid leave.

VIII.14 Payroll Deductions

The Town shall strive to cooperate with employees to the fullest extent practical and as otherwise allowed by law with regards to payroll deductions, (see RSA 275:48); however, any costs incurred by the Town may be passed on to the employee, except for insurances, union activities, taxes or other legal requirements under law and voluntary electronic payroll deposits. If an employee has any questions or concerns about his/her paycheck or any payroll deductions, the employee should contact the Finance Office as soon as possible.

VIII.15 Training & Education

- A. It shall be the policy of the Town to encourage employees to take educational courses that are of a benefit to the Town and are related to the employee's job responsibilities.
- B. The Town reserves the exclusive right to approve payments and/or travel expense reimbursements for employees to attend conferences, seminars and other classes during the work day. Requests shall be submitted in advance to the Department Manager for consideration based on the availability of budgeted funds, the departmental workload, the benefit to municipal operations and the employees' work performance.
- C. The Town reserves the exclusive right to require attendance at training and educational programs in which case all expenses (and wages to include travel time) shall be paid by the Town.

- B. Irregular employees are not eligible for any of the benefits set forth herein except as otherwise may be required by law.
- C. In the event a current irregular or regular-part-time employee becomes a regular full-time employee, all previous hours worked for the Town of Gilford (not including any prior breaks in service) shall be credited towards length of service for the purpose of establishing an anniversary date and allocating vacation leave. Such a conversion shall not otherwise be treated as a promotion as otherwise set forth herein, unless the employee is being assigned supervisory responsibilities.
- D. There shall be no benefits provided to contractors or subcontractors.

VIII.18 Benefits upon Employment Separation

- A. Notwithstanding the provisions of COBRA as may be applicable for continued health insurance coverage at employee expense upon employment separation, any person leaving the employ of the Town, whether voluntarily or otherwise, shall immediately cease being eligible for any of the benefits set forth herein except as specifically noted for holiday pay, vacation pay and sick leave pay. The Town reserves the exclusive right to disburse any accumulated leave payments in a lump sum promptly upon the effective date of separation once an employee is no longer actively working for the Town or to disburse payments up to the regular weekly amount over time, (except as noted in Paragraph C). In addition, the Town reserves the right to place an employee on paid administrative leave (for up to two weeks) upon receipt of a pending notice of separation and to continue the normal disbursement of any wages and accumulated leave that would otherwise be due.
- B. In the event of the death of an employee, his/her designated beneficiary (or spouse or estate) shall be entitled to receive payment for all wages (or salary) that is due and one hundred percent (100%) of accrued leave time (holidays, vacation, comp and sick time) up to the maximum amounts as otherwise set forth herein.
- C. In the event of an employee being involuntarily discharged, the Town shall pay all eligible wages and accumulated compensatory time within seventy-two (72) hours as required under RSA 275:44 or other applicable laws. Discharged employees shall not be entitled to payment for unused sick leave, vacation leave, holiday pay, or any other benefits except as may be required by law; and all such pay shall be deemed forfeited.
- D. Discharged employees who fail to return any Town property prior to the disbursement of the final check may be subject to arrest and prosecution.

- Disrespectful or discourteous behavior
- Failure to complete assignments
- Failure to report for overtime
- Falsification of Town records
- Immoral conduct
- Inappropriate attire/appearance
- Insubordination
- Intoxication or possession of alcohol or illegal drugs
- Neglect of duty
- Perjury related to the workplace
- Poor attendance and/or tardiness
- Poor attitude towards work, Supervisors, colleagues, or other Town officials
- Possession of a weapon in the workplace that is unrelated to employment responsibilities
- Solicitation or acceptance of a bribe
- Submitting false reports
- Theft or destruction of property
- Threatening behavior or any acts of assault or violence
- Unreported absence
- Unsafe behavior, including dangerous horseplay or failure to wear safety gear
- Use of foul language
- Violation of the Administrative Code
- Violation of departmental policies
- Violation of personnel policies
- Willful violation of State laws pertaining to municipal operations

B. Employees should note that, for purposes of final pay and other considerations, employees discharged for engaging in any of the above listed unacceptable activities will be considered to have been terminated for “cause”.

IX.5 Implementation Procedures

- A. Employees shall be given notice and an opportunity to explain their conduct prior to the documentation of any disciplinary action that is to be included in their personnel file. Thereafter, confidential copies of such documentation shall be provided to the employee, the Department Manager, Town Administrator and Board of Selectmen.
- B. Department Managers are authorized to discipline their subordinate employees as otherwise set forth in these Personnel Policies by means of counseling, verbal warning with no documentation; verbal warning with documentation, written

ARTICLE X

APPEALS

X.1 Regular full-time and regular part-time employees have a right to appeal a disciplinary action or the application or interpretation of these Personnel Policies beginning at the level from which the action originated. However, wherever these Personnel Policies indicate that the Town has exclusive rights or authority to take some action, such matters shall not be subject to these appeal proceedings.

- A. The first step is to request a meeting with the Department Manager to discuss the disciplinary issue or subject of complaint.
- B. If the employee is not satisfied, he/she shall then submit a written objection to the Department Head within ten (10) days of the meeting.
- C. If the employee is not satisfied with the response (or lack of response) from the Department Manager, he/she must submit a written appeal to the Town Administrator within ten (10) days of the written appeal being submitted to the Department Manager.
- D. If the employee is not satisfied with the response (or lack of response) from the Town Administrator, he/she must submit a written appeal to the Board of Selectmen within ten (10) days of the written appeal being submitted to the Town Administrator.
- E. The Board of Selectmen may, using its sole discretion, decide whether to hold a hearing on the matter at its convenience or let the previous action stand. If a hearing is granted, the employee is entitled to representation of his/her choosing and at his/her own expense and may elect to have such hearing in a public or non-public session. The decision of the Board of Selectmen shall be in writing and shall be final (not subject to any additional appeals under these Personnel Policies).
- F. Failure on the part of an employee to comply with the timeframes shall render the appeal moot. Failure on the part of the Town to respond within the timeframes shall constitute a denial of the appeal.

XI.6 Workplace Security

- A. Workplace security shall be the responsibility of all employees. Anyone who knows of an impending threat or discovers or overhears threatening or suspicious conduct directed at the workplace or towards another employee is required to immediately report such activity to a Supervisor. The Town shall provide employees with mandatory periodic training on workplace security matters and employer measures designed to enhance security.
- B. As part of the Town's responsibility for ensuring a secure workplace to the greatest extent practical, employees shall not be allowed to possess weapons of any kind while on Town property except as may otherwise authorized by a Department Manager in the exercise of the employee's job or for some other valid reason upon authorization of the Town Administrator in consultation with the Department Manager.
- B1. All employees shall be required to possess and produce identification while on duty that indicates their name and their assigned Town department, in the form of insignia on clothing or a name tag, except when impractical for safety reasons or when otherwise exempted by a Department Manager due to a particular assignment.
- C. All Town employees shall ensure that Town property, including, but not limited to buildings, offices, vehicles, filing cabinets, etc.; is locked and secured whenever they are leaving the workplace.
- D. The Town reserves the right to conduct interviews and searches at any time, to include unannounced inspections of Town property (including an employee's office, desk, files, locker or any other workplace area) and any personal items brought onto Town property for the purposes of safeguarding the workplace. Personal and Town vehicles brought onto Town property may also be subject to search. Inspections may be conducted at any time at the discretion of the Town.
- E. Employees working on or entering or leaving the premises who refuse to cooperate in an inspection, as well as employees who, after the inspection, are believed to be in possession of stolen property, unauthorized weapons, illegal drugs, or other items that violate Town policy, will be subject to disciplinary action, up to and including discharge.

XI.7 Workplace Accidents

- A. All work-related accidents, no matter how minor, must be reported immediately to a Supervisor. (See Workers' Compensation Policy at Section VIII.1.) Employees may be required to complete an incident report and/or other applicable forms as may be directed for submission to the Town Administrator through the Finance Department.

- E. If a Supervisor receives a report or otherwise believes that an employee may not be fit for duty, the Supervisor shall immediately contact the Town Administrator.
- F. The Town Administrator (or his/her designee if unavailable), will make a determination, using his/her sole discretion, whether it is appropriate to require the employee to go for a fitness for duty examination.
- G. Employees who are required by the Town to report for a fitness for duty examination must report for and consent to the examination as scheduled as a condition of continued employment. While the examination will not be conducted without the employee's consent, refusal to submit to the fitness for duty examination may lead to disciplinary action, up to and including immediate discharge of employment.
- H. Prohibited Conduct: All employees are required to follow the Town's policies and standards of conduct. In addition, the following is a non-inclusive list of prohibited conduct that may lead to the requirement to submit to a fitness for duty examination:
- Inability to conduct oneself in a professional manner; i.e., excessive anger, aggressive behavior, inappropriate language, or other inappropriate distractions.
 - Reporting for work or working in a condition physically or mentally unfit for duty or arriving at work under the influence of an illegal or unauthorized drug or alcohol.
 - Smelling of alcohol or drugs while reporting to work or working.
 - Failure to follow fitness-for-duty policies and procedures.
 - Excessive or unexcused absence or tardiness.
 - Carelessness or negligence; violation or neglect of safety regulations; or violation of other commonly accepted standards and policies.
 - Violation of the Drugs and Alcohol policy.
- I. Confidentiality: All information regarding fitness for duty referrals and examinations must be kept as confidential, and disclosed only on a strict "need to know" basis. The results of any and all fitness for duty examinations will be treated as confidential and be made available only to those individuals with a "need-to-know," unless otherwise required by law. The test results will be filed separately from the employee's personnel file.

- C. The following items are not subject to any reimbursement except under extraordinary circumstances subject to the discretion of the Board of Selectmen:
- alcoholic beverages
 - snacks or beverages that are not part of a meal
 - handwritten bills or invoices
 - entertainment or sporting event expenses
 - charitable donations or gifts
 - luxury travel (limousine, car rental other than a compact vehicle, etc.)
 - fines or fees or any other expenses related to criminal or civil violations
 - reading material other than essential literature for a conference
- D. Employees shall not be eligible for reimbursements for out-of-state travel unless such travel has been previously authorized in advance by the Town Administrator.
- E. Requests for travel reimbursements must be submitted within the same calendar year during which the travel took place, unless otherwise authorized in writing by the Town Administrator.

XII.4 Use of Technology

- A. All electronic and telephonic communication systems and all data, files, records, passwords, communications and information transmitted by, received from, accessed or stored in Town equipment and systems are the property of the Town (hereinafter referred to in this Policy as "Town technology". It is anticipated that Town technology devices will be utilized primarily to facilitate the delivery of municipal services and to assist in the day-to-day operation of the Town. All employees should be aware that the Town has the right, but not the obligation, to monitor, access, retrieve, restrict, publish or otherwise manage the use of Town technology at anytime without regard to employee privacy issues. For this reason, employees cannot and should not expect privacy in their use of Town technology, and should instead expect that their e-mail messages, voice mail messages, computer and internet use, and other use of the Town's technology is not confidential and may be monitored, reviewed and disclosed.
- B. The use of Town technology devices for personal reasons shall be limited to infrequent occasions, provided, however, that employees are not permitted to use a code or delete any files or access any stored records unless specifically authorized to do so by their Supervisor.

- D. Unauthorized Access: Unauthorized access of Town technology is prohibited. Employees are not permitted to use a code, access a file, or retrieve any stored communication unless authorized to do so or unless they have received prior clearance from an authorized Town representative. Town computers and information technology is for business use by Town personnel. Non-employees may not use Town technology without permission from a Department Supervisor.
- E. Use of another employee's account, user name, or password, or accessing another's files without their consent (by anyone other than authorized representatives of the Town) is strictly prohibited. Obtaining, or trying to obtain, other users' passwords, or using programs that compromise security in any way is prohibited.
- F. Passwords are required for many of the applications of Town technology and users may be required to change passwords periodically for security purposes. All passcodes and passwords are the property of the Town. No employee may use a passcode, password, or voice mail access code that has not been issued to that employee by the Town or that is unknown to the Town. Users of the Town's computers, network, and other technology must take reasonable precautions to prevent unauthorized access to the Town's technology resources. Passwords should not be divulged to unauthorized persons, and should not be written down or sent over the Internet, Intranet, e-mail, dial-up modem, or any other communication line.
- G. Snooping: Probing or "snooping" into Town technology is prohibited. No employee may access the Town's files or any other files on the network or the system that the employee did not create unless the employee has prior authorization from his/her Supervisor or another authorized Town official. Observations of probing or "snooping" should be reported to the Town Administrator.
- H. Sabotage: Destruction, theft, alteration, or any other form of sabotage of Town technology and/or Town resources, including, but not limited to, computers, programs, networks, web-sites, files, and data is prohibited and will be investigated and prosecuted to the fullest extent of the law.
- I. Hacking: Hacking, the breaking into and corrupting of information technology, is prohibited. Hacking into third party computer systems using Town technology is prohibited, and may be reported to the local authorities. Vulnerability in Town technology should be reported to the Town Administrator.
- J. Viruses: Use of virus, worm, or Trojan horse programs is prohibited. If a virus, worm or Trojan horse is identified, it should be immediately reported to the Department Head.
- K. Confidential Information: Confidential information is not to be transmitted over the Internet or otherwise disclosed without prior authorization and proper encryption. All

XII.4.1 Social Media Guidelines (Use of Technology Supplement)

The following guidelines are hereby enacted as a supplement to the Town's Use of Technology Policy as set forth in Section XII.4 of the Personnel Policies.

These guidelines are to be construed as the Town's exercise of its management rights in the determination of the methods and means by which information, documentation, photographs, video, audio, data, electronic files, passwords, communications, and messages related to official government functions are to be publicly conveyed (or withheld from distribution) by Town employees through social media websites.

Any violation of these guidelines shall be subject to disciplinary action as otherwise set forth herein; to be consistent with the provisions of the Town's Personnel Policies and/or collective bargaining agreements as may be applicable hereto.

- A. Town-owned computers, including laptops and smart phones shall not be used for personal or private social networking except upon written authorization by the employee's immediate supervisor. Social networking shall be defined as communicating and sharing information between two or more individuals in an online or internet community, such as the use of Facebook, Twitter, MySpace, YouTube, AOL, and similar websites. (These guidelines do not apply to private email accounts or the exchange of private text messages as may otherwise be allowed at appropriate times during the workday.)
- B. Use of privately-owned computers or hand-held devices using the Town's internet connection services during the work day shall be allowed during authorized break periods only.
- C. Employees are prohibited from using any social media websites to publicly display Town-owned badges, uniforms, logos, insignia, tools, equipment, vehicles or other images of Town-owned property in a manner that is not consistent with existing departmental rules, regulations, guidelines, or standard operating procedures. (These guidelines do not apply in the event that a department has no such rules, regulations or procedures.)
- D. Employees shall not identify themselves or refer to other Town employees by job title, rank, classification or position when engaged in social networking, except as otherwise permitted by law, or when specifically authorized in writing by the employee's immediate supervisor for the exercise of official duties.
- E. Employees shall not post, transmit or distribute any images obtained from a work place or while on-duty, to include scenes of accidents, crimes, fires, training sites or any other municipal activity except upon written authorization from the employee's immediate supervisor. (This guideline does not apply to images made during a public

Right To Know Law and public access pursuant to the provisions of RSA 91-A, including, but not limited to (a) the obligation to preserve such records for specific time periods (usually measured in number of years); and (b) the remedies (and possibly penalties) as set forth in RSA 91-A:8.

XII.5 Licenses & Certifications

- A. Employees who are required to possess specific licenses and/or certifications at the time of hire or promotion shall be expected to maintain such licenses and certifications at their own expense as a condition of employment, unless otherwise approved by the Board of Selectmen. The Town shall strive to cooperate with such employees and provide opportunities for continuing education as may be necessary when doing so is advantageous to the Town. (Examples include driver's licenses and CDL's.)
- B. In the event the Town decides to require an employee to obtain a specific license or certification or in the event of some state or federal government mandate for licensing or certification, the Town shall pay all costs associated with training, maintenance and renewals, (including wages) to the extent that the Town desires to retain the employee and provide the service requiring such license or certification. (Examples include continuing certification for police, fire, waste management, sewer, etc.)
- C. Employees shall be required to notify their Supervisor within twenty-four (24) hours or prior to driving a Town vehicle, whichever comes first, in the event a driver's license or required certification is suspended or revoked for any reason. In addition, Supervisors must be presented with a written copy of any documentation pertaining to loss or revocation or conviction of a violation pertaining to the use of a license or certification for insertion in their personnel file and possible disciplinary action.
- D. In certain instances, employees may be required to certify that they have had shots and/or immunizations as a condition of employment. The Town shall pay for all such medical treatment at its convenience. In the event an employee refuses to undergo mandatory shots or immunizations, he/she may sign a waiver that exempts the Town from any all liability, including applicable workers' compensation coverage, to the extent otherwise allowed by law.

XII.6 Layoffs

The Town reserves the right to layoff employees for any reason, including, but not limited to: budget cuts, lack of work, reductions in the work force, elimination of services, changes in the methods of delivery of services, re-assignment of duties, etc.

programs sponsored by the Town's insurance carrier(s) and the Joint Loss Management Committee.

- B. The Town shall provide an employee assistance program to all employees featuring comprehensive mental health and referral counseling services for issues such as stress management, addiction, parenting, eldercare, divorce and financial concerns.
- C. Regular full-time employees shall be eligible for reimbursement up to three hundred dollars (\$300.00) per calendar year upon proof of payment for a health club membership, durable fitness equipment, smoking cessation program and/or weight loss program.
- D. All regular Town employees shall be eligible for a free library card and a daily Town Beach or Glendale pass upon request.

XII.10 Weather Related Closings

During inclement weather, all Town facilities are expected to remain open during their respective hours and days of operation. However, in the event of extremely adverse weather conditions, the Town Administrator shall determine if employees may be relieved of duty and when Town facilities should be closed in the interest of workplace safety, upon consultation with and approval of the Chairman of the Board of Selectman, (or Vice-Chair and then Clerk, in order of rank depending upon availability). Such decisions shall be made by the highest ranking member of the Board of Selectmen (depending upon availability) in the absence or incapacitation of the Town Administrator. The following guidelines shall apply to inclement weather operations:

- All employees will attempt to report to work at normal hours.
- Employees anticipating a delay in reporting to work shall call their Supervisor stating the estimated time delay and specific reasons. (Such time shall normally not be eligible for compensation as leave or make-up in excess of two hours.)
- Hourly employees who decline to come to work for safety reasons may not be paid, otherwise they may be allowed to utilize available leave time at the discretion of the Department Manager, provided they call their Supervisor as soon as practical.
- In the event that Town facilities are declared closed by the Town Administrator, employees who are sent home will be paid at straight time for the remainder of their scheduled work hours during the period of closure. However, these hours will not count as time worked in the calculation of overtime hours.
- Emergency services employees or other non-salaried employees who must continue working their assigned shifts will be paid at time and one-half for the period of time during regular business hours when the Town Hall offices were closed.

- B. The Town shall consider the abuse of alcohol and/or drugs by employees as a medical condition in the event that addiction issues affect workplace performance. This policy shall only apply in a single situation (first offense) provided the employee has not committed an act that would otherwise result in a discharge and when the employee either (1) acknowledges a problem exists and seeks treatment; or (2) fails a random CDL drug or alcohol test and successfully participates in a program prescribed by a medical review officer. Under these circumstances, employees may be eligible for paid or unpaid leave benefits and/or a temporary re-assignment of duties as may be determined solely by the Board of Selectmen and as otherwise set forth herein. Under all other circumstances, any employee who reports for work under the influence of drugs or alcohol, or in possession of alcohol, illegal drugs or drug paraphernalia, may be subject to disciplinary action up to and including discharge.

- C. The use of marijuana while operating a motor vehicle or power equipment during work hours is strictly prohibited and will automatically result in the discharge of an employee, regardless of whether or not an employee has a prescription that allows such use.

XII.15 Swapping of Shifts

The swapping of shifts shall require the pre-approval of the Department Manager. It shall be understood that swapping shifts shall be voluntary on the part of all employees involved and that approval shall not result in any Town liability for payment of overtime wages or other forms of compensation or benefits (including leave pay) that deviates from the regular work schedule.

XII.16 Workplace Cleanliness

Employees shall be required to keep the workplace neat, clean, organized, tidy and uncluttered at all times. This includes Town vehicles and any other areas that the Department Manager deems to be an employee's responsibility.

XII.17 Town Purchases

Employees shall not make any purchase or obligation to spend Town funds without specific authorization of the Department Manager. All purchases shall comply with the Town's Purchasing Policies as set forth in the Administrative Code and any additional policies or guidelines that may be applicable.

XII.18 Energy Conservation

It shall be a condition of employment for every employee to conserve energy and reduce waste in the workplace to the greatest extent practical. Accordingly, employees shall turn off lights, turn

- G. In addition to these prohibitions, employees are reminded that harassment in the workplace will not be tolerated, and that all forms of harassment are prohibited as specified in these Personnel Policies. Any complaints relating to a dating relationship, or requests for dates that an employee believes to be harassing should be reported in accordance with the Town's sexual harassment policy.

information without proper legal authorization, nor use such information to advance their personal, financial or other private interests.

XIII.12 No employee below the rank of Department Manager is authorized to conduct press conferences or release statements of opinion about Town business while working unless specifically authorized.

XIII.13 The roles of a Supervisor are to lead by example; encourage employees to perform; provide answers to questions; provide education, training and constructive criticism; do the work of subordinates as needed; and take prompt and effective action as may be appropriate.

XIII.14 Always treat others with respect.



**TOWN OF GILFORD, NEW HAMPSHIRE
EMPLOYEE JOB PERFORMANCE EVALUATION FORM
PERSONNEL POLICIES – APPENDIX B**

EMPLOYEE'S NAME: _____

EMPLOYEE'S TITLE: _____

DEPARTMENT: _____

INITIAL DATE OF HIRE: _____

DATE OF CURRENT CLASSIFICATION (ANNIVERSARY DATE): _____

EVALUATION PERIOD FROM: _____ TO: _____

SUPERVISOR'S NAME: _____

SUPERVISOR'S TITLE: _____

DATE OF EVALUATION: _____

TYPE OF EVALUATION: PROBATIONARY
 ANNUAL REVIEW
 SELF-EVALUATION
 OTHER _____

- STEP 1: EMPLOYEE SELF-EVALUATION
- STEP 2: SUPERVISOR REVIEW/EVALUATION
- STEP 3: DEPARTMENT MANAGER REVIEW/EVALUATION
- STEP 4: TOWN ADMINISTRATOR REVIEW
- STEP 4a: BOARD OF SELECTMEN REVIEW (APPLICABLE FOR DEPT. MANAGERS ONLY)
- STEP 5: EMPLOYEE & SUPERVISOR CONSULTATION
- STEP 6: EMPLOYEE ACKNOWLEDGEMENT
- STEP 7: ORIGINAL RETURNED TO TOWN ADMINISTRATOR FOR PERSONNEL FILE
- STEP 8: BOARD OF SELECTMEN APPROVAL OF CHANGE OF STATUS FORM

LEVELS OF PERFORMANCE (FOR RATING PURPOSES):

- 0.0= Unacceptable: Minimum expectations are not being met; performance is deficient; better effort is required; results are unsatisfactory
- 2.0= Acceptable: Meets expectations; performs assigned tasks and/or responsibilities sufficiently; Few deficiencies are noted.
- 2.5= Above Average: Job performance is noted for occasionally rising beyond basic expectations.
- 3.0= Commendable: Performance expectations are often exceeded; goes above and beyond the basic effort with good results; proficient in most tasks; mistakes are extremely rare
- 3.5= Very Good: Consistently performs at a high level with regard to effort and accomplishments.
- 4.0= Exceptional: Superior effort and outstanding results are consistently demonstrated; serves as a role model for other employees; exemplary conduct in most rating aspects.

GENERAL EVALUATION CRITERIA

(A.1) QUALITY OF WORK:

Can the employee be depended upon to meet finished product expectations? Is the work consistently thorough, accurate and timely? Are errors or mistakes often noted? Are things done right the first time? Does the employee forget to do parts of a project? Can the end results be used as an example for others? Is work done neatly or sloppily? Is attention to detail obvious or lacking? Are reports and project documentation completed in an appropriate manner? Has the employee received disciplinary action and/or praise for the quality of work during the review period?

RATING: _____

COMMENTS: _____

(A.2) QUANTITY OF WORK:

Does the employee keep up or fall behind other workers? Does the employee exceed the output of others? Is work time spent productively? Are daily assignments completed in their entirety? Does the employee exceed goals and/or request additional assignments? What happens to work output before and after break times or absences from work? Has the employee received disciplinary action and/or praise for the quantity of work during the review period?

RATING: _____

COMMENTS: _____

(A.3) PERSONAL WORK HABITS:

Does the employee report to work punctually? How often has the employee used sick leave during the evaluation period? Is leave time abused? Are there any patterns or trends related to workplace attendance? Does the employee repeatedly ask to leave work early due to illness or appointments? Is the employee's appearance neat and appropriate? Does the employee dress appropriately? Does the employee maintain a neat and organized work area? Does the employee report to work when truly sick? Is the employee a positive role model for others? Does the employee conduct himself/herself in a professional manner? Is the employee fair-minded? Does the employee use appropriate language? Is the employee dependable? Does the employee act with integrity? Has the employee received disciplinary action and/or praise for personal work habits during the review period?

RATING: _____

COMMENTS: _____

(A.4) ATTITUDE:

To what extent does the employee cooperate with fellow workers? Is the employee moody or non-communicative? Does the employee demonstrate enthusiasm or complain about work assignments? How does the employee interact with peers and other Town officials? Does the employee spread gossip or rumors about others? Is the employee's temperament appropriate? How does the employee respond to criticism and suggestions? Does the employee lack tactfulness at times? Is the employee sensitive to the needs or shortcomings of others? Does the employee foster a productive and friendly work atmosphere? Does the employee care about the funds used for departmental purposes? Does the employee treat Town property with respect? Does the employee listen attentively and follow directions? Does the employee comply with directives and policies? Has the employee received disciplinary action and/or praise for his/her attitude during the review period?

RATING: _____

COMMENTS: _____

(A.5) ADAPTABILITY & PROBLEM-SOLVING:

How does the employee cope with unfamiliar work? Does the employee require close supervision? Does the employee show initiative and self-motivation? Is the employee flexible as priorities shift or emergencies develop? Does the employee show an interest in expanding job knowledge? How does the employee react to new ideas? Does the employee suggest new approaches to problem-solving? How does the employee react to unsuccessful experiments? Is the employee able to identify or anticipate problems and communicate such issues to supervisors? Has the employee received disciplinary action and/or praise for his/her adaptability and problem-solving abilities during the review period?

RATING: _____

COMMENTS: _____

(A.6) SAFETY COMPLIANCE:

Does the employee consistently comply with safety policies and procedures? Does the employee demonstrate concern for a safe work environment? Does the employee engage in horseplay or dangerous behavior? Does the employee have to be reminded to use appropriate protective equipment and practices? Does the employee wear a seat belt in a Town vehicle? Does the employee provide suggestions for enhancing worker safety? Does the employee fulfill his/her risk management obligations? Has the employee had any workplace accidents? Has the employee failed a random drug test? Does the employee recognize the importance of law enforcement in the promotion of safety? Is the employee an active participant on the JLMC? Has the employee received disciplinary action and/or praise for safety related issues during the review period?

RATING: _____

COMMENTS: _____

(A.7) PROFESSIONAL DEVELOPMENT:

Has the employee taken any training classes during the evaluation period? Were educational opportunities initiated by the employee or supervisor? Has the employee demonstrated a willingness to learn? Has the employee met the goals previously established? Has the employee complied with training requirements? Does the employee ask pertinent questions? Has the employee failed any classes or neglected to fulfill any training opportunities? Does the employee share job knowledge with others? What types of certifications have been obtained during the evaluation period? Does the employee exhibit potential for promotion or an upgrade in job classification?

RATING: _____

COMMENTS: _____

(A.8) TECHNICAL SKILLS:

Is the employee familiar with the job description? Is the employee capable of performing all of the duties set forth in the job description? Has the employee demonstrated the ability to perform the duties of the position with distinction? Does the employee avoid certain responsibilities? What has the employee done to stay current in emerging technologies? Does the employee ask questions to better understand his/her responsibilities? Is the employee ready for additional responsibilities? Does the employee voluntarily apply additional skills for the benefit of the department? Is the employee working to his/her maximum potential? Is the employee respected by colleagues? Does the employee look into historical aspects of a situation? How does the employee fulfill budgetary responsibilities? Has the employee received disciplinary action and/or praise for his/her technical skills during the review period?

RATING: _____

COMMENTS: _____

(A.9) ORGANIZATION:

Has the employee demonstrated the ability to organize and prioritize assignments? Does the employee appear organized when he/she attends meetings? Are deadlines met? Does the employee frequently appear to be in crisis mode? Does the employee anticipate project obstacles and develop plans to achieve success? Is the employee able to meet the daily workload and if not, does he/she communicate legitimate reasons to a supervisor? Does the employee waste time during the workday? Has the employee received disciplinary action and/or praise for his/her organizational skills during the review period?

RATING: _____

COMMENTS: _____

(A.10) TEAMWORK:

Does the employee accept accountability for individual work contributions? Does the employee solicit input and ideas from others? Does the employee blame others for mistakes? Does the employee offer praise to others? Does the employee have personality conflicts with other members of the work team? Has the employee demonstrated a willingness to share skills and coach others? Does the employee ask for others to help with a difficult task or volunteer to help other employees? Does the employee speak of Town government or Town officials in a complimentary or derogatory manner? Does the employee speak of wanting to work somewhere else or of striving for advancement? Does the employee respect the chain of command? Has the employee received disciplinary action and/or praise for his/her teamwork during the review period?

RATING: _____

COMMENTS: _____

(A.11) PUBLIC RELATIONS & COMMUNICATIONS:

Does the employee communicate appropriately with citizens? How does the employee respond to citizen requests for service? Has the employee gone above and beyond the call of duty to help someone? Does the employee provide concise verbal and/or written communications to supervisors, subordinates and co-workers? Does the employee spread misinformation or partial renderings of actual events? Is the employee an advocate for the department? Does the employee accurately explain his/her role in Town government to others? Does the employee refer citizen inquiries to supervisors? Has the employee been the recipient of a citizen complaint and if so, was there any validity to the complaint? Has the employee done anything to cast discredit on the department? How does the employee interact with other government agencies and/or the press? How are reports and presentations handled? Has the employee received disciplinary action and/or praise for public relations activity and communication skills during the review period?

RATING: _____

COMMENTS: _____

(A.12) LEADERSHIP:

Is the employee a leader or a follower? Does the employee delegate appropriately? Has the employee made himself/herself critical to the success of the department/Town? Is the employee effective when working in a supervisory capacity? Does the employee set a good example for others? Has the employee established personal goals and objectives? Does the employee promote innovation? Does the employee show initiative or a take charge approach to work assignments? Does the employee demonstrate unique personal skills? Does the employee empower subordinates? Does the employee need to be told what to do?

RATING: _____

COMMENTS: _____

PART B. ADDITIONAL EVALUATION CRITERIA

(B.1) ACCOMPLISHMENTS:

(B.2) STRENGTHS:

(B.3) WEAKNESSES:

(B.4) ACTION PLAN FOR IMPROVEMENTS:

(B.5) DEPARTMENTAL GOALS & OBJECTIVES:

(B.6) SUPERVISOR'S ROLE/CONTRIBUTIONS TOWARDS EMPLOYEE'S FUTURE SUCCESS:

(B.7) OTHER SUPERVISOR'S COMMENTS:

PART C. COMPENSATION CALCULATIONS

(C.1) SUM TOTAL OF ALL RATINGS THIS EVALUATION: _____

(C.2) ADJUSTMENT*: _____

(C.3) TOTAL MERIT RATING: _____

(C.4) PROPOSED MERIT AMOUNT (SEE CHART BELOW): _____

Less than 24.0	= 0.0%
24.0 – 29.5	= 2.0%
30.0 – 35.5	= 2.5%
36.0 – 41.5	= 3.0%
42.0 – 47.5	= 3.5%
48.0	= 4.0%

*ADJUSTMENT VALUE SHALL NOT EXCEED 4 POINTS (+/-) BASED ON ADDITIONAL EVALUATION CRITERIA AS SET FORTH IN PART B

PART D. ACKNOWLEDGEMENTS

DEPARTMENT MANAGER’S COMMENTS:

DEPARTMENT MANAGER’S SIGNATURE _____ DATE _____

TOWN ADMINISTRATOR’S COMMENTS:

TOWN ADMINISTRATOR’S SIGNATURE _____ DATE _____

EMPLOYEE'S ACKNOWLEDGEMENT:

Check each box that is applicable and initial where appropriate:

- _____ I agree with this rating/evaluation
- _____ I do not agree with this rating/evaluation
- _____ I accept my rating, but there are some parts that I do not agree with
- _____ I have had an opportunity to discuss this evaluation with my supervisor
- _____ I wish to appeal my approved merit pay amount to the Selectmen

EMPLOYEE'S COMMENTS:

EMPLOYEE'S SIGNATURE

DATE

TOWN OF GILFORD
PERSONNEL POLICIES - APPENDIX A (REVISED)
WAGE AND SALARY CLASSIFICATION PLAN (NON-UNION POSITIONS)
EFFECTIVE DATE: January 1, 2016 (Approved by the Board of Selectmen on June 22, 2016)

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
1	\$8.25	\$8.80	\$9.35	\$9.90	\$10.45	\$10.99	\$11.54	\$12.09	\$12.64	\$13.19
	\$17,160.00	\$18,301.43	\$19,442.85	\$20,584.28	\$21,725.70	\$22,867.13	\$24,008.56	\$25,149.98	\$26,291.41	\$27,432.83
	ELECTION WORKER; INTERN; LIFE GUARD; SEASONAL ATTENDANT; SEASONAL LABORER;									
2	\$11.50	\$12.26	\$13.03	\$13.79	\$14.56	\$15.32	\$16.09	\$16.85	\$17.62	\$18.38
	\$23,920.00	\$25,511.08	\$27,102.16	\$28,693.24	\$30,284.31	\$31,875.39	\$33,466.47	\$35,057.55	\$36,648.63	\$38,239.71
	BEACH MANAGER; CLERICAL ASSISTANT; ON-CALL FIRE FIGHTER; LABORER; PROGRAM ASSISTANT; PT COMMUNICATIONS SPECIALIST									
3	\$12.75	\$13.60	\$14.45	\$15.29	\$16.14	\$16.99	\$17.84	\$18.69	\$19.53	\$20.38
	\$26,520.00	\$28,284.02	\$30,048.04	\$31,812.07	\$33,576.09	\$35,340.11	\$37,104.13	\$38,868.15	\$40,632.18	\$42,396.20
	ACCT CLERK; ADMINISTRATIVE ASST; ASST TOWN CLERK-TAX COLLECTOR; LIBRARY ASSISTANT; PROGRAM SPECIALIST; RECYCLE CTR ATTNDT; SECRETARY									
4	\$15.75	\$16.80	\$17.85	\$18.89	\$19.94	\$20.99	\$22.04	\$23.08	\$24.13	\$25.18
	\$32,760.00	\$34,939.09	\$37,118.17	\$39,297.26	\$41,476.34	\$43,655.43	\$45,834.52	\$48,013.60	\$50,192.69	\$52,371.77
	ASSESSING TECHNICIAN; BOOKKEEPER; EXECUTIVE SECRETARY; LIBRARIAN; TECHNICAL ASSISTANT; SPECIAL POLICE OFFICER									
5	\$17.00	\$18.13	\$19.26	\$20.39	\$21.52	\$22.65	\$23.78	\$24.92	\$26.05	\$27.18
	\$35,360.00	\$37,712.03	\$40,064.06	\$42,416.09	\$44,768.12	\$47,120.15	\$49,472.18	\$51,824.21	\$54,176.23	\$56,528.26
	ACCOUNTANT; ASSISTANT LIBRARY DIRECTOR; DEPUTY TOWN CLERK-TAX COLLECTOR; EXECUTIVE ASSISTANT; FIRE FIGHTER 2/A-EMT									
6	\$18.50	\$19.73	\$20.96	\$22.19	\$23.42	\$24.65	\$25.88	\$27.11	\$28.34	\$29.58
	\$38,480.00	\$41,039.56	\$43,599.12	\$46,158.68	\$48,718.25	\$51,277.81	\$53,837.37	\$56,396.93	\$58,956.49	\$61,516.05
	FIRE FIGHTER 2/PARAMEDIC; HEAD CUSTODIAN									
7	\$23.50	\$25.06	\$26.63	\$28.19	\$29.75	\$31.32	\$32.88	\$34.44	\$36.01	\$37.57
	\$48,880.00	\$52,131.33	\$55,382.67	\$58,634.00	\$61,885.34	\$65,136.67	\$68,388.01	\$71,639.34	\$74,890.68	\$78,142.01
	CODE ENFORCEMENT OFFICER; HEAD MECHANIC; HIGHWAY SUPERINTENDENT; FIRE LIEUTENANT/EMT; POLICE SERGEANT									
8	\$25.00	\$26.66	\$28.33	\$29.99	\$31.65	\$33.31	\$34.98	\$36.64	\$38.30	\$39.97
	\$1,000.00	\$1,066.52	\$1,133.03	\$1,199.55	\$1,266.07	\$1,332.58	\$1,399.10	\$1,465.62	\$1,532.13	\$1,598.65
	\$52,000.00	\$55,458.87	\$58,917.73	\$62,376.60	\$65,835.47	\$69,294.33	\$72,753.20	\$76,212.07	\$79,670.93	\$83,129.80
	DPW OPERATIONS MANAGER; FIRE LIEUTENANT/PARAMEDIC; RECREATION DIRECTOR									
9	\$27.50	\$29.33	\$31.16	\$32.99	\$34.82	\$36.65	\$38.48	\$40.30	\$42.13	\$43.96
	\$1,100.00	\$1,173.17	\$1,246.34	\$1,319.51	\$1,392.67	\$1,465.84	\$1,539.01	\$1,612.18	\$1,685.35	\$1,758.52
	\$57,200.00	\$61,004.75	\$64,809.51	\$68,614.26	\$72,419.01	\$76,223.77	\$80,028.52	\$83,833.27	\$87,638.03	\$91,442.78
	FIRE CAPTAIN/EMT; POLICE LIEUTENANT									
9A	\$29.00	\$30.83	\$32.66	\$34.49	\$36.32	\$38.15	\$39.98	\$41.80	\$43.63	\$46.36
	\$1,160.00	\$1,233.17	\$1,306.34	\$1,379.51	\$1,452.67	\$1,525.84	\$1,599.01	\$1,672.18	\$1,745.35	\$1,818.52
	\$60,320.00	\$64,124.75	\$67,929.51	\$71,734.26	\$75,539.01	\$79,343.77	\$83,148.52	\$86,953.27	\$90,758.03	\$94,562.78
	FIRE CAPTAIN/PARAMEDIC									
10	\$1,200.00	\$1,279.82	\$1,359.64	\$1,439.46	\$1,519.28	\$1,599.10	\$1,678.92	\$1,758.74	\$1,838.56	\$1,918.38
	\$62,400.00	\$66,550.64	\$70,701.28	\$74,851.92	\$79,002.56	\$83,153.20	\$87,303.84	\$91,454.48	\$95,605.12	\$99,755.76
	LIBRARY DIRECTOR; PLANNING & LAND USE DIRECTOR; POLICE CAPTAIN									
11	\$1,300.00	\$1,386.47	\$1,472.94	\$1,559.42	\$1,645.89	\$1,732.36	\$1,818.83	\$1,905.30	\$1,991.77	\$2,078.25
	\$67,600.00	\$72,096.53	\$76,593.05	\$81,089.58	\$85,586.11	\$90,082.63	\$94,579.16	\$99,075.69	\$103,572.21	\$108,068.74
	DEPUTY FIRE CHIEF; DEPUTY POLICE CHIEF;									
12	\$1,400.00	\$1,493.12	\$1,586.25	\$1,679.37	\$1,772.49	\$1,865.62	\$1,958.74	\$2,051.86	\$2,144.99	\$2,238.11
	\$72,800.00	\$77,642.41	\$82,484.83	\$87,327.24	\$92,169.65	\$97,012.07	\$101,854.48	\$106,696.89	\$111,539.31	\$116,381.72
	FINANCE DIRECTOR; FIRE CHIEF; POLICE CHIEF; PUBLIC WORKS DIRECTOR									
13	\$1,500.00	\$1,599.78	\$1,699.55	\$1,799.33	\$1,899.10	\$1,998.88	\$2,098.65	\$2,198.43	\$2,298.20	\$2,397.98
	\$78,000.00	\$83,188.30	\$88,376.60	\$93,564.90	\$98,753.20	\$103,941.50	\$109,129.80	\$114,318.10	\$119,506.40	\$124,694.70
	TOWN ADMINISTRATOR									