

TOWN OF STOW
GENERAL BYLAWS OF THE TOWN, Personnel Bylaw
Including amendments through May 2008

ARTICLE 11. PERSONNEL ADMINISTRATION

SECTION 1. TITLE

These bylaws may be referred to as the Personnel Administration Bylaws.

SECTION 2. APPLICABILITY

All town departments and positions in the town service for which compensation is paid, including full time, part time, seasonal or intermittent, shall be considered as being within the scope of coverage of the Personnel Administration Bylaws, except that in conformance with Chapter 41, Section 108 of the Mass. General Laws, as amended, salaries paid to elected town officials shall be established annually by a vote of the Town.

SECTION 3. COLLECTIVE BARGAINING

The Personnel Administration Bylaws shall not apply to any employees covered by collective bargaining agreements entered into pursuant to Chapter 150E of the Mass. General Laws, except to the extent that such agreements specifically incorporate the provisions of the Personnel Administration Bylaws.

SECTION 4. DEFINITIONS

Employee: An employee of the Town occupying a position in the classification plan.

Continuous Employment: Employment (either full or part time) requiring a predetermined minimum work week and uninterrupted except for required military service and for authorized vacation or leave of absence.

Full Time Employment: Employment for not less than thirty-five (35) hours per week. *(amended 5/1/95)*

Part Time Employment: Regularly scheduled employment for less than full time weekly employment.

Permanent Position: A full or part time position in the town service which has required or which is likely to require the service of an incumbent in continuous employment for a period of fifty-two (52) calendar weeks or more.

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Intermittent Employment: Employment on an "as needed" basis.

Temporary Position: A position in the town service which requires or is likely to require the services of one incumbent for a period less than fifty-two (52) calendar weeks in continuous employment.

Seasonal Employment: Full time or part time employment for less than fifty-two (52) weeks a year.

Probationary Employee: An employee during the first ninety (90) days of employment.

Increment: Dollar difference between step rates.

Min Rate: Lowest rate applicable for a given classification.

Max Rate: Highest rate which employee usually is entitled to attain within classification.

Range: Dollar difference between min and max rates.

Department: Any department, board, committee, commission or other agency of the Town subject to this bylaw.

Town: The Town of Stow.

SECTION 5. CIVIL SERVICE LAW

Nothing contained in this bylaw or any section thereof shall be construed as being in conflict with Chapter 31 of the Mass. General Laws.

SECTION 6. PHYSICAL EXAMINATION

Every full-time person employed by the Town in the following designated departments shall successfully complete a physical examination: Police Department, Fire Department, Highway Department, Tree Department and others as required by department heads. The examination shall be paid for by the Town. The examining physician shall advise the Board of Selectmen as to whether, in his or her opinion, the applicant is physically qualified to perform the duties of the position for which application has been made.

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SECTION 7. WORKMEN'S COMPENSATION

Each employee covered under the Workmen's Compensation Law shall be entitled to the benefits and be subject to the provisions of Mass. General Laws Chapter 152, as amended.

- a. Any sickness or injury arising out of and in connection with the service to the Town and for which Workmen's Compensation is payable. The employee shall be granted the difference between Workmen's Compensation payments and the regular straight time rate of pay. Difference in pay is charged to accrued sick leave benefits to bring total compensation to the full rate of pay provided by the position.
- b. To insure the employee that he/she will receive his/her regular rate of pay, the Town will continue to pay the employee until the Workmen's Compensation insurance has started to pay the employee. In order to do this, the employee will be required to sign a written waiver provided by the department head (drawn up by Town Counsel) stating that he/she will turn over to the Town Workmen's Compensation checks as soon as they are received. (Note: The employee must turn back checks retroactive to the first day of injury.)
- c. If the employee does not sign the waiver, he/she will have to wait for Workmen's Compensation to process his/her claim.
- d. The provisions of this Section 7 shall not apply to police officers or firefighters who are excluded from the Workmen's Compensation Law.

SECTION 8. OVERTIME

- a. Eligibility: All hourly rate employees subject to this bylaw are eligible for overtime as stated below. Salaried employees are ineligible to receive overtime pay.
- b. Any time worked in excess of forty (40) hours a week or eight (8) hours a day is considered overtime.
- c. Hourly employees shall be paid for overtime at a rate of 1.5 times the regular hourly rate.
- d. Permanent hourly employees are guaranteed a minimum of four (4) hours overtime for any call back unless said call back is within two (2) hours prior to or within two (2) hours subsequent to regular scheduled hours.
(amended 5/1/95)

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SECTION 9. HOLIDAYS

- a. The following days shall be recognized as legal holidays, within the meaning of this bylaw, on which employees shall be excused from all duty not required to maintain essential town services:

New Year's Day	Labor Day
Martin Luther King Day	Columbus Day
Washington's Birthday	Veterans' Day
Patriots' Day	Thanksgiving
Memorial Day	Christmas
Independence Day	

- b. Every permanent employee shall be entitled to these holidays as follows:
- (1) Without loss of pay for employees paid on a weekly or annual basis.
 - (2) With pay at the regular hourly rate for the number of hours normally scheduled on the designated day for employees paid on an hourly basis.
- c. Holiday benefits are effective immediately upon employment for new permanent employees.
- d. Whenever one of the recognized holidays falls on a Sunday, the following day shall be observed; and whenever one of the recognized holidays falls on a Saturday, the previous day shall be observed.
- e. Any eligible employee who performs work on one of the holidays shall be paid in addition to the holiday pay, at his/her regular rate for such day or fraction thereof; or for salaried employees, be granted compensatory time off at the convenience of the department in lieu of payment. For Christmas Day only, each hour worked shall be compensated at the overtime rate or counted as one and one-half hours for compensatory time calculation.

SECTION 10. VACATION LEAVE

- a. All full-time permanent employees shall be entitled to vacation leave based on the length of continuous town service as follows:

<u>Duration of Continuous Service</u>	<u>Accrual Rate</u>
One month through five years	1 day per month
After five years	1-1/2 days per month
After twelve years	2 days per month

(amended 5/1/95)

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Accrual at these rates will allow employees to take two, three or four weeks of vacation per year, depending on seniority, and allow for two, three or four days of personal time off per year, depending on seniority. No other personal time off with pay will be granted.

- b. Eligibility is determined by anniversary date of employment.
- c. The maximum number of days carried as accrued vacation leave into a new fiscal year is limited to the number of days accrued during the prior fiscal year. (*amended 10/5/81*)
- d. If a holiday occurs while an employee is on vacation, that day will not be deducted from vacation leave.
- e. If an employee becomes ill while on vacation, vacation leave continues to apply.
- f. Vacation leave must be taken in increments of at least one-quarter day. (*amended 5/1/95*)
- g. Each department head shall schedule the vacations of employees within the department so as to cause the least interference with the work, while giving preference to those employees with maximum seniority.
- h. A terminated employee shall be paid for all vacation leave accrued but not taken as of the date of his/her termination.
- i. The vacation leave applies to all permanent part-time employees subject to the following:
 - (1) Average hours worked per week in the prior year must be twenty (20) or more.
 - (2) Leave accrual, carry-over and minimum time increment is reduced by the average hours worked per week divided by 35, 37.5 or 40, as the case may be for such employee. (*amended 5/1/95*)

SECTION 11. SICK LEAVE

- a. All full-time permanent employees shall be credited with fifteen (15) days of sick leave at the beginning of each fiscal year. Each employee shall be granted sick leaves aggregating not more than their accrued leave without loss of pay.
- b. Sick leave not used in any fiscal year may be accumulated to a total of 120 days entering each new fiscal year. (*amended 5/1/95*)

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- c. Rate of accrual is one (1) day per month for the following purposes:
- (1) New employees, after one month of employment, shall be credited with one (1) day of sick leave for each full month remaining in the current fiscal year following the date of employment. Fractional days shall be raised to the next whole number.
 - (2) For repayment of advanced sick leave liability, a terminated employee shall have sick leave credit reduced by one (1) day for each full month remaining in the current fiscal year following termination date. Fractional days of reduction shall be dropped.
- d. Proof of illness which results in sick leave in excess of three (3) days shall be established by either a doctor's certificate, a town nurse verification or other such means suitable to the department head.
- e. In the event that an employee is entitled to disability compensation, pursuant to the provisions of the Workmen's Compensation Act, he/she may take accrued sick leave benefits to bring total compensation to the full rate of pay provided by the position.
- f. Upon request of the department head, the Board of Selectmen may advance sick leave to an employee by an amount not to exceed thirty (30) days. Advanced sick leave shall be repaid to the Town out of leave not used during the following years.
- g. Any employee who is on sick leave will not be allowed to return to duty until he/she is capable of performing the full duties of employment, except to perform specific assignments mutually agreed upon by the department head and employee.
- h. Sick leave will not apply on either a holiday or vacation day where compensation is already being paid.
- i. If an employee leaves Town employment with a sick leave advance liability against his/her record, such liability shall be deducted from accrued earnings.
- j. No credit shall be made for unused sick leave balance upon termination of employment.
- k. Accrued sick leave may be used for maternity purposes.
- l. Sick leave applies to all permanent part-time employees, subject to the following:
- (1) Average hours worked per week in the prior year must be twenty (20) or more, based on a fifty-two (52) week year. (*amended 10/5/81*)

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- (2) Leave accrual, carry-over and minimum time increment otherwise provided in these bylaws shall be reduced for part-time employees by multiplying said benefits by a fraction, the numerator of which shall be the average number of hours worked per week by such employee, Based on a fifty-two (52) week year, and the denominator of which shall be 35, 37.5 or 40 hours, as the case may be for such employee. (*amended 10/5/81, 5/1/95*)

SECTION 12. BEREAVEMENT LEAVE

- a. A permanent employee is eligible for up to three (3) days of bereavement leave to handle personal matters related to the death of a close member of the employee's family including his or her spouse, child or parent, brother or sister, or grandparent of either spouse.
- b. An employee on bereavement leave shall not suffer loss in pay. Specifically, employees shall be paid at their regular rate for the hours normally scheduled on those days.
- c. Bereavement leave benefits are effective immediately upon employment for new permanent employees.

SECTION 13. JURY LEAVE

- a. A permanent employee called for jury duty on days falling within his or her regular work period is eligible for jury leave.
- b. An employee on jury leave shall be paid the difference (if any) between the compensation he/she would have received from the Town and his/her fees, exclusive of travel allowance, for such jury duty.
- c. For employees paid on an hourly rate, pay is based on the number of hours normally scheduled on those days.
- d. Jury leave benefits are effective immediately upon employment for new permanent employees.

SECTION 14. MILITARY LEAVE

- a. A permanent employee who is in the military reserve is eligible for military leave.
- b. An employee on military leave shall be paid the difference (if any) between the compensation he or she would have received and his or her military pay.

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- c. For employees paid on an hourly rate, pay is based on the number of hours normally scheduled on those days.
- d. Paid military leave is limited to a period not to exceed two weeks in any twelve-month period.
- e. Paid military leave does not apply to an employee who may be mobilized during an emergency.
- f. Military leave benefits are effective immediately upon employment for new permanent employees.

SECTION 15. PERFORMANCE APPRAISAL

- a. Definition: Performance appraisal is the continuous process by which an employee of the Town is informed of the supervisor's performance requirements and of how the employee performance is viewed by the supervisor in relation to those requirements.
- b. Performance Requirements: The level of performance required of an employee by the supervisor expressed in terms of quantity and quality of finished work, the cooperativeness and dependability which is required for a satisfactory rating in the position to which the employee is officially assigned. For supervisors the performance requirements also include the level of effectiveness in developing subordinate employees.
- c. Performance Rating: Each town employee covered by this bylaw shall receive annually a written evaluation of his/her performance for the preceding calendar year. All employees will be rated on four factors: quantity, quality, cooperativeness and dependability. In addition, supervisors, other than boards or elected officials, will be rated on their ability to develop subordinate employees. Department heads may add other appropriate evaluation factors.
- d. Performance Rating Process: Using the evaluation forms provided, each supervisor of town employees will annually complete three (3) copies of the evaluation form by January 30. The supervisors must then sit down with the employee, give him/her a personal copy of the evaluation form and discuss the reasons for the ratings. Ratings may be changed during this discussion if the employee relates information about his/her performance that was not considered by the supervisor. At the conclusion of this discussion, the supervisor will give the employee an opportunity to comment orally and/or in writing and have the employee sign the bottom of the form to acknowledge participation in the review and receipt of the rating. The supervisor will forward a copy of the rating form to the Board of Selectmen for its

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review and for filing in the employee's official personnel folder. A copy of the rating form will be kept in the personnel folder for a period of one (1) year or until a new performance rating is completed for the employee. Employee performance ratings are to be kept confidential and are to be used only by officials authorized by the Board of Selectmen.

- e. Purpose and Uses of the Evaluation: The performance evaluation process is a valuable tool for improving employee productivity by informing employees of noted strengths and weaknesses and for giving clues on how to improve future performance. The employee performance rating may be used when promotions are being considered and for consideration for step increases.
- f. Unsatisfactory Performance: If an employee is given an unsatisfactory evaluation at any time following prior warning of deficiency, then consideration should be given toward removal, reassignment or demotion of the employee.
- g. Outstanding Performance: To receive an outstanding performance evaluation an employee must be rated exceptional in each of the rating elements. An outstanding rating should be considered unusual and is reserved for those employees who perform above and beyond normal expectations of performance. An outstanding rating gives eligibility for a quality step increase in pay not limited by time in grade and for official recognition of the employee by the Board of Selectmen.

SECTION 16. MAINTAINING DISCIPLINE

- a. It is expected that town employees will obey the town bylaws and the lawful orders of their supervisors, give a full day's work for a full day's pay and that they adhere to high standards of conduct. Disciplinary action may be taken against town employees for violations as set forth below.
- b. Principles: The maintenance of good discipline among town employees and the handling of disciplinary actions, when required, are to be carried on in accordance with the following principles:
 - (1) Primary emphasis is to be placed on positive action by supervisors to prevent situations requiring disciplinary actions.
 - (2) Employees are expected to adhere to high standards of conduct. When they violate rules, regulations or standards of conduct, they will be dealt with promptly and on a fair and equitable basis.
 - (3) Disciplinary actions should be consistent with the principle of like penalty for like offense with due consideration for the employee's past record and any

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other circumstances that, in the exercise of reasonable judgment, detract from or add to the seriousness of the offense.

c. Disciplinary Actions (from least severe to most severe)

- (1) Oral reprimand, or telling an employee specifically of undesirable behavior, and suggesting how it may be corrected. Many of the more severe actions could be prevented when the verbal reprimand is used in a positive manner. By avoiding a situation and saying nothing, a supervisor may be supporting behavior which results in a more serious and unpleasant problem later.
- (2) Letter of admonishment, or notifying the employee that behavior must improve. This letter does not go into the employee's personnel file and is signed by the supervisor or other official in the unit.
- (3) Letter of reprimand, in writing to the employee through official channels. The letter of reprimand is kept in the employee's personnel file for a period of three years and is signed by the supervisor.
- (4) Suspension, or removing the employee from pay status for a designated period of time. One day is usually the minimum period of suspension, and for repeated offenses the period is increased to a maximum of thirty (30) days.
- (5) A.W.O.L. (Absence Without Official Leave). A supervisor may take action to place an employee in a non-pay status for unauthorized absence.
- (6) Reduction in rank or compensation, or demoting an employee to a lower paying job for the good of the Town.
- (7) Discharge, or firing an employee from employment for the good of the Town. In a few cases it may be the first action taken because the offense may be of such seriousness that no other action is feasible. Where it is taken as a result of behavior that the employee has not corrected over a period of time, it should be the last measure after one or more penalties have not produced the corrective results. Discharge or firing of an employee must be approved by the Board of Selectmen. Such action may be taken only after the employee is given a statement of the reasons for the discharge or firing and only after the employee is afforded a hearing before the Board of Selectmen with respect to such statement of reasons, at which hearing the employee may have counsel or a representative of his own choosing present for the purpose of advising him but not for the purpose of active participation.

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SECTION 17. GRIEVANCE PROCEDURE

- a. Any dispute arising in connection with wages, hours of work and other conditions of employment, or out of the interpretation of application of the provisions set forth in the town Personnel Administration Bylaws is grievable.
- b. Any grievance that may arise will be discussed promptly and the parties will diligently cooperate in an effort to adjust said grievance at the earliest possible time.
- c. Any grievance must be filed within fourteen (14) calendar days of the event upon which the grievance is based or from the date when the employee should have had knowledge of the event or shall be deemed null and void.
- d. General Process

An employee grievance shall be filed in writing with the department head or the appropriate grievance hearing officer.

A hearing will take place within ten (10) working days from the hearing officer's receipt of the grievance, unless circumstances or conditions reasonably warrant an extension of the grievance hearing date, as determined by the hearing officer. This hearing process encourages the department head to conduct an informal review and investigation of a grievance when appropriate and practicable.

The hearing officer will issue a written decision to the grievance within ten (10) working days from the date that the grievance hearing has been completed.

- e. Hearing Officers
 1. General Case: The head of the employee's department shall be the hearing officer.
 2. Department Head: A grievance claim against a department head reporting to another board or commission shall be filed with the board or commission. The chairperson of that board or commission will adjudicate the grievance as the hearing officer. A grievance against a department head appointed by the Board of Selectmen, not reporting to another board or commission, shall be filed with and heard by the Town Administrator.
 3. Board of Commission Members: A grievance claim filed against a member of a board or commission member shall be filed with that board or commission. The chairperson of the board or commission shall be the hearing officer. If circumstances reasonably warrant, the board or commission chairperson may request that the Town Administrator adjudicate the grievance. A grievance filed against the chairperson of a board or commission shall be adjudicated by the Town Administrator.

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4. Board of Selectmen: A grievance claim filed against a member of the Board of Selectmen shall be adjudicated by the Chairperson of the Selectmen. A grievance filed against the Chairperson of the Selectmen will be adjudicated by another Selectman voted by the Board of Selectmen. If circumstances reasonably warrant, the Board of Selectmen may appoint an outside independent third party to adjudicate a grievance against a member of the Board of Selectmen. No paid employee of the Town, or any person appointed by the Selectmen, shall be appointed to adjudicate a grievance filed against an individual Selectman.

- f. Appeals: An employee may appeal a grievance decision. The appeal must be made in writing within ten (10) working days of receipt of the written grievance decision and filed with the appeal hearing officer. The appeal shall be heard within ten (10) working days of receipt and a written decision of the appeal shall be issued within ten (10) working days from the date that the appeal has been completed. A grievance shall be deemed waived and settled unless such grievance decision is appealed within the time limits prescribed.
 1. A grievance hearing decision issued by a department head or by a board or commission chairman, excluding the Board of Selectmen, may be appealed to the Town Administrator.
 2. A grievance hearing decision issued by the Town Administrator may be appealed to the chairperson of the Board of Selectmen.
 3. Employee grievance hearing decisions issued by the Selectmen are final.

(Section 17, paragraph d amended, paragraphs e and f added 5/9/2007)

SECTION 18. PERSONNEL RECORDS

Personnel records shall be maintained in a secure place for each employee of the Town. These records shall be considered confidential. The following information shall be contained within them:

- a. A copy of the letter offering employment and which contains
 - (1) Starting date
 - (2) Starting rate of pay
 - (3) Job title and job description
 - (4) Employee category
 - (5) Scheduled work hours
 - (6) Benefits
- b. Application form
- c. References

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- d. Date of birth
- e. Social Security number
- f. Changes in pay
- g. Vacation time (accumulated and used)
- h. Sick time (accumulated and used)
- i. Performance appraisal (one at least every twelve months). Only the latest performance appraisal shall be kept in the record.
- j. Other information that may deem proper and necessary to the effective administration of the personnel plan.
- k. Written records of grievance and disciplinary action and medical information shall be kept in a secure place separate from the affected employee's personnel folder. Access to grievance and disciplinary action files shall be limited to parties with an official need to know the contents of those files. Access to medical records shall be in accordance with state and federal law.

Access to personnel files shall be limited to the department head, Board of Selectmen, Town Accountant, Town Treasurer and the employee.

SECTION 19. MISCELLANEOUS

- a. All powers and duties given the Board of Selectmen pursuant to the Personnel Administration Bylaws shall, with respect to employees of the library, be exercised and performed to the extent permitted by law, by the Library Trustees.
- b. These Personnel Administration Bylaws shall become effective July 1, 1981 except that all vacation, holiday, bereavement leave, jury leave, military leave, and sick leave benefits for permanent part-time employees provided for in the Personnel Administration Bylaws shall not be available until the 1983 fiscal year, except to the extent any particular such employee has been receiving such benefits in years prior to the 1982 fiscal year.

(Sections 1 thru 19 adopted 5/6/81)

SECTION 20. CLASSIFICATION AND SALARY PLAN

- a. The positions of all employees of the Town, except those filled by popular election, those under the control of the School Committee and those covered by collective bargaining agreements, shall be classified by titles. Those employees who hold Hourly Rate Positions shall also be classified by groups. Each group shall include those positions which involve substantially similar work or which have substantially equal responsibilities. These titles and groups are set forth in the schedules referred to in clause h. of this section. The title of any position shall be used to designate that

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position in all payrolls, budget estimates, official reports, records or other matters involving the personnel or fiscal processes of the Town.

- b. The minimum, maximum and range of salaries, or the single rate salaries, for the groups and positions in this plan are to be established by the vote of the Town in town meeting and are set forth in the schedules referred to in clause h. of this section. The minimum salary set for a position shall be the starting salary for that position, unless the Board of Selectmen authorizes a higher starting salary within the applicable range. To authorize a higher starting salary, the Board of Selectmen shall consider the recommendations of the department head or other administrative authority, supported by evidence of exceptional circumstances satisfactory to the Board. Except as provided below, in order to advance to the next step in a salary range, an employee will have to have been continuously employed in the position as described below for the following periods of time:

Minimum to Step 1	One Year at Minimum
Step 1 to Step 2	Two Years at Step 1
Step 2 to Step 3	Two Years at Step 2
Step 3 to Maximum	Three Years at Step 3

(amended 5/1/95)

An employee may be advanced to the next step in a range without regard to the time provisions upon receipt of an outstanding performance appraisal, with the written approval of the Board of Selectmen. Temporary employees shall be paid the minimum salary set for the position, regardless of amount of time in the position, unless the Board of Selectmen authorize a higher step based on the experience and qualifications of the employee.

- c. No person may be appointed, employed or paid as an employee of the Town in any position subject to the Classification and Salary Plan
- (1) under any position title, or titles, other than those in the Classification and Salary Plan;
 - (2) under a position title other than that of the position, or positions, the duties of which the person actually performs;
 - (3) at a salary, or rate, other than that set in the salary schedule for the position, or positions, the duties of which the person actually performs; nor
 - (4) unless the Board of Selectmen has determined that the employment of such person is consistent with all provisions of this bylaw.
- d. Every three years, or more often if it appears advisable, the Board of Selectmen shall appoint a Personnel Advisory Committee to review

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- (1) all positions subject to the Classification and Salary Plan to determine whether each group continues to include those positions which involve substantially similar work or which have substantially equal responsibilities, and
- (2) the Classification and Salary Plan to determine whether it sets forth fair and equitable pay levels.

After each review, the committee shall report to the Board of Selectmen, and the Selectmen shall report to the Town the actions considered advisable. The Board of Selectmen may temporarily add a new position to the Classification Plan or reclassify an existing position to a different group. Any such action shall cease to be effective after the close of the next following town meeting, unless adopted by an amendment to the Classification and Salary Plan at that meeting. Nothing herein shall be interpreted as limiting the authority of the Board of Selectmen to recommend to the town meeting changes in the Classification and Salary Plan whether or not a Personnel Advisory Committee is appointed pursuant to this section.

- e. This Classification and Salary Plan may be amended by majority vote at a town meeting. Amendments to the Classification and Salary Plan voted at a town meeting shall be effective on the next succeeding July first unless the vote of the town provides otherwise, provided, however, that those amendments which confirm a temporary classification change as ordered by the Board of Selectmen shall be effective immediately.
- f. It shall be the responsibility of each department head, or other appropriate supervisory authority, to write a position description for each of his/her subordinates and to keep it current. As a minimum, each position description shall contain the following:
 - (1) Title of the position.
 - (2) Knowledge required by the position.
 - (3) Supervisory controls.
 - (4) Complexity of the work.
 - (5) Physical demands of the work.
 - (6) Description of the work environment.

Copies of a pamphlet on how to write position descriptions shall be kept by the administrative assistant to the Board of Selectmen. A copy of the position

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description shall be given to each employee and the administrative assistant to the Selectmen. The supervisor shall retain a copy, and a copy shall be included in each employee's personnel folder.

- g. When an employee is promoted into a new position, his/her new pay rate will be determined as follows:
- (1) Identify the person's present pay rate.
 - (2) Increase that rate by one step. If the person is at his/her top step in his/her former position, then add the step increment value (the step increment value is the amount of the difference between each step in the former position).
 - (3) By definition, a promotion must increase a person's pay to at least the figure identified in (2) above.
 - (4) To find the proper pay rate in the new position, select the lowest rate in the new pay scale that is not less than the figure derived in step 2.
- h. The salaries of town employees covered by this bylaw shall be listed on the seven (7) schedules described below. Each schedule shall list the classification title of each position (and the classification group as to Hourly Rate Positions) and the salary or salary range of each position.

Schedule A - Annual Rate Positions

This schedule shall list all positions that are paid at an annual rate and for which a salary range from minimum to maximum is listed.

Schedule B - Hourly Rate Positions

This schedule shall list all positions paid at an hourly rate and for which a salary range from minimum to maximum is listed.

Schedule C - Single Rate Positions Paid Annually

This schedule shall consist of all positions paid on an annual basis and does not contain a range of pay for each position.

Schedule D - Single Rate Positions Paid Hourly

This schedule shall consist of all positions that are paid at an hourly rate and does not contain a range of pay for each position.

Schedule E - Annual Rate Plus Hourly Single Rate Positions

This schedule shall consist of all positions paid a single annual rate plus an hourly rate for hours actually worked.

Schedule F - Fee Rate Positions

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This schedule shall contain all positions paid on a fee basis.

Schedule G - Shift Incentive Premium for Emergency Medical Technicians

(Section 20 adopted 5/4/82)

SECTION 21. LONGEVITY

An employee of the Town in a permanent position occupying a position as defined in and covered by the Personnel Administration Bylaw shall be paid, in addition to compensation received under the wage and salary schedules, annual increments for each year of permanent service determined as follows:

Years of Service

9 years...\$200.00	13 years.....\$400.00
10 years..... 250.00	14 years..... 450.00
11 years..... 300.00	15 years..... 500.00
12 years..... 350.00	

Permanent service may consist of continuous service or total service. If service is interrupted by layoff or other reasons not resulting from the employee's own action, total service will be considered as continuous service.

The annual longevity increment shall be paid from one payroll in the month of December, before Christmas, and will be based upon the years of service completed by the end of the calendar year.

(Section 21 adopted 5/1/95)