

Town of Madison

Personnel Policy Manual

**As adopted by the Board of Selectmen
July 28, 2014**

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**Town of Madison
Personnel Policy Manual**

Section 1 – Purpose and General Provisions

1.00 Purpose

The purpose of the Town of Madison Personnel Policies is to establish an operationally efficient system of public personnel administration, and to provide for a fair and equitable employee relations policy in municipal government, in conformance with the Town Charter, and Federal and State laws.

1.10 Applicability

These Personnel Policies shall be applicable to all employees, except those represented by a current collective bargaining agreement. In any instance, where there is a conflict with Federal, State or Local laws as they may apply to Town Employees, such laws shall be deemed to prevail.

The Personnel Policies shall apply to appointees in all present and future Town positions, except the following:

- All elective officers and persons appointed to fill vacancies in elective offices.
- Board of Selectmen and other members of Boards, Commissions, and Committees.
- Police Administrators.
- Persons retained in a professional consulting capacity to conduct a temporary or special inquiry, study, or investigation.
- Volunteer personnel and personnel appointed to serve without pay.

1.20 Administration

The First Selectman shall be responsible for the proper administration of these policies. Policies shall be implemented by the Manager of Human Resources and/or Department Heads during daily Town operations. Any revisions to these policies are subject to the approval of the Board of Selectmen.

The Board of Selectmen may establish, rescind, suspend or amend such administrative procedures, as it may consider necessary for the proper operation of the Town of Madison.

1.30 Appointing Authority

The Board of Selectmen shall be the appointing authority for the Town of Madison. Candidates for Department Head positions shall be submitted to the Board of Selectmen for consideration in the following manner:

1. The Board of Selectmen may appoint a Search Committee. Membership may include one representative from the managing Board of Commission (if applicable); and, one representative of the Board of Selectmen, (this may be a member of the BOS or a designee). Human Resources staff will serve as ex-officio member of the committee.
2. The Search Committee may use outside resources to identify potential candidates.
3. The position shall first be posted internally for five (5) business days prior to external posting. Internal posting will remain in place for a minimum of one (1) week, or until the position is filled.
4. Candidates shall be reviewed in conformance with the Town Charter, State and Federal Laws.
5. The Search Committee shall endeavor to present no fewer than three (3) candidates to the Board or Commission associated with the position as applicable.
6. The Board or Commission shall endeavor to present no fewer than two (2) candidates to the Board of Selectmen for consideration.
7. The Board of Selectmen shall make final appointment with the recommendation from the Human Resources Department.

The Human Resources Department shall recommend candidates for positions that report to Department Heads. The Human Resources Department may secure recommendations for such positions from Boards, Commissions and Department Heads.

The hiring of part-time, seasonal or temporary employees shall be delegated to the Human Resources Department and/or Department Heads.

1.40 Employee

“Employee,” as used in these Personnel Policies, shall mean any person paid and employed by the Town whether full-time, part-time, regular, temporary or probationary.

1.50 Payroll Classifications

The Board of Selectmen has established the following classes of employees:

Regular Full-time Employees: An Employee who has completed the probationary period and works a regularly established work schedule of 30 hours or more per week on a year-round basis. Regular full-time employees are eligible for certain employee benefits as outlined in this manual.

Part-time Employees: An employee who has completed the probationary period and works a regularly established work week, of at least 15 hours to less than 32.5 hours per week, on a year-round basis. Such employees are eligible for certain pro-rated benefits, as outlined in this manual.

Temporary Employees: An employee who is scheduled to work less than twelve months per year on a seasonal or temporary basis. Hourly employees who work “on call” or “as needed” are also considered temporary employees. Note: Such employees are not eligible for the employee benefits offered by the Town of Madison. Social Security (FICA) and Medicare deductions shall be made in accordance with the provisions of the applicable Federal laws.

1.60 Position

Work to which an employee is assigned, which consists of duties and responsibilities that reflect the full requirements of the position.

1.70 Probationary Period

A working test period during the first six months of employment in a new position, in which an employee is required to demonstrate the ability to meet acceptable standards of performance with the Town of Madison.

Section 2 -- Classification and Pay Plan

2.0 Classification Plan

The Board of Selectmen shall be responsible for the preparation of a position classification plan consisting of written definitions for each class of positions within the Town. The definitions shall describe the essential duties, authority, minimum qualifications, and responsibilities characteristic of positions within the class. The responsibility for the maintenance of the classification plan may be delegated to the First Selectman and/or the Manager of Human Resources.

2.10 Position Classifications

Each classified position is evaluated and placed in the same pay grade as those positions which are sufficiently similar with respect to difficulty, responsibility, and character of work; and, that require the same amount of experience and training for satisfactory performance.

2.20 Position Descriptions

A position description is a written outline of the responsibilities for each job in the classification plan. Each position description includes a position title, description of the representative duties, general level of responsibility, authority of the work, minimum qualifications and other pertinent information. The position description shall be the standard for classifying individual positions.

The statements of position descriptions are descriptive not restrictive. They indicate the kinds of duties and level of responsibilities assigned to the class, but they do not limit the power of the Department Head or Supervisor to direct, assign and control the work of the employees under his or her supervision. The use of examples with the job descriptions are for illustrative purposes only and should not be construed to exclude other job-related duties.

Copies of position descriptions for all Town positions are maintained in the Human Resources Department and will be available for employee review.

2.30 Reclassification Reviews

Employee position descriptions shall be periodically reviewed by the Supervisor, Department Head, First Selectman, and/or Board or Commission. Position reclassifications shall not be reviewed unless a significant change has occurred in the position duties or the individual has been in the assigned position for a minimum of three years. If it is determined that a significant change has occurred between the current job duties and the position description, the Manager of Human Resources shall request a meeting of the Job Evaluation Committee in order to review the revised position description and all backup documentation related to the position description.

The Job Evaluation Committee shall make a recommendation on the job reclassification request using the criteria established by the classification plan. The recommendation of the Job Evaluation Committee shall be forwarded to the Board of Selectmen for their action. The Board of Selectmen shall take into account the current organizational structure and financial impact of recommended reclassifications.

An employee may only advance one classification level at a time, unless there is a major departmental reorganization. This policy does not limit an employees ability to apply for a higher position, if vacant.

2.31 Transfers

The Board of Selectmen may transfer employees between departments, as determined by the needs of the Town of Madison.

2.40 Pay Plan

The pay plan consists of pay grades directly related to the classification levels. Each pay grade shall have an established minimum and maximum pay rate. Except as otherwise provided in these policies, no employee shall receive pay at other than within the pay range established for the classification level for his or her position. Wage ranges shall be reviewed annually by the Board of Selectmen.

2.41 Maintenance and Adoption of the Pay Plan

The Board of Selectmen shall periodically review and approve the pay plan for the Town of Madison. The Manager of Human Resources shall make recommendations for a pay plan to the Board of Selectmen, taking into consideration all factors relevant to the maintenance of sound compensation practices within the Town. Such factors shall include pay practices of other comparable municipalities and private industry for similar work, other benefits received by Town employees, suggestions from Department Heads, and the ability of the Town to recruit and retain qualified personnel.

The Board of Selectmen shall have the authority to make and approve changes in the pay plan resulting from personnel actions such as reclassifications, promotions, demotions, transfers and the creation or elimination of positions. The Board of Selectmen may also revise the pay plan due to the elimination, modification or establishment of classes with the approved budget.

2.42 Pay for Performance

The Board of Selectmen shall annually determine a general wage increase to commence with the new fiscal year; however, wage and salary increases, or any other salary actions, are not considered to be automatic, or based upon length of service alone. Employees who have displayed below-average performance may have their general wage increase delayed for up to three (3) months. The Board of Selectmen has the right to suspend or amend any and all salary adjustments, including longevity payments, due to budgetary constraints of the Town of Madison.

2.43 Longevity

Clerical and Craft employees classified as regular, full-time (30 hrs or more per week) employees are entitled to a longevity bonus after five years of service. Longevity bonus is not a benefit of part-time employment, and credit towards longevity is from the date of full-time employment, not the date of hire. Employees entitled to longevity shall receive payment in the first payroll of January for the anniversary service date reached during the previous year. Longevity levels are as follows:

Five to Ten Years of Service	\$500
Eleven to Fifteen Years of Service	\$700
Sixteen or more Years of Service	\$900

2.50 Pay Administration

Starting Rates: An employee appointed to a position should normally be compensated at the minimum rate of the pay range. However, an appointment at a salary above the minimum rate may be made upon written recommendation of the First Selectman, Department Head or Chairman of Board or Commission. The recommendation should be based upon the qualifications of the applicant or by the lack of applicants available at the minimum rate. All starting salaries, other than the minimum rate, are subject to approval of the Board of Selectmen.

Rate of Pay for Promotion: An employee receiving a promotion to a higher pay grade shall upon the assignment normally receive at least the minimum pay rate in the new pay grade. Employees in the Craft (“C”) pay grade shall normally receive a pay rate equal to the same step in the new pay grade range.

Rate of Pay for Transfer or Demotion: When a regular employee is transferred to a position within the same pay grade, he or she shall continue to be paid at the same pay rate. When a regular employee is demoted to a lower pay grade level, his or her salary may be reduced to an appropriate pay rate within the new pay classification.

Out of Class Pay: When an employee is temporarily assigned, via personnel action, to a position in a higher pay grade, the Board of Selectmen may grant a temporary pay increase for the duration of the assignment.

2.60 Basis of Pay

Hourly-paid Employees (Non-exempt): Employees paid on an hourly basis shall be paid for the actual hours worked during a pay period times their hourly rate.

Salaried Employees (Exempt): Employees paid on a salary basis shall be paid at a daily rate equal to their annual salary divided by the number of work days within the fiscal year. Part-time exempt employees shall be paid a pro-rated annual salary, as determined by the Board of Selectmen.

2.61 Paychecks

All employees shall receive their paychecks bi-weekly. Paychecks shall be issued by either the Department Head or the Finance Office. Paychecks shall not be issued to anyone other than the person for whom the check is written, unless the employee authorizes so in writing. No payroll deductions, other than those legally required, shall be made from the employee’s paycheck within the employee’s written approval.

2.62 Minimum Wage

It is the policy of the Town of Madison to pay no less than the Federal or State Minimum Wage, whichever is higher.

2.70 Overtime Pay

Regular, non-exempt Town employees shall receive time and one-half for all hours worked in excess of forty hours in any one work week. A work week is defined as that period of time commencing at 12:01 a.m. on Sunday morning and ending at midnight the following Saturday.

Paid holidays, sick days and vacation days shall be considered as time worked when calculating overtime. Overtime worked on Sundays shall be paid at double time.

The Town shall pay for overtime worked as outlined in the provisions of the State Wage and Hour Law and the Federal Fair Labor Standards Act (FLSA).

Department Heads and Supervisors may prescribe reasonable period of overtime work to meet the operations needs of the Town, provided budgetary funds are available. Complete records of employee overtime shall be maintained on prescribed time sheets. Unless there is an emergency, an employee shall not work overtime with the approval of the Department Head or Supervisor.

Supervisory, professional and administrative personnel who are classified in exempt positions ("E" pay grades) have an obligation which may extend beyond a fixed work schedule. These employees shall not be paid for overtime work, except under exceptional circumstances and with prior written approval of the Board of Selectmen.

Section 3 – Recruitment and Selection

3.0 Recruitment Policy

Individuals shall be recruited from a geographic area as wide as is necessary to assure obtaining well-qualified candidates for the various types of positions. Department Heads or the First Selectman shall submit a request to the Board of Selectmen to fill a position vacancy.

3.10 Announcement

The Manager of Human Resources shall make known all approved vacancies for the positions by posting announcements of such vacancies on the employee bulletin board of the Town Hall and distributing a notification to all Department Heads. The position opening may be advertised in newspapers and other publications as the Manager of Human Resources deems advisable.

3.11 Recruitment Expenses

It is recognized that various staff, professional and supervisory positions may require recruitment from outside the area to obtain well-qualified applicants. Accordingly, in recruiting and filling positions of these types, the Board of Selectmen may authorize the payment of expenses for an applicant's trip for a personal interview. Reimbursable expenses may include an allowance for transportation, meals and lodging.

3.12 Non-Discrimination and Affirmative Action Policy

The Town of Madison, as an Equal Opportunity Employer, shall consider applicants for employment with the Town and candidates for promotion on the solely on the basis of their qualifications for the position. No person will be discriminated against in the areas of recruiting, advertising, hiring, upgrading, promoting, transferring, demoting, layoffs, terminations, rehiring, employment and/or rates of pay and other compensations.

It is the policy and practice of the Town of Madison to recruit, select, transfer, promote, train and compensate the most capable and qualified individuals without discrimination due to race, color, religion, ancestry, age, gender, sexual orientation, marital status, citizenship status, national origin, present or past history of mental disorder, mental retardation, learning disability or physical disability, including but not limited to blindness, except where any of the above is a bona fide occupational qualification or need. Selection, placement, transfer, promotion, training, compensation or employees, grant awards and training recruitment decisions are based on qualifications, abilities and merit as permitted by law. In order to promote a diverse staff, the Town will be proactive in recruiting minority and female candidates, and people with disabilities.

This policy and practices applies to all persons, particularly those that are members of the protected classes identified as being, African Americans, Hispanics, Asian Americans, American Indians, Women and Handicapped, and any other recognized protected class.

The Town conforms to the Civil Rights Act of 1964, Executive Order 11246, and the Americans with Disabilities Act of 1990; and all amendments to ADA.

An Employee may request ADA accommodation through his or her supervisor, with notification to the Manager of Human Resources.

3.20 Application Form

Each candidate for municipal employment shall either make application on the approved application form of the Town of Madison, or by submitting a resume. Certain information may be required, as is deemed necessary, in order to judge the applicant's ability to perform services for the Town. Applications and resumes shall not be returned and shall remain on file for a minimum of one (1) year.

3.30 Selection Policy

Selection and appointment to all Town positions shall be based solely upon job-related requirements, and the applicant's demonstration that he or she possesses the skills, knowledge, abilities and other characteristics necessary for successful job performance and career development with the Town of Madison.

3.31 Selection Procedures/Examinations

The Manager of Human Resources and/or Department Head shall determine which test or combination of tests shall be used to evaluate the competency of each candidate for the position. The test(s) selected shall relate to the essential duties, skills and responsibilities required of the position for which the candidate is being examined, and shall fairly appraise and determine the merit, ability and qualifications of the candidate to perform the duties of the position. A variety of personnel procedures may be employed, including reference checks, personal interviews, assessment of training, education and work experience, and written, oral and performance tests. Each procedure utilized, including personal interviews, shall be administered and scored on a standardized basis to insure equity.

3.40 Interviewing of Candidates

The Town of Madison, as an Equal Opportunity Employer, shall consider applicants for employment with the Town solely on the basis of their qualifications for the position. It is the policy and practice of the Town of Madison to recruit and select the most capable and qualified individuals without discrimination due to race, color, religion, ancestry, age, gender, sexual orientation, marital status, citizenship status, national origin, present or past history of mental disorder, mental retardation, learning disability or physical disability, including but not limited to blindness, except where any of the above is a bona fide occupational qualification or need. No interviews shall make any reference to these items. The Town conforms to the Civil Rights Act of 1964, Executive Order 11246, and the Americans with Disabilities Act of 1990; and all amendments to ADA.

3.50 Reference Checks

The appointing authority shall make the necessary contacts for the purpose of checking references. All reference checks shall be considered personal and confidential in order not to jeopardize the candidate's present employment status. Background investigations shall be conducted with the applicant's prior knowledge.

As stated in PA 79-264, as amended by PA 80-158: "No individually identifiable information contained in the personnel file or medical records of any employee shall be disclosed by an employer without the written authorization of such employee, except where the information is limited to the verification of dates of employment, title or position, and wage or salary." Exceptions are made to this statute if the information is

requested for the following purposes: proper subpoena, government audit, an apparent medical emergency, or pursuant to a union bargaining agreement.

3.51 Reference Check Procedures

State Statute requires the establishment of a specific procedure for handling requests for reference information, by phone or by mail, regarding former employees. It is suggested that everyone, particularly supervisory personnel, be cautioned that all reference checks must be initially referred to the Manager of Human Resources. Reference information shall be limited to verification of dates of employment, position and salary information. Employees at the time of separation should be reminded of this legal limitation on reference checks. If the terminating employee wishes to allow the Town of Madison to provide more detailed reference information, he or she should provide the Town with written authorization.

3.60 Verification of Employment Eligibility

It is illegal to discriminate against any individual (other than an alien not authorized to work in the United States) in hiring, discharging, or recruiting or referring for a fee because of that individual's national origin or citizenship status. It is illegal to discriminate against work-authorized individuals.

Upon employee hiring, the Manager of Human Resources shall require Employment Eligibility Verification in accordance with Form I-9; as required by the Department of Homeland Security. Employers CANNOT specify which document(s) they will accept from an employee. The refusal to hire an individual because the documents presented have a future expiration date may also constitute illegal discrimination.

The I-9 form must be completed within three (3) working days from the employee's date of hire by either the Manager of Human Resources or the Department Head. The completed I-9 form shall be retained in the employee's personnel file for three (3) years from the date of hire or one (1) year following termination.

3.70 Appointments

All vacancies in classified positions may be filled by regular appointment, temporary appointment, promotion, demotion or transfer. Only qualified candidates shall be recommended for appointment to a classified position. The Board of Selectmen shall approve the appointment of all regular, full-time and part-time positions. The appointment of temporary employees shall be delegated to the Manager of Human Resources or the Department Head. The Manager of Human Resources shall notify the new employee of the date of hire, pay rate, work schedule, etc.

3.71 Regular Appointments

A regular appointment indicates that an employee is to work for the Town in either a full-time or part-time capacity, on a regular or continuing basis. Every employee who receives this type of appointment shall serve a probationary period in accordance with the provisions of Section 4. Upon certification from the Department Head or First Selectman of satisfactory completion of the probationary period, the employee's status will be changed from probationary to regular.

3.72 Temporary Appointments

When a position in the Town service is limited in duration, such as for special projects, or requires the services of an individual on an irregular, intermittent or seasonal basis, the Manager of Human Resources or Department Head may appoint from among the best qualified candidates who will accept employment under these conditions. Employees hired under this type of appointment shall be paid on an hourly basis and shall not be eligible for any benefits offered by the Town of Madison.

3.73 Emergency Appointments

The Board of Selectmen or First Selectman may authorize the appointment of any qualified person to any position required to prevent stoppage of public business or serious inconvenience to the public without regard to the rules affecting appointments.

3.74 Physical Examinations

Applicants may be required to satisfactorily pass a medical examination after an offer of appointment to Town service in order to assure that the individual is able to perform the essential duties of the position. The post-offer medical examination may include a drug screening. Drug screenings shall be conducted in accordance with the regulations of the State Statutes for all employees whose position requires the operation of Town vehicles. Employees who are required to operate vehicles weighing over 10,000 pounds or that carry sixteen (16) or more passengers are subject to federal pre-employment drug-testing regulations, as well as random drug and alcohol testing throughout employment with the Town of Madison, as outlined in the policy in Appendix A.

After an appointment to the Town service, a medical examination may be requested to ensure an employee is still able to perform the duties of his or her position. When required, the examination shall be performed by a practicing physician appointed by the Town, at Town expense.

3.75 Reasons for Rejection

The Board of Selectmen, or appointment authority, may reject any qualified application when there is an indication that the applicant does not possess the minimum qualifications required for the position or which was not filed by the announced closing date

for receiving applications. Further, an application may be rejected if the applicant made a false statement of any material fact or practiced any deception or fraud. Written notice of rejection may be given to the applicant from the Board of Selectmen or delegated appointing authority.

Section 4 – Probationary Period

4.0 Probation

The probationary period shall be regarded as an integral part of the examination process. It shall be utilized by supervisors and department heads for closely observing a new or promoted employee's work to a position, and rejecting any employee whose performance does not meet the required work standards of the Town of Madison.

4.10 Duration

Every person promoted or appointed to a regular position with the Town of Madison shall be required to successfully complete a probationary period which shall be of sufficient length to enable the department head to observe the employee's ability to perform the various principle duties pertaining to the position. The probationary period shall begin immediately upon date of hire or promotion and continue for six (6) months. If at the time of hire, the First Selectman or Department Head believes a longer probationary period is required for the position, the probationary period may be extended. Throughout the probationary period, the Department Head shall observe the employee's performance and any strengths or weaknesses shall be discussed with the employee. Factors such as work habits, ability to perform duties of the position, attitude, attendance, punctuality, and the ability to work with others will be observed and recorded.

4.11 Probationary Expiration

At least ten (10) days prior to completion of the probationary period, the department head shall notify the First Selectman or the Manager of Human Resources in writing about the performance of the probationary employee. If the employee's performance rated satisfactory, he or she shall be retained as a regular employee within that position. If the employee's performance or conduct was observed to be unsatisfactory, he or she may be removed from the position. The department head will furnish reasons for the recommended removal, and terminate the employee upon approval of the First Selectman. The Department Head shall provide written notice of the probationary evaluation to the employee.

4.20 Removal of a Probationary Employee

An employee may be removed at any time during the probationary period by the Department Head with approval of the First Selectman, if the employee is unwilling or unable to perform his or her required duties, or if his or her habits or dependability do not merit his or her continuance in the position. The employee shall be notified in writing the reasons for the termination and the effective date of the action. The employee may not

appeal his or her removal, unless he or she feels the reason for the termination is based on discrimination because of race, religion, sex, national origin, marital status, or a physical or mental handicap which does not impair work performance. In such cases, he or she may appeal the removal within ten (10) days of receipt of notice to the Board of Selectmen. An employee may also be removed by the First Selectman or Department Head at any time during his or her probationary period if it is revealed that information submitted prior to appointment was intentionally falsified.

4.30 Benefits during Probationary Period

All full-time employees serving a probationary period shall receive the same benefits as other full-time regular employees. New employees shall be eligible for fringe benefits, i.e. health insurance, life insurance, etc., on the first day of the month following the date of hire. Vacation, sick and personal time may be accumulated from the date of hire, but not used until the completion of the probationary period.

4.40 Salary Increases for Probationary Employees

New employees shall not be eligible for annual salary increases until the completion of the six (6) month probationary period. Merit increases for new employees shall be based upon the performance as noted in the probationary evaluation. Promoted employees may, depending on First Selectman or Department Head's approval, receive the annual wage increase regardless of probationary status.

Section 5 – Rules of Conduct

5.0 Work Schedule

The Town Hall shall be open from 8:30 a.m. to 4 p.m. The regular, full-time hours of employment shall be 32.5 to 40 hours per week for employees, unless otherwise adjusted by the department head and approved by the Board of Selectmen. Employees assigned to departments not within the Tow Hall shall work the schedule of their specific department.

Non-exempt employees shall be scheduled on an hourly basis, as determined by their department heads. Exempt employees are scheduled to work a minimum of forty (40) hours per week, with additional hours as needed to fulfill the duties of their positions.

5.05 Attendance

Non-exempt employees (classified as "N" or "C" pay grades, part-time and seasonal employees) must record daily time worked. Exempt employees (classified in the "E" pay grade) are required to record absences on one-half (1/2) day or more.

5.10 Outside Employment

An employee may engage in employment outside of his or her Town employment except that no outside employment shall interfere with or be in conflict of interest with Town employment. Accordingly, any employee engaging in outside employment shall advise his or her department head or the First Selectman of same solely for the purpose of determining whether a conflict of interest with Town employment exists. An employee whose outside employment is determined to be in conflict of interest with Town employment or is determined to be interfering with the performance of the employee's regular duties with the Town shall vacate said additional employment or be subject to termination. The Board of Selectmen has the responsibility to determine whether or not a specific activity is prohibited.

5.15 Political Activity

All employees of the Town of Madison shall be free to, and or encouraged to, exercise their rights as citizens to cast their votes and express their opinion on all political subjects. However, no employee of the Town of Madison shall serve on an elected board or commission of the Town, except as required by his or her position, during his or her employment with the Town.

5.16 Federal Limitations

The provisions of the Federal Hatch Act shall apply to those employees engaged in activities financed wholly or in part by grants from Federal agencies; however, the following prohibitions shall apply to all employees in order to assure that both employees and the public are protected against improper political activity in Town service. Employees may not use their official authority or influence for the purpose of interfering with or affecting the results on an election or nomination for office, not directly or indirectly attempt to coerce, advise or command other Town employees to pay, lend or contribute to a party, committee, organization or person for a political purpose.

5.20 Gifts and Gratuities

Every employee has a duty to the Town of Madison to be free from the influence of personal considerations when conducting Town business with citizens and suppliers. Town employees should never use their position, either directly or indirectly, for private gain, to advance personal interests or to obtain benefits from Town Officials. No official or employee should place himself under obligation to others by acceptance of gifts or other favors where it might appear that these are designed to influence the individual in the performance of his duties. This rule is not intended to preclude the acceptance of gifts of small value which are of such nature as to indicate tokens of respect or friendship. No officer or employee who deals with a particular contractor or supplier of the Town should invest in the stock or other securities of such a contractor or supplier, unless the securities are widely held. In making personal investments, officials and employees should be guided by an awareness of potential conflict of interest.

5.25 Use of Telephone

Telephones are for business calls and not for personal calls. Personal calls should only be made in case of emergencies. Incoming calls of a personal nature should be limited to urgent matters only. All personal toll calls are the responsibility of the employee and should not be charged to the Town.

5.30 Town Property

The use of Town property for any personal use whatsoever is prohibited.

5.35 Sexual Harassment Policy

The Town of Madison will not tolerate sexual harassment of employees at the workplace or in any work-related situation. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, constitute sexual harassment when they are made the basis of an employment decision, interfere with an employee's work performance, or create an offensive work environment.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or a condition of an individual's employment (quid-pro-quo),
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual, or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

All employees shall be responsible for compliance with the Town's policy on sexual harassment. Any employee found in violation of this sexual harassment policy shall be subject to disciplinary action up to and including termination.

Please see Appendix B for Harassment Compliance Procedure.

5.40 Suggestions

Suggestions from all employees, covering any phase of Town operations, are always welcome.

5.45 Smoking

All Town of Madison facilities are smoke-free. Employees may smoke in designated areas outside of the Town buildings.

5.50 Wage Garnishments

Garnishment action against an employee's wages is permitted by Federal and State law. When the Town of Madison receives a wage garnishment (normally received by a sheriff, constable or other official), the employee shall be notified of the actions by the First Selectman or the Manager of Human Resources. Wage garnishment shall not exceed 25% of the employee's net income or 40 times the applicable minimum wage per week. Withholdings shall be applied to an employee's wages in the following priority: 1. Federal Tax Levy; 2. Support Orders; 3. Wage attachments or garnishments. Wage garnishments shall be applied in the order that they were received. No new garnishment shall be attached to an employee's wages until the payment of the first garnishment is completed. The Town of Madison cannot discipline an employee for the receipt of wage garnishments, unless seven (7) or more have been received within a calendar year. The Town of Madison has the right to caution an employee about garnishments.

5.55 Solicitations

The Town of Madison does not allow the solicitation of its employees by outside organizations, unless the program is sponsored by the Town. This does not apply to employee-to-employee solicitation.

5.60 Uniforms and Special Clothing

At the Town's determination, employees may be required to wear uniforms, protective gear or other types of special clothing related to the employee's position. The Town may provide the uniforms, protective gear, special clothing, or an allowance for those employees whose work requires that special clothing be worn. The Town reserves the right to determine what uniforms are to be worn, who shall wear the uniforms, what protective gear is required, and how such gear shall be worn or used. At the termination of employment, the Town requires that the employee return all uniforms and protective gear, or the employee shall be held responsible for the cost of the items.

5.65 Safety

It is the policy of the Town of Madison that every employee is entitled to work under the safest possible conditions in all occupations. Every reasonable effort shall be made to provide and maintain a safe and healthy workplace, safe equipment, proper materials and to establish and insist upon safe methods and practices at all times.

Any accident resulting in personal injury or property damage should be immediately reported to the department head or supervisor, who in turn shall notify the Selectman's

Office. Any employee who operates a vehicle over 10,000 pounds or carries more than sixteen (16) passengers is subject to federal drug and alcohol regulations following certain accidents with Town vehicles.

If an employee notices an unsafe working conditions, he should report such condition immediately to his supervisor. The Town of Madison has an established Safety Committee comprised of representatives from all sectors of the Town's workforce. Any employee concerned with a safety condition or policy is encourages to contact a member of the committee (as listed on the employee bulletin board) or attend on of the quarterly committee meetings.

5.70 Vehicles

No employee shall use a personal vehicle on official Town business unless proof of insurance is presented to the Town. Such use must be authorized by the department head or First Selectman and shall be compensated for at the approved mileage rate, as established by the Board of Selectmen. Mileage reimbursement applies to vehicle use for official Town business only. It does not apply to vehicle use between an employee's residence and the Town offices for normal work hours, meetings, or special events, as required by the employee's position. Reimbursement for claims for mileage and tolls, submitted in writing, should be completed monthly.

5.75 Town Vehicles

The Town provides assigned vehicles to specific departments to be used by the departmental employees to assist them in fulfilling their position responsibilities. The use of Town vehicles shall be restricted to municipal business only. Such employees must have a current State driver's license and be responsible for safe and proper driving. Personal use Town vehicles is prohibited. In certain specific cases requiring emergency response by the Town employees, the Board of Selectmen may approve the use of a Town vehicle for the purpose of commuting. The Internal Revenue Service (IRS) may require the Town as an employer to report and/or withhold certain taxes annually for the personal use of Town vehicles. Normally, the following Town vehicles are exempt from income tax as they are considered qualified, non-personal use:

- Public Safety (on-call)
- Police and Fire Vehicles (marked and unmarked)
- Ambulance, dump trucks, utility trucks (for emergencies)
- School buses

If the Town of Madison is required to report and/or withhold taxes related to the benefit value of Town vehicles driven for personal use, the Town shall report and/or withhold said taxes in accordance with IRS regulations.

5.80 Employee's Private Property

It is the policy of the Town to provide secure offices and facilities for all employees and to inform employees of the Town's posture with respect to the thefts or loss of an employee's personal property. The Town shall be responsible for providing secure working areas, but employees are responsible for all personal property brought on to the Town premises. It is each employee's responsibility to secure all personal items in accordance with the property's value. It is expressly requested that purses and wallets be kept with employees at all times. If this is inconvenient, such items should be locked in a desk, file cabinet, or an equivalent depository for safekeeping.

5.85 Meal Allowance

When an employee is required to report to work without advance notice (more than three (3) hours before the beginning of regularly scheduled hours; or is required to work three (3) hours beyond the end of the regularly scheduled work hours; or must work during normal meal time), the employee should request in writing, a Town-paid meal allowance as follows:

Breakfast: \$5.00

Lunch: \$6.00

Dinner: \$9.00

These amounts may be revised by action of the Board of Selectmen.

If the employee, in the course of Town business, hosts a guest(s) for a meal, the actual expense shall be reimbursed. A bill or receipt must be presented with the reimbursement request.

Section 6 – Employee Benefits

6.0 General

The Town of Madison will evaluate all employee benefits on a level-of-benefits basis, not an individual basis, in determining a fair and competitive benefits program. The Town of Madison reserves the right to make changes in the various employee benefits as required to maintain affordable and equitable benefits. All insurance benefits for newly hired employees shall go into effect the first (1st) of the month following the employee's date of hire. Benefits for terminated employees shall cease as of the last day of employment with the Town of Madison.

6.10 Group Health Insurance

Offered to full-time employees and their families on a contributory basis. Details of the coverage and benefit levels is outlined in a separate document. Plan booklets and claim forms are available in the Selectmen's Office.

6.11 Contributions toward Health Insurance

Employees enrolled in the Town of Madison health benefits program shall contribute toward the cost of the benefits provided by the Town. The level of contribution toward insurance coverage shall be reviewed and set by the Board of Selectmen. The established contribution rate shall be deducted from the employee's bi-weekly payroll. Employees have the option to join the Town of Madison's flexible benefits program which deducts contributions toward benefits prior to the calculation of taxes on gross earnings.

6.12 Payment-in-lieu-of-Benefits

Employees may choose not to participate in the Town's health insurance program. Employees may opt to receive a quarterly payment equal to fifty (50%) percent of the current single coverage rate in-lieu-of health insurance coverage. Employees may only re-enter or exit the health benefit program one time during a calendar year, unless a change has occurred in the employee's status (i.e., loss of other insurance, marriage, divorce, etc.)

6.13 Group Dental Insurance

Offered to full-time employees at Town cost. Coverage is provided for the employee only. Dependent coverage may be purchased by the employee at his expense through bi-weekly payroll deductions. Details of insurance coverage are outlined in the plan summary booklet which is available, along with claim forms, in the Human Resources Office.

6.14 Retiree Health Insurance

Offered to non-represented, retired employees, between the ages of 55 and 65, receiving pension benefits. The retired employee is responsible to pay the full premium coverage on a timely basis. Premium payments are due on the 20th of the month prior to the coverage month.

6.15 COBRA

Federal regulations mandate that all terminating employees be given the option of continuation in the group insurance coverage offered by the Town. An employee must choose, within 60 days from the last day of work, whether he would like to purchase the health insurance offered by the Town. The employee is responsible to pay the full insurance premium in a timely manner. Payments are due on the 20th of the month prior to the coverage period. Normally, employees are allowed to purchase into the Town's insurance plan, through COBRA, for eighteen (18) months. The Manager of Human Resources will be able to provide details regarding eligibility and conditions under the COBRA regulations.

6.20 Group Life Insurance

Offered to each full-time employee with coverage of \$50,000 for life and accidental death and disability for employees under age 65 and coverage of \$25,000 for employees over age 65, at Town expense.

6.30 Long Term Disability Insurance

Offered to full-time employees at Town expense. Coverage provides for 60% of the base salary after ninety (90) days of disability or use of accrued sick leave, whichever is greater. Plan details are available through the Manager of Human Resources.

6.35 Pension Plan

All regular full-time employees are eligible to participate in the Town's non-contributory pension plan as of the date of employment. Details of the pension plan are described in a separate document available from the Manager of Human Resources.

6.40 Training

The Town considers employee development an integral part of each employee's position. Employees should request approval from their department head or the First Selectman to enroll in an outside seminar or other educational program designed to meet specific development objectives. Training programs should be designed to have an on-the-job application. All such programs and related costs shall be paid for the Town of Madison.

6.45 Tuition Reimbursement

The Town of Madison makes available a tuition reimbursement program for regular full-time employees for courses that are job-related or required for their position. These courses must be taken at an accredited school. Employees should request in writing inclusion in the tuitions reimbursement program to the First Selectman or Manager of Human Resources prior to enrollment in the course. Upon approval each employee shall be eligible to receive reimbursement for fifty (50%) percent of the course cost, including books, up to a maximum of \$500 after successful completion of a grade of "C" or better. A copy of the course and book receipts, along with a transcript, should be submitted with the reimbursement request.

6.50 Part-time Employee Benefits

Regular part-time employees who are scheduled to work at least 15 to less than 32.5 hours per week during the entire year, and have completed their probationary period, are eligible for the following benefits:

- Pro-rated holiday pay (if the holiday falls on the employee's regularly scheduled work day. Pay shall be based upon the number of hours normally assigned to

work on said day. Holiday pay is not subject to the completion of the probationary period.

- Pro-rated vacation pay, based upon the regular full-time employee accrual schedule.
- Three (3) pro-rated personal days per year.

Section 7 – Personnel Records

7.00 Personnel Records

The Manager of Human Resources shall be responsible for the maintenance of personnel records for each employee, including the original applications for employment, the results of all tests and examinations taken to demonstrate qualifications, history of employment actions, current position classification and salary, attendance and leave records, commendations, records of disciplinary actions, training records, and any other records pertinent to the employee's service. Employees are responsible for notifying the Manager of Human Resources of any changes in the personal status such as address, telephone number, dependents, marital status, name change, etc.

7.10 Employee Time Records

Federal and state laws require the Town to keep accurate records of time worked as evidence that the Town is in conformance with the law. Any misrepresentations of time worked are a violation of the law, and may subject the employee to immediate discharge. Each non-exempt employee is required to fill in or punch in the number of hours worked. At the end of each pay period, the supervisor or department head shall sign the time card and approve the hours worked. Employees are forbidden to punch in/out or sign in/out for another employee. Violation of this rule shall be grounds for dismissal.

7.20 Employee Personnel Records

An employee, upon request to the Manager of Human Resources, shall have access to his/her personnel records. Department heads shall also have access to the personnel records of their employees, as necessary for the performance of their duties. No other employees, officers, or officials of the Town, except as may be designated by the Board of Selectmen and/or as necessary to conduct Town affairs, shall have access to an employee's personnel record. The Manager of Human Resources shall allow others to inspect an employee's personnel record only upon receipt of written consent from the employee.

7.30 Injury Reports

In an employee injured while working for the Town, such employee is responsible to immediately inform his supervisor or department head of the injury. The department

head or supervisor should, in turn, notify the Manager of Human Resources, and/or telephone the report of injury to the worker's compensation insurance carrier. It is important that every injury be reported. Worker's compensation laws provide benefits for employees injured while on the job.

7.40 Records Retention

The following personnel and payroll records are to be retained by the Town:

Employment applications, resumes, employment lists, and exams are to be retained for three (3) years if permanently hires; if not hired, records will be retained for one (1) year. Employee time sheets, overtime records and employee files including performance evaluations are to be retained for thirty (30) years from time of employment separation.

Section 8 – Employee Status Changes

8.0 Promotion Policy

The Town of Madison encourages employees to develop skills, attain greater knowledge of their work, and make known their qualifications for promotion to more responsible positions. No supervisor shall deny an employee permission to apply for a promotional opportunity in any Town department. Promotion to a higher level position shall be based upon merit and qualifications.

8.10 Transfer Policy

Transfer of any employee from one position to another, without change in pay grade, may occur if any one of the following conditions is met:

- The employee meets the qualification requirements of the position.
- It is in the best interest of the Town, as determined by the First Selectman.
- Further training and development of an employee in another position would be beneficial to the future staffing potential of the Town.
- It meets a personal need of the employee and is consistent with the above.

8.20 Demotion Policy

An employee may be demoted to a position in a lower pay grade for which he is qualified for any of the following reason:

- When an employee would otherwise be laid off because his position is eliminated, the position is reclassified to a lower grade, lack of funds, or because of the return to work from authorized leave of another employee to such position in accordance with Town policy.
- When the employee does not possess the necessary qualifications to render satisfactory service in the position he holds.

- When an employee voluntarily requests such a demotion.
- When due to a physical condition or work-related injury an employee is no longer able to perform the functions of his position.

8.30 Separations

All separations of employees shall be designated as one of the following types of separations and accomplished in accordance with the manner indicated:

- Resignation
- Layoff
- Death
- Retirement
- Dismissal (See Sections 10 &11)

8.31 Conditions of Separation

At the time of separation and prior to the final payment of moneys due, all records, assets, or other items of Town property in the employee's custody shall be transferred to his department head. In the event that all items in the employee's custody are not returned to the Town of Madison, an amount representing the value of the unreturned property shall be deducted from the employee's final compensation or collected through other appropriate action.

8.32 Payment of Earned Compensation and Leave upon Separation

Employees who are separated from Town service shall receive payment for all earned salary and accumulated vacation and personal time, subject to normal deductions and for any indebtedness. Retiring employees may be eligible for payment of accrued sick leave in accordance with Section 9.31.

8.40 Resignation

An employee resigning from Town service in good standing is required to submit in writing a notice of resignation to the department head, including reasons and the effective date, at least fourteen (14) calendar days in advance. Department heads and exempt employees are required to give the Town of Madison at least thirty (30) days notice of resignation. The department head or First Selectman may permit a shorter period of notice due to extenuating circumstances. The resignation shall be forwarded to the Manager of Human Resources, along with a statement from the department head regarding the resigned employee's service performance and pertinent information concerning the cause of resignation. Failure to comply with this policy may be cause for denying future employment with the Town of Madison.

8.50 Layoff

When a position must be discontinued or abolished due to a change in duties, reorganization, lack of work, or lack of funds, the department head shall submit a report to the First Selectman regarding the departmental employees recommended for layoff.

The First Selectman shall determine the order of layoff of employees based upon employee performance. In the event of a layoff, an employee shall be retained on the recall list for one (1) year from date of layoff.

Regular employees subject to layoff shall be notified in writing, not less than two (2) calendar weeks prior to the effective date, except in emergency cases in which the Town has no opportunity for advance notice.

Employees laid off may be eligible for unemployment compensation and such employees shall be issued an unemployment form upon layoff.

8.60 Death

Separation shall be effective as of the date of death of an employee. All compensation due shall be paid as soon as possible to the estate of the employee, except for such sums as by law may be paid to the surviving spouse.

8.70 Retirement

A pension plan is provided for employees by the Town of Madison. In order to be eligible for retirement, employees must reach a minimum age requirement and have a minimum of five (5) years of service with the Town in order to be vested in the pension plan. Pension benefits and provisions are outlined in a separate document. A special early retirement is available for employees at least age sixty (60) with a minimum of thirty (30) years of credited service.

8.80 Dismissal Procedure

If after remedial and/or disciplinary measures have been tried, an employee's performance, conduct, or other behavior does not improve, it may be necessary to discharge an employee. Certain offenses may occur which are of such a serious nature that immediate dismissal of an employee may be necessary. The department head may, with the approval of the First Selectman, dismiss an employee provided the employee is given written notice of the reasons for the discharge and the effective date (See Sections 10 & 11).

8.90 Exit Interviews

Each separating regular, full-time employee shall be subject to an exit interview which shall be scheduled as near as possible to the employee's last day of work. The exit interview shall be conducted by either the department head, Manager of Human

Resources, or First Selectman in order to: identify problems and trends in a particular department; identify more clearly the reasons for termination; obtain information to help future screenings for the position; determine impact of the Town personnel policies and practices; assure that all Town property has been returned; and explain the benefits available to the termination employee.

All exit interviews are confidential. Information provided during the interview process is kept strictly confidential, except as necessary to protect the interests of the Town. A record shall be made of the interview and placed in the employee's personnel file.

8.95 Unemployment Compensation

The Town pays the cost, established by the State of Connecticut, of providing unemployment compensation insurance for its employees. The Town shall provide the appropriate State agencies all data requested in connection with terminations and shall contest all improper claims for unemployment compensation. Only individuals who are unemployed through no fault of their own and are actively seeking work are eligible for compensation from the State.

Section 9 – Employee Leave

9.0 General Policy Leave

Leave is any authorized absence during regularly scheduled work hours that is approved by the proper authority. Leave may be authorized with or without pay and shall be granted in accordance with these rules on the basis of the work requirements of the departments and, whenever possible, the personal wishes of the employee.

9.05 Procedures for Requesting Leave

All leaves, other than holiday, sick and injury leave, must be requested and approved by the department head or supervisor prior to taking the leave. An absence slip must be filed with the Personnel Department prior to the leave date.

In the case of a request for sick leave, employees must notify the department head or supervisor as soon as possible of the absence. It is recommended that employees notify the department head or supervisor within the first half-hour of the work day at the department head or supervisor's worksite. Employees shall also properly notify the department head or supervisor of an absence due to a work-related injury. Absence slips must be filed with the Human Resources Division upon return to work.

Requests for leave of absence without pay must be approved by the department head and/or the Board of Selectmen.

An employee will not be paid for any absence from scheduled working hours, unless such an absence was approved by the department head or supervisor or Board of Selectmen. Such unapproved absences may subject the employee to disciplinary action.

9.10 Holidays

Regular full-time and part-time employees shall be granted the following thirteen (13) holidays with pay:

New Year's Day	Columbus Day
Martin Luther King Day	Veteran's Day
President's Day	Thanksgiving Day
Good Friday	Day after Thanksgiving
Memorial Day	Day before or after Christmas
Independence Day	Christmas Day
Labor Day	

Employees shall be paid for the above-listed holidays at their daily rate based upon the number of hours normally scheduled to work on said day. Employees shall not receive holiday pay, except as listed in Section 9.11, if the holiday occurs on their normally scheduled day off.

If any of the above-listed holidays fall on a Sunday, the following Monday shall be considered the holiday; if the holiday falls on a Sunday, the preceding Friday shall be considered the holiday.

9.11 Work on Holidays

The following policy shall apply to employees regularly assigned the Bulky Waste site or the Maintenance Department. When the holiday is celebrated on an employee's normal day off, he shall receive a holiday compensation day that must be used within the pay period. When the holiday occurs on a day when the employee is required to work, the employee shall be granted equivalent time off within the pay period or receive paid compensation for holiday work.

9.20 Vacation Leave

Regular full-time and part-time employees shall receive accrued vacation leave, based upon the following schedule:

Length of Employment	Vacation Accrual
Earned monthly during first year of employment through end of fourth year of employment.	.833 days/month (10 days/year)
Earned monthly commencing on anniversary date of fifth year of employment through end of fourteenth year of employment.	1.25 days/month (15 days/year)

Earned monthly commencing on anniversary date of fifteenth year of employment through end of nineteenth year.	1.68 days/month (20 days/year)
Earned monthly commencing on anniversary of 20 th year of employment through end of 20 th year.	1.75 days/month (21 days/year)
Earned monthly commencing on anniversary of 21 st year of employment through end of 21 st year.	1.83 days/month (22 days/year)
Earned monthly commencing on anniversary of 22 nd year of employment through end of 22 nd year.	1.92 days/month (23 days/year)
Earned monthly commencing on anniversary of 23 rd year of employment through end of 23 rd year.	2 days/month (24 days/year)
Earned monthly commencing on anniversary of 24 th year of employment through end of 29 th year.	2.083 days/month (25 days/year)
Earned monthly commencing on anniversary of 30 th year of employment, and forward.	2.5 days/month (30 days/year)

In an effort to recruit experienced, senior level staff, the Town may offer, as a hiring incentive, additional vacation leave to exempt level professionals who have 15 years or more of experience in their related field, or are placed in a position at an E-5 level or above.

Those employees receiving additional vacation leave upon initial hire will, for the purposes of vacation accrual only, be listed as having earned the lower years of seniority associated with the bracket of vacation leave granted.

For example, an employee given three weeks of vacation leave upon initial hire will, for the purposes of vacation accrual only, be listed as having earned five years of seniority; and therefore, the employee will earn vacation time as going forward from year five for future accruals.

An employee may not carry forward, on their service anniversary date, more than two (2) year's of vacation accrued leave (Approved 7/28/14 by the Board of Selectman)

9.21 Rehired Employees (regarding Vacation Leave)

Vacation time shall be determined by the length of continuous service. For the purpose of computing vacation time, employees who leave the Town service and are later reinstated within two (2) years, shall have their service bridged. Employees rehired by the Town after two (2) years, except as provided in the layoff provision, shall be considered new employees.

9.30 Sick Leave

Regular full-time and part-time employees accrue a total of (10) sick days per service year. Paid sick leave can only be used following the completion of the six (6) month probationary period. Unused sick leave shall be accumulated as of the employee's service anniversary date.

Sick leave can be used only with the approval of the employee's department head and only for personal illness, personal injury, or required medical or dental treatment. A department head or the First Selectman may require an examination by a physician, at Town expense, to determine the continuation of paid sick leave or an employee's ability to return to his/her assigned job duties.

An employee is required to submit a doctor's bill or certificate stating the nature of the illness or injury if the sick leave exceeds five (5) consecutive work days. Failure to provide such certification shall be sufficient to deny such leave.

Up to three (3) sick days per calendar year per immediate family member, may be taken to care for the illness, injury or medical/dental treatment of an immediate family member: child, spouse, parent, sibling, grandparent. (Approved 9/13/10 by the Board of Selectmen)

Abuse of sick leave privilege shall be considered sufficient cause for disciplinary action. Sick leave shall not be considered an entitlement to be used at the employee's discretion, but shall be allowed only in valid cases of sickness or disability.

Sick leave records shall be certified on leave forms signed by the supervisor or department head and maintained by the Manager of Human Resources. Upon termination of service, the employee shall not be entitled to compensation in lieu of accumulated sick leave, except as provided in Section 9.3.1. Accumulated sick leave cannot be taken immediately prior to retirement, unless properly chargeable to sick leave.

9.31 Accrued Sick Leave Payout

After June 30, 1996, employees shall not be entitled to sick leave payment upon termination.

Employees hired prior to June 30, 1993 shall receive accrued sick leave payment upon death or retirement, as defined in the current Town of Madison Pension Plan, according to the following schedule of payment:

Death	100% of accrued sick leave
Retirement with less than 15 years of service	No payment
Retirement with 15-20 years of service	50% of accrued leave
Retirement with 20-25 years of service	70% of accrued leave
Retirement with more than 25 years of service	80% of accrued leave

Payment of accumulated sick leave, upon retirement, shall not exceed a total of 140 days payable. Payment can be made in a lump sum or in equal annual installments for up to five (5) years. Payout shall be based upon the employee's 1995/1996 daily rate of pay.

9.40 Injury Leave

If an employee loses time due to a compensable work-related injury or illness, he or she shall be entitled to compensation as required by the State of Connecticut Workers' Compensation Law. An employee with only one or more years of service shall receive benefits equal to his or her normal net weekly pay, with the Town making up the difference between his or her normal net weekly pay and the total workers' compensation (not including indemnity benefits), social security and pension benefits, up to a maximum of eighteen months from the date of injury.

9.50 Civil Leave (Jury Duty)

An employee shall be granted leaves of absence, designated as civil leave, for jury duty. Such leave shall only be during that part of the day that appearance is required. Such employees shall receive their regular salary. Fees received from the court must be turned into the Town. When such employee is properly excused by the court, he or she shall report back to work. Such paid leave excludes court time as a result of personal actions (civil or criminal actions or violations).

9.60 Funeral Leave

Regular full-time and part-time employees shall be granted a leave of absence, with pay, when a death has occurred in the immediate family. Immediate family shall be defined as spouse, child, mother, father, sister, brother, grandparents, grandchild, mother-in-law, father-in-law, sister-in-law, and brother-in-law, stepparents, stepchildren, and step siblings.

The Town, upon approval of the department head, shall provide the following leave of absence for attendance of memorial services and for a period of bereavement:

Paid Leave

Spouse or child	5 days
Mother, Father, Sister or Brother	3 days
Grandparents, Grandchild	1 day

9.70 Personal Leave

Regular full-time and part-time employees, who have completed their probationary period, shall be entitled to up to three (3) paid personal days per calendar year. Utilization of personal days is subject to prior approval by the employee's department head or supervisor. Personal leave cannot be accumulated.

9.80 Extended Leave

The Town of Madison makes available the following extended leaves for its employees with one or more years of service:

- Pregnancy Disability Leave
- Family Medical Leave
- Leave without Pay
- Military Leave

All requests for extended leave must be approved by the employee's department head and authorized by the First Selectman.

During a leave of absence, the Town shall provide insurance benefits for the employee, subject to the normal contributions toward insurance. An employee enrolled in the payment-in-lieu of benefits program shall not receive said payments until his or her return to active duty.

An employee may not accumulate sick or vacation leave during unpaid leave.

Upon return to duty, an employee shall retain full seniority with the Town and be returned to work in his or her same or equivalent position. If an employee does not return to work within three (3) days of the stated end of the leave of absence, the employee shall be considered to have resigned from Town service.

9.81 Pregnancy Disability Leave

The Town of Madison makes available up to six (6) weeks of disability leave related to pregnancy. An employee is required to provide medical certification of the time period of her pregnancy disability. Pregnancy disability leave may be extended beyond the normal six (6) week period if the employee provides medical certification requiring continued disability leave. An employee shall utilize her accumulated sick and vacation leave pay during the pregnancy disability absence.

The employee is responsible to make known, in advance, her intention to request said leave, including approximate start and end dates. The employee shall request pregnancy disability leave, in writing, to her department head and a copy shall be forwarded for approval to the First Selectman.

An employee may be required to submit to the Town a physician's statement regarding the advisability and capability of the employee to perform her full work duties prior to the pregnancy disability leave.

Upon return from leave, the employee shall be reinstated with full seniority to her same or equivalent position.

Pursuant to Section 46A-60 of the Connecticut State Statutes, the Town of Madison shall not (1) terminate an employee because of pregnancy; (2) refuse a reasonable leave of absence for disability related to pregnancy; or (3) deny an employee, who is disabled as a result of pregnancy, any compensation to which she is entitled.

Pregnancy disability leave shall also be considered Family Medical Leave.

9.82 Family and Medical Leave Act (FMLA)

The Town of Madison provides up to 12 weeks of job-protected leave to eligible employees for certain family and medical reasons.

FMLA leave may be granted to an employee for any of the following reasons:

- to care for the employee's child after birth, or placement for adoption or foster care
- to care for the employee's spouse, son, daughter or parent, who has a serious health condition
- for the employee's serious health condition that prevents the employee from performing his/her job

The Town of Madison requires, when possible, advanced notice and medical certification of an employee requesting FMLA leave. Leave may be denied if Town requirements are not met.

The employee ordinarily must provide 30 days advance notice when the leave is "foreseeable," for example, to care for a child after birth, or placement for adoption or foster care.

If an employee is not able to provide the Town with 30 days notice, because the request for leave is due to a medical emergency, for example, a vehicular accident, notice for Family Medical Leave must be given as soon as possible, at least by verbal notification to the employee's supervisor.

If an employee gives less than 30 days advance notice for FMLA leave, the employee may be asked by the Town to explain the extraordinary circumstances of his or her

request. Again, failure to properly notify the Town of absences may cause a delay or a denial of FMLA leave.

You are required to substitute the following accrued leave for any (otherwise) unpaid portion of this FMLA leave. If you do not have sufficient accrued sick leave to substitute for the entire portion of any FMLA leave, you must use any accrued paid personal or vacation leave (in that order) for any (otherwise) unpaid portion of this FMLA leave. Thereafter, your leave will become unpaid when you have used all of your accrued paid leave. Paid and unpaid leave shall be counted as FMLA.

9.83 Leave without Pay

Employees may request a leave without pay from the Town of Madison for up to six (6) months. Such leave may be an extension of Family Medical Leave, or for other extenuating circumstances.

Leave must be requested to the employee's department head at least two (2) weeks in advance, and forwarded for approval to the First Selectman. Extension on any leave beyond a six-month period must be approved by the Board of Selectmen.

9.84 Military Leave

Employees of the Town, who are members of a Reserve Unit of the Army, Navy, Marine Corps, Coast Guard, or Air Force of the United States of America shall be entitled to absent themselves from their duties with the Town of Madison while engaged in required field training in such a unit. No such employee shall be subjected to any loss or reduction of seniority, vacation, or holiday privileges. While engaged in such training, the Town shall pay the difference between the employee's compensation for military activities and his or her regular compensation up to a maximum of ten (10) working days per fiscal year.

Pursuant to Section 7-462 of the Connecticut General Statutes, any employee who leaves the service of the Town for the purpose of entering the armed forces of the United States shall be reinstated to his or her former position and duties, provided he or she makes application for return to such service within ninety (90) days after he or she has received a certificate of satisfactory service from the armed forces. The First Selectman shall certify, in writing, that such employee is able and qualified to perform the work required and there is work available. In considering the factor of availability of work, the Town shall replace, by the returning employee, any employee with less service who was employed for the purpose of filling the position vacated by such returning employee. Any employee returning to the service of the Town shall be credited with the period of such service in the armed forces to the same extent as though it had been a part of the term of service in the Town.

If the laws of the United States provide for more extensive military leave rights than the provisions of the State Statute, the Federal laws shall prevail and the greater rights shall be granted.

9.90 Absence without Leave

Any absence of an employee from work, including an absence for a whole or a part of a day, that is not authorized by a specific grant of leave of absence, under the provisions listed in this section, shall be deemed an absence without leave. Any such absence shall be without pay and may subject the employee to disciplinary action. Any employee who is absent from work for three (3) consecutive work days, or on three (3) separate occasions for less than a total of three (3) days without prior approval or notification to his or her department head shall be considered to have resigned from Town service.

Section 10 – Disciplinary Action

10.0 Discipline

It is the responsibility of all employees to observe the rules and regulations necessary for the proper operation of the departments in the Town of Madison. Department heads are responsible for the proper and efficient operation of their departments and enforcing Town rules and regulations. Department heads are authorized to apply, in certain cases with the approval of the First Selectman, any such necessary disciplinary measure. A copy of all disciplinary actions shall be placed in the employee's personnel file.

10.10 Types of Disciplinary Action

The type of disciplinary action shall vary with the severity of the situation and may include the following measures: oral and/or written reprimand; disciplinary probation; suspension and discharge. In all types of disciplinary actions, an employee shall be notified of future disciplinary action that shall be taken if the problem situation continues.

10.20 Reasons for Disciplinary Action

Disciplinary action may be imposed upon an employee for conduct or actions which interfere with or prevent the Town from effectively and efficiently discharging its responsibilities to the public. The following activities shall be sufficient cause for disciplinary measures by the Town of Madison. This list is illustrative only and should not be considered to include all reasons for disciplinary action:

- Activities prohibited by the Town By-Laws, Rules and Regulations, Charter, Ordinance or State Law.
- Failure to meet prescribed standards of work, morality or ethics to an extent that makes an employee unsuitable for employment in the Town service.
- Theft, willful misuse, misappropriation, negligence or destruction of Town property, or conversion of Town property for personal use or gain.
- Incompetence, inefficiency or negligence in the performance of duties.
- Insubordination that constitutes a serious breach of discipline.
- Unwillingness or inability to perform normal quality and quantity of work.
- Conviction of a criminal offense.

- The use of abusive language toward a superior, another employee or the public.
- Improper personal conduct when dealing with other people.
- Fraudulently obtaining sick or injury leave.
- Unauthorized absences or abuse of leave privileges.
- Habitual use of, sale of, or possession of intoxicating beverages, or abuse of narcotics, drugs, or other controlled substances so as to interfere with performance or the efficiency of Town service.
- Intoxication from use of alcoholic beverages, narcotics, drugs or other controlled substances while on Town or on Town property.
- Acceptance of any valuable consideration which was given with the expectation of influencing the employee in the performance of his/her duties.
- Falsification of records or use of official position for personal advantage.
- Dishonesty, deliberate untruthfulness, intoxication, recklessness on the job, habitual tardiness, misconduct, and attitudes which constitute an unwholesome influence on other employees.
- Action or conduct affecting or impairing the efficiency of the Town service or that may bring the Town into disrepute.

10.30 Reprimand Procedure

If a department head determines that a reprimand is an appropriate disciplinary action, the employee may receive an oral or written warning. The reprimand should state the reason(s) for the disciplinary action, an offer of assistance, on the part of the department head, to correct the problem situation, as well as, a time frame in which the employee is required to correct the problem activity.

Oral reprimands should not be presented to the employee in public or before another employee. A copy of a written reprimand shall be given to the employee. A copy of the reprimand and/or a notice of the reprimand shall be placed in the employee's personnel file. Multiple reprimands for different matters may lead to further disciplinary action.

10.40 Disciplinary Probation Procedure

The department head, with the approval of the First Selectman, may place an employee on disciplinary probation for a period of up to three (3) months. The employee shall receive written notification of the disciplinary action, including the effective starting and ending dates of the probation. Any employee may be discharged at any time during disciplinary probation if the problem activity is continued.

At the expiration of the disciplinary probation period, the department head shall notify the First Selectmen whether the probation has been removed or if the employee requires further disciplinary action.

10.50 Suspension Procedures

A department head, with approval of the First Selectman, may suspend an employee, either with or without pay. The employee shall receive written notice stating the reason(s) for the suspension and the effective date. At the end of the suspension period and after a reasonable observation period, the department head shall recommend to the First Selectman whether to retain or discharge said employee.

10.60 Demotion

Upon approval of the First Selectman, a department head may reduce the salary of an employee whenever the employee's work or conduct so warrants.

10.70 Discharge

It is the Town's policy to make every effort to avoid unwarranted discharges. However, as it is necessary to enforce Town rules fairly and consistently, violations of Town rules, as set forth, may result in discharge.

A department head may discharge an employee, upon approval of the First Selectman, if the situation warrants such action. It is recommended, that under reasonable circumstances, department heads adhere to the following schedule of disciplinary action: (As stated earlier, based upon the severity and the repetitiveness of the disciplinary situation, some of these stages may be bypassed.)

1. Verbal Warning
2. Written Warning
3. Suspension
4. Discharge

An employee may be suspended with pay when immediate action is necessary and/or the department head needs to review the facts of the cases. The employee shall be notified, in writing, as soon as possible, the outcome the department head's review.

Discharge notification to the employee shall be conducted by the department head and/or Manager of Human Resources. A record of the discharge hearing shall be placed in the employee's personnel file.

Section 11 - Employee Complaint/Hearing Procedure

11.00 Employee Complaints

Employee complaints concerning the administration of the disciplinary policies outlined in Section 10, or any other policy stated in this Personnel Manual shall be presented as follows:

Department Head - The employee shall first notify his/her department head, in writing, of the nature and facts of the complaint within three (3) working days

from its occurrence. The department head shall return his/her resolution of the complaint, in writing, within three (3) working days after such notification.

First Selectman - If the department head's resolution of the complaint is not satisfactory to the employee, he/she shall submit such complaint, in writing, to the First Selectman within three (3) working days from the receipt of the resolution from the department head. The First Selectman may refer the matter to the employee's Board/Commission, if appropriate per Town Charter or State Statute.

Within five (5) working days of the receipt of the complaint from the employee, the First Selectman shall call a hearing to review the nature and facts of the complaint. The First Selectman may call the employee, department head or any other person involved in the complaint to said hearing. Within ten (10) working days of the hearing, the First Selectman shall render a decision, in writing, to all concerned.

Board of Selectmen - If the First Selectman's resolution of the matter is not satisfactory to the employee, he/she may submit such complaint, in writing, to the Board of Selectmen within five (5) working days from the receipt of the resolution from the First Selectman.

The Board of Selectmen shall call a hearing to review the nature and the facts of the complaint within fourteen (14) working days from receipt of the written notification from the employee. The Board of Selectmen may call the employee, his/her representative, if any, the department head, and any other persons involved in the complaint to attend said hearing. If the employee cannot attend the meeting, he/she shall be allowed one (1) rescheduling of the Board of Selectmen's hearing. Within fourteen (14) working days from the hearing, the Board of Selectmen shall render a decision, in writing, to the appropriate parties. The decision of the Board of Selectmen shall be final without further procedural appeal.

Discharge - In the complaint of a discharge notification, the employee shall request a review of the matter directly to the Board of Selectmen. The employee shall notify the Board of Selectmen, in writing, within five (5) working days from the notification of discharge. The Board of Selectmen shall call a hearing within fourteen (14) working days from the receipt of the notification. If the employee cannot attend the scheduled meeting of the Board of Selectmen, he/she is allowed one rescheduling of the hearing date. A decision on the hearing shall be rendered by the Board within fourteen (14) working days from the date of the hearing.

The registering of legitimate problems or complaints shall in no way prejudice the individual's employment with the Town of Madison.

Section 12 - Anti-Drug Policy

12.00 It is the policy of the Town of Madison to comply with Federal Guidelines to maintain a drug and alcohol-free workplace for all employees of the Town of Madison. The Town of Madison is firmly committed to operating in the safest and most efficient manner possible. As a responsible employer, the Town of Madison is also committed to promoting the safety and welfare of its employees and the public. The widespread problem of drug and alcohol abuse in our society is a potential threat to those objectives, endangering not only the public, but also the future of the Town of Madison and the personal lives of its employees.

It is the responsibility of each employee to ensure that he/she is drug-free in compliance with this policy. All Town departments conducting Town of Madison business, whether at Town Hall or any other Town site, are declared to be drug-free workplaces.

All employees are absolutely prohibited from unlawfully manufacturing, distributing, dispensing, processing or using controlled substances in the workplace.

The following is a partial listing of controlled substances:

1. Narcotics (heroin, morphine, etc.)
2. Cannabis (marijuana, hashish)
3. Stimulants (cocaine, diet pills, etc.)
4. Depressants (tranquilizers)
5. Hallucinogens (PCP, LSD, "designer drugs", etc.)

The Health Department can provide a complete listing and explanation of controlled substances.

Any employee violating the above policy is subject to discipline, up to and including termination, for the first offense.

Any employee of the Town of Madison convicted of violating a criminal drug statute in the workplace must inform the Town of such conviction (including pleas of guilty or nolo contendere) within five days of the occurrence of the conviction. Failure to inform the Town subjects the employee to disciplinary action up to and including termination for the first offense.

The Town reserves the right to offer employees convicted of violating a criminal drug statute in the workplace participation in an approved rehabilitation or drug-abuse assistance program as an alternative to discipline. If such a program is offered, and accepted by the employee, then the employee must satisfactorily participate in the program as a condition of continued employment.

APPENDIX A

ALCOHOL AND CONTROLLED SUBSTANCE TESTING

A. The Town of Madison has adopted and implemented an alcohol and controlled substance testing policy in accordance with the following federal rules and regulations which are applicable to the Town of Madison:

* Department of Transportation, Federal Highway Administration, 49 CFR Parts 40, 382, 391, and 394 - Controlled Substance Testing, and Public Act 95-140 of the State of Connecticut.

This policy applies to driver applicants, drivers of commercial motor vehicles with a gross vehicle weight rating (G VWR) over 10, 000 pounds, drivers transporting sixteen (16) or more passengers (including the driver) and drivers who transport hazardous materials.

B. CATEGORIES OF TESTING

Detection will be accomplished through the following categories of drug and alcohol testing as outlined in 49 CFR Part 40:

1. Pre-employment
2. Random
3. Reasonable Cause
4. Post-Accident
5. Return-To-Duty
6. Unannounced Follow-Up Testing

The drugs that will be tested for are as follows:

Marijuana, Cocaine, PCP, Opiates, Amphetamines, Alcohol (Breath Alcohol Content BAC - levels of .02 to .039 will preclude an individual from driving a truck for a period of 24 hours. Levels above > .04 is considered positive. All drivers with BAC levels >.02 will be provided transportation to their residence.)

The Town of Madison shall train all appropriate supervisory personnel to recognize the signs and symptoms of substance abuse.

C. DRUG AND ALCOHOL TESTING POLICY STANDARDS

Drivers are prohibited from using, being impaired by, under the influence of, being in possession of, manufacturing, dispensing or distributing any controlled substance. The illicit use of controlled substances is prohibited at any time. Any driver who tests positive as indicated by the test and confirmed by the Medical Review Officer at the testing facility will be subject to disciplinary action up to and including termination. Upon testing positive, the driver has the right to have the "split" specimen analyzed at a different certified laboratory. If requested, this test will be performed at the driver's expense. In the event a driver cannot "void"

(shy bladder) after consuming 24 fluid ounces over a 2 hour period, the driver will be evaluated by a medical doctor to determine if this is a physical problem. If not, the test will be classified as a "refusal", i.e. dealt with as a positive.

Any driver who tests positive for alcohol, BAC .04 or higher, will be subjected to disciplinary action, up to and including discharge. Any driver who tests positive will be evaluated by a Substance Abuse Professional (SAP) to determine if treatment is needed. A BAC > .02 but < .04 will result in the driver being removed from their safety-sensitive duty for a minimum of 24 hours and is subjected to disciplinary action, up to and including discharge. In the event that a driver cannot perform the breath test (shy lung), he/she will be evaluated by a medical doctor to determine if there is a medical condition that prohibits the driver from performing the breath test. If the doctor determines that there is not an existing medical condition, the test will be classified as a "refusal", i.e. dealt with as a positive.

Any rehabilitation services resulting from a positive drug or alcohol test will be paid by the employee.

D. USE OF PRESCRIPTION AND OVER THE COUNTER MEDICATION

The Town of Madison will permit prescribed and over-the-counter medication and/or use of medication on the Town of Madison's premises, specifically prescribed for the employee by his/her physician, that is clearly labeled with the employee's name and the name of the medication, provided the substance is used at the dosage prescribed or authorized and it does not impair their ability to perform in their job or endanger their safety or the safety of others. It is the responsibility of the employee to notify their immediate supervisor that they are using a prescription drug and to produce documentation of this drug prior to commencing work.

The Medical Review Officer will make a good faith judgment, with knowledge of the employee's assigned duties and on the basis of the available medical history, that use of the substance by the employee at the prescribed or authorized dosage levels is consistent with the safe performance of the employee's duties. Any medication brought on the Town of Madison property must be carried in its original container.

E. COOPERATION WITH TESTING PROCEDURE

Each driver required to be tested pursuant to this policy must cooperate with the collections procedures. If a person refuses to cooperate with the collection site process, the collection site person shall inform management and shall document the non-cooperation on the Urine Custody and Control form. Any person who refuses to cooperate in providing a sample or is found to have, in any way, tampered with or substituted a sample shall be subject to disciplinary action, up to and including discharge.

F. EMPLOYEE AWARENESS PROGRAM
SUPERVISORY TRAINING PROGRAM

A major tool in the battle against drug use is education and awareness. Accordingly, the Town of Madison will educate its employees about the dangers of drugs, and their effects and consequences. The education program will help motivate employees to understand the problems associated with using drugs, the misuse of alcohol, and the ways such use could compromise their personal relationships, as well as, their functioning on the job. To accomplish this objective, a number of approaches will be taken to include the following.

- An employee education and training program for all employees who perform driving functions. The education component shall include informational material and a copy of the Town policy.
- The training component for drivers shall include information on the effects and consequences of drug and alcohol abuse on personal health, safety and the work environment, and the manifestation and behavioral cues that may indicate drug and alcohol abuse.

Supervisory employees who will be determining when an employee is subject to drug and alcohol testing, based upon reasonable suspicion under this policy, shall receive at least one (1) hour of additional training on the physical, behavioral and performance indicators of probable drug use and one (1) hour on the symptoms of the abuse of alcohol.

G. TESTING METHODOLOGY

All drug testing conducted pursuant to this policy will be performed via urinalysis. Alcohol tests may be conducted by the use of an initial screen (non-evidentiary test) and if the presence of alcohol is detected, the confirmation test will be conducted on an Evidentiary Breath Test unit (EBT). In the absence of a non-evidentiary test, the screening test will be conducted on an EBT. The EBT will be operated by a Breath Alcohol Technician (BAT). All of the above procedures will be consistent with 49 CFR Part 40.

Pre-employment Testing

All final applicants for employment as drivers are required to submit to a drug test. The applicant will be informed that the urine specimen being collected will be tested for drugs to include marijuana, cocaine, opiates, phencyclidine (PCP) and amphetamines. Final applicants will be required to sign a form consenting to the drug test and authorizing the release of any test results to the Town of Madison.

Any applicant who decides not to cooperate in the pre-employment drug test may withdraw their application. No record will be maintained of the declination. Final applicants who test positive for drugs will be rejected for employment. Any

employee who does not perform the function of a driver may not transfer to this function until the employee passes the drug test administered under this section.

Random Test

All drivers will be subject to random drug and alcohol testing at the annualized rate determined by the DOT FHWA regulations. Selection of employees to be tested will be administered by a third party management company utilizing a validated computerized random selection program. This program ensures that every covered employee has an equal opportunity of being selected at any given time.

Notification of an employee's selection will not be provided until the employee's tour of duty in which the drug and alcohol test is to be conducted. Immediately upon notification of being randomly selected the employee is to proceed to the collection facility.

Reasonable Cause Testing

Drug Test: Drivers are required to submit to a urine analysis for the purpose of detecting the presence of controlled substance when a supervisory employee has reasonable cause as defined below.

Under this type of testing, the employee will be removed from service pending the outcome of the test(s). The employee will be returned to service if the outcome of the test(s) is negative.

In all cases where an employee is subject to reasonable cause testing, an evidentiary report of reasonable cause must be completed and signed by a supervisor before the test is administered. Supervisory employees must receive at least one (1) hour of training in the physical, behavioral, and performance indicators of probable drug use if they will be determining when an employee is subject to testing based on reasonable cause.

"Reasonable cause" exists when a supervisory employee believes, based upon facts, circumstances, physical evidence, physical signs and symptoms or a pattern of performance and/or behavior that would cause a trained supervisor to reasonably conclude that an employee has violated the prohibitions of this policy. Reasonable suspicion does not require certainty. Mere hunches or "gut feelings", however, are not valid in making a reasonable cause determination. If supervisors with training in the identification of the signs and symptoms of drug use reasonably conclude that there are objective facts indicative of use of drugs, this is sufficient justification for testing.

Alcohol Test:

Reasonable suspicion for alcohol abuse exists when a trained supervisory employee suspects that alcohol involvement has interfered with an employee's present ability to safely perform a safety-sensitive function. This shall be based

upon specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the employee.

Post-Accident Testing:

Under this type of testing, employees will be removed from service, pending the outcome of the test(s). The drug test(s) must take place within 32 hours of an accident as defined below.

The alcohol test should be conducted within 2 hours, but not later than 8 hours, after the accident. If the test is not conducted within these parameters, the reason why must be documented. The employee will be returned to service if the outcome of the test(s) is negative.

Post-accident testing is required of any driver involved in an accident as defined, "Accident" means an occurrence associated with the operation of a commercial vehicle, if- a) there is a fatality (test is mandatory); b) a vehicle is towed from the scene of the accident and a citation is issued to the driver; and c) medical treatment is administered away from the scene of the accident and a citation is issued to the driver. Except in cases involving a fatality, a test is not required if a citation is not issued to the driver.

Return to Work Testing:

After completing any required rehabilitation, any driver who tested positive must have a negative return-to-duty test result before returning to a safety-sensitive job function.

Unannounced Follow-Up Testing:

Upon returning to work (after a negative Return-To-Duty test), the MRO or SAP will schedule unannounced follow-up test for up to 60 months. For alcohol, at least 6 tests must be conducted in the first 12 months upon reporting to work.

H. URINE COLLECTION AND ALCOHOL TESTING PROCEDURES

All aspects of urine analysis, drug and alcohol testing, collection and chain of custody procedure shall be conducted in strict accordance with the Town of Madison's Substance Abuse Testing Procedures and DHHS Standards as outlined in 49 CFR Part 40.

I. TRUCK DRIVERS ADMITTING TO DRUG AND/OR ALCOHOL ABUSE PRIOR TO NOTIFICATION OF TEST

In accordance with and subject to other applicable policies and procedures, a driver who admits to controlled substance abuse and/or alcohol abuse, prior to notification that a random or "reasonable cause" test will be given, may avoid termination on the basis of drug abuse or alcohol misuse and will be allowed the opportunity for reform. Any rehabilitation cost may be paid for by the employee's health insurance provided by the Town of Madison, up to the limits and coverage of the policy.

APPENDIX B Harassment Complaint Procedure

Supervisors are responsible for insuring compliance with this policy, both in their own actions and in the actions of those who report to them.

The Town of Madison encourages prompt reporting of complaints so that a rapid response may be made and appropriate action taken. If you believe that you have been the subject of harassment or discrimination on any of the bases enumerated above, or that you have observed actual or perceived harassment or discrimination, you should:

- Be clear and direct in communicating to the harasser that his/her advances are **unwelcome** or his/her behavior is offensive or demeaning, and request for the behavior to stop;
- Immediately contact the Human Resources Department to report any sexual harassment complaint. If you feel harassed by a member of the Human Resources Department, please contact the First Selectman instead by telephone or in person;
- Keep records of the date, time, place, people involved, witnesses, and who said what to who; and
- The Town recommends that the attached complaint form be completed and provided to the Human Resources Department.

All allegations of harassment will be taken seriously and will be treated with respect for the privacy of all concerned. The Town will not in any way retaliate against an individual who makes a report of harassment, nor permit any employee to do so. Retaliation is a serious violation of this policy and should be reported immediately. Any person found to have retaliated against another individual for reporting harassment or serving as a witness will be subject to the same disciplinary action provided for harassment offenders.

After receiving the complaint, the Manager of Human Resources will promptly conduct a fair and impartial fact-finding investigation to determine if the complaint has substance. In most cases, the Manager of Human Resources conducts the investigation. However, the Town might appoint a qualified representative or an independent outside investigator to lead the investigation, if necessary, to expedite the resolution of a complaint or resolve any potential conflict of interest. In any case, a second person should accompany the primary investigator during all interviews with the complainant, respondent, and witnesses, so that information obtained during the interviews can be corroborated.

The Town is committed to fair and impartial treatment of all parties involved in any such complaint. The Town encourages employees to come forward with justified complaints.

For further information, contact the Human Resources Department.