



Town of Lexington

Police Department

Subject: Time Management

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By Order of: Mark J. Corr, Chief of Police

**Policy &
Procedure**

22A

GENERAL CONSIDERATIONS AND GUIDELINES

Time Management is the Lexington Police Department's program for administering and managing leave and other compensation. The tabulation of these benefits is automated through the Department's central computer system. Each employee has access to view their benefits available there at any time. Supervisors have the ability to adjust these as needed. Without sufficient departmental knowledge, terms and abbreviations used in this policy may be foreign to the reader.

All Department employees, including exempt employees and those represented by collective bargaining units are served by the Town's employee benefits program. The collective bargaining agreements between the Town and various collective bargaining units and other town benefits programs are similar in many ways but are sufficiently unique that they may cause some confusion. The Department's procedures for Time Management have also evolved and can be difficult to understand if not used regularly. The purpose of this policy is to provide one uniform document that addresses the majority of the Time Management issues. It should be noted that Commanding Officers are authorized to manage routine requests for leave. Extraordinary requests for leave should be forwarded to the Captain of Administration for review before leave is granted.

This policy is a guideline. Collective Bargaining Agreements take precedent over any conflicting language that may appear in this policy.

At times, different unions have different agreements or procedures. Text boxes like this will be used to identify exceptions or special circumstances. All previous General Orders, Personnel Orders and Memorandum related to the administration of Time Management are null and void or have been incorporated into this policy statement.

PROCEDURES

A. Administration of the Time Management System

1. The Chief of Police through the Captain of Administration (or another designee) administers to the benefits program for the Police Department.
2. Commanding Officers are assigned the task of managing day-to-day activities by approving routine requests for time off. The Chief of Police and Captain of Administration audit data entries; review requests for leave, and make discretionary decisions that are the privilege of the Chief of Police. Extraordinary requests for leave must be approved by the Chief of Police or his designee, typically the Captain of Administration.
3. When time allows, employees should request vacation, comp (compensatory time taken in lieu of overtime) and personal leave from their assigned Commanding Officer well in advance of the requested day(s).
4. This document cannot address every situation that may arise. If these guidelines are not followed, the Commanding Officer and the employee involved must document the incident. The Chief of Police and Captain of Administration will review the circumstances and make appropriate changes.
5. **Holidays.** Legal holidays recognized by the Town are determined at the beginning of each year by the Town Manager's office and/or defined by a collective bargaining contract.

B. Time Earned on New Year's Day and Carry-Over

1. Benefits earned by employees will be measured by the hour with eight hours representing the typical duty shift for police officers and dispatchers. This standard shall have **no bearing** on the Town's regular and holiday pay procedures. The "eight hour" standard is used for simplicity. However, some individual's regular "day" may be calculated in 7 hours, 7.5 hours or 8 hours.
2. The smallest unit of measure will be ½ hour. Exception: comp time may be **earned** in quarter hour increments. The various contracts may articulate the smallest unit of measure for purposes of detail billing.
3. On January 1st of each year, the following benefits will be credited to each employee unless otherwise specified in a contract.

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- a. Personal Days.
 - b. Vacation leave.
 - c. If eligible, FLEX days for officers working a 5 & 2 schedule or “12th” holidays.
 - d. Sick time is earned at 1.25 days per month. At the beginning of each year, employees will be credited with the 15 days they are expected to earn for that year. However, the employee is **not entitled** to the leave until such time as they earn it month to month.
4. Vacation, sick time and comp time qualify for carry-over from one calendar year to another with the following restrictions:
- a. Sick time only up to any contractual limit will be carried over.
 - b. For Police Officers and Dispatcher, up to 10 vacation days will be automatically carried over to the first quarter of the next calendar year. Some collective bargaining agreements permit employees to sell back vacation time up to the limits outlined in the contract.
 - c. Non sworn personnel must follow vacation carry over guidelines establish by the Town Manager.
 - c. Comp time will be automatically carried over up to the maximum allowed by contracts. Employees may not bank more than that allowed by contract without permission of the Chief of Police.
 - d. On or before December 1st each year, employees must submit to the Captain of Administration any request to carry-over vacation that exceeds approved limits.
 - e. Personal days may not be carried over.
 - f. All carry-over vacation must be used before April 1st.
5. **FLEX Time.** Union employees (sworn staff) who voluntarily work a Monday through Friday (5 & 2) schedule will receive 18 additional “**FLEX**” days. The employee will be scheduled off on the eleven legal holidays approved by the Town of Lexington, and seven days may be used at the discretion of the employee. (FLEX time compensates employees working the 5&2 schedule due to the fact that they work more hours per year than employees not on that schedule).
- a. The **FLEH** code will be used to designate **FLEX** time used on holidays.
 - b. Otherwise, the **FLEX** code will be used when the employee takes discretionary time off.

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- c. **FLEX** hours may not be carried over to a new year.

Local 501 members may, with approval, work holidays. The **FLEH** entry for that day should be removed from Time Management. The **FLEX** hours can be taken on another day with approval of the Chief of Police or his/her designee.

7. **2 & 1 Command Staff.** One Lieutenant and one Sergeant scheduled to work the 2 & 1 schedule will receive six additional vacation days each year, documented as **VACF**. These days must be used in conformance with terms and conditions outlined in the contracts. This benefit has been granted since the 2 & 1 shift does not allow for two consecutive days off in the calendar year.

C. Vacation and Peak Periods

1. Summer and Fall vacation lists will be posted as early as possible and a copy of the original list will remain posted during the entire vacation period. If not otherwise defined by contract, the summer vacation period will begin on or about June 15th and end on or about Labor Day. The fall list will begin in mid October and will end on or about January 1st. Full vacation weeks begin on Saturday at 7:45 a.m. (on the Saturday B-shift) and end on the following Saturday at 7:45 a.m. (after the Saturday A-shift).
2. Union members may sign-up for one or two consecutive vacation weeks by order of seniority. For any given week, there may be five officers and one dispatcher on full-week vacation during that vacation period. These limits apply all year long. Other contractual restrictions may also apply. Members of the Detective Bureau will have their own summer vacation list from which two members of the Bureau may be on vacation at any given time.

C2₁: LPA -- Starting on or before March 1st (summer list) and August 1st (fall list), a sign-up list will be posted. Starting with the most senior officer, each officer will have three days to sign-up for a vacation period. These three days will be counted whether or not the officer is scheduled for duty. If necessary, the officer may telephone, e-mail or otherwise have another person (of his/her choosing) sign-up for the vacation during his/her absence. Officers may wait beyond their designated time period and sign-up for vacation at a later time.

C2₂: AFSCME 1703 -- Vacation sign-up will begin when the vacation list is posted and election will be by seniority. Each member will have six days to select a vacation and initial and date the list when the period is recorded. After a six days or after the vacation is selected, the next senior member may select a vacation period.

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C2₃: Local 501 -- Local 501 members will sign-up for vacation in order of seniority. No time limits will apply.

3. There may be three supervisors from patrol on full-week vacations at any given time. One week is reserved for use by Patrol Sergeants. One week is reserved for use by Patrol Lieutenants.

D.

C3₁ Local 501

Only two Patrol Lieutenants will be on a full week vacation at the same time.

employee needs.

a. **Patrol Officers.**

- i. When five officers are on full-week vacation leave, additional vacation requests will not be granted if it is foreseeable that another officer may be ordered to fill the vacancy.
- ii. When less than five officers from patrol are on full-week vacation; leave in the form of single days including single Vacation Days, Personal Days, COMP or FLEX, will not be granted on any given day if the total number of officers exceeds five. As an example; if two officers are on full vacation weeks on any given day, then three other officers may be granted leave on that day (includes all shifts) even if it creates an ordering situation and the request(s) for leave were made three full days before the start of the shift in question.
- iii. Absent conditions in paragraph i. and ii. single vacation day requests will generally be approved with a minimum of 72-hours notice (except on Holidays), and, leave may be granted within the three day period as long as it does not create an ordering situation, and otherwise complies with paragraphs i and ii above.

b. **Dispatchers.** When one dispatcher is on vacation, additional vacation leave will not be granted unless the vacancy is filled voluntarily.

- i. Single vacation day (and partial vacation day) requests may not create an ordering situation if another dispatcher is already scheduled for vacation, personal day or comp day.
- ii. Absent conditions in paragraph i, single vacation day requests will be approved with a minimum of 72-hours notice (except on holidays). Ordering to fill a shift is authorized.

c. **Patrol Supervisors.** When three supervisors from patrol are on approved vacation, Patrol Lieutenants and Sergeants will not be granted vacation leave unless the vacation is filled voluntarily.

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- 2. **Family Vacation Leave.** Only the patrol Lieutenant and Sergeant assigned the 2 & 1 (as described in section B7) will receive six (6) additional vacation days and may use “FAMV” in following manner.
 - a. “FAMV” vacation leave must be taken in three periods of two shifts during the calendar year. Language about this leave specifically states when using this leave, the A & C shifts on the same day must both be taken off.
 - b. The days may not be taken to extend another vacation period.

- 3. **Comp Time.** When offered, employees who choose comp time in lieu of overtime will receive 1½-hours comp per hour worked overtime.
 - a. Comp time may be taken as staffing permits, including single hours. Although comp may be earned in quarter hour increments, leave should be taken with increments no smaller than ½-hour.
 - b. When earned, the Commanding Officer on-duty will enter the actual number of hours earned. For example, the C.O. in lieu of an 8-hour overtime shift will add 12-hours comp.

<u>OT Hours</u>	=	<u>COMP</u>	<u>OT Hours</u>	=	<u>COMP</u>
0.5		.75	4.5		6.75
1.0		1.5	5.0		7.5
1.5		2.25	5.5		8.25
2.0		3.0	6.0		9.0
2.5		3.75	6.5		9.75
3.0		4.5	7.0		10.5
3.5		5.25	7.5		11.25
4.0		6.0	8.0		12.0

- c. At times, the Department will be receiving reimbursement for expending overtime, such as grant funded patrols or when there is a state of emergency. Employees may not be offered comp time because this is not reimbursable.

- 4. **Personal days** may be used for urgent personal business that can't be conducted on the employee's off-duty time.
 - a. Where possible, personal days will be granted and, if necessary, another employee will be ordered to fill the opening.

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- 4ai) LPA (Lexington Police Association) – Requests for personal leave will be granted in accordance with terms and conditions as may be outlined from time to time in the contract. Generally speaking, requests for personal leave will not be granted on Holiday shifts including the A, B, and C shift of the holiday.
- 4a2) Local #501 (Superior Officers union) - Requests for personal leave be granted in accordance with the terms and conditions as they may be described and as may be outlined from time to time in the contract. Generally speaking, requests for personal leave will not be granted on Holiday shifts including the A, B and C shift of the holiday.
- 4a3) AFSCME 1703 (Dispatchers union), except in emergency cases as determined by the Chief of Police or designee, requests for personal leave will be made with 24-hours notice prior to the beginning of the shift. Requests for such leave shall not be unreasonably denied.

- b. The Captain of Administration may grant PD leave on any day for extenuating personal situations. The Captain may require a written notice, with the specific reasons for the request.
- 5. **Bereavement leave** will be granted within the guidelines established by each collective bargaining agreement.
- 6. **FLEX** may be taken as staffing permits and in accordance with the terms and conditions of contractual agreements.
- 7. **Partial Vacation, Comp, FLEX and Personal Day Requests.** Requests for leave amounting to less than an 8-hour shift will be granted whenever possible but are subject to additional restrictions.
 - a. Leave will be deducted from an employee's benefits hour-for-hour with one exception; if the Department must pay a four-hour overtime minimum, then a minimum of four hours will be deducted from the employee requesting leave. Specific contractual language controls the use of partial days for the purpose of working details.

b. ~~Partial PD leave will be granted as staffing permits. If necessary,~~
Local # 501 um

The four-hour minimum does not apply to 501 members who have agreed to work hour for hour to cover another member's leave. the

Any Any
number of legitimate operational needs will take precedence over the approval of leave including, but not limited to: volume of calls,

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weekend or special event coverage, directed patrol assignments, reports due, center or bike patrol coverage, and unavailability of staffing for a subsequent shift.

E. Mandatory Overtime

1. LPA

- a. All supervisors and desk officers should routinely examine the worksheets to insure that anticipated overtime shifts are filled.
 - i. By the very nature of police service, unexpected short notice situations arise where officers must be ordered to work. Available officers, by seniority, should expect to be ordered to work from time to time. There will be times when the most senior officer may be the only available officer.
 - ii. Any officer ordered should anticipate working the shift unless another officer voluntarily agrees to work the shift.
 - iii. The officer should contact the Department prior to reporting to work to insure that [s] he is still required to work.
- b. **72-hour Grace Period.** ANY officer ordered to work is ineligible for another mandatory overtime shift until 72-hours has passed from the beginning of the shift ordered, except where:
 - i. An emergency or exigent circumstance exists;
 - ii. No other officer of equal rank is available; and/or
 - iii. No other officer is eligible due to the number of consecutive hours worked or due to court or when other required attendance is necessary.
- c. **Equitable Ordering List.** The equitable ordering list was established as a fair and equitable way to distribute anticipated mandatory overtime. The five junior officers (by badge number) will make up the ordering list.
 - i. Anticipated overtime is when an officer is given 72-hours notice of the mandatory overtime shift.
 - ii. When short notice vacancies occur, the list will not be used. The Commanding Officer on-duty will have the discretion to order any eligible officer with a preference towards using seniority in rank.
 - iii. **Mandatory overtime hours from the anticipated ordering will be recorded on the equitable ordering list. All mandatory overtime hours (ordering situation) will be recorded as "ORD" in time management.**
 - iv. The equitable ordering list will recycle each year with the number of hours worked returning to zero on January 1st.

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- v. Newly hired officers will move to the top of the list once they are deemed eligible to work overtime as solo patrol officers. When this takes place the senior member on the list will be removed.
 - d. **Unanticipated Overtime.** Unanticipated overtime occurs frequently when on short notice an officer requests sick leave, personal time, comp, flex or vacation time on short notice. Commanding Officers are authorized to grant reasonable requests for leave with the understanding that leave is not guaranteed without consideration for the needs of the organization. This includes a consideration of seniority when appropriate and a review of available personnel to cover shift vacancies.
2. **AFSCME 1703 – Ordering List.**
- a. **Anticipated Shift Vacancy.** An anticipated over-time shift is one created twenty-four (24) hours prior to the shift beginning. When this occurs, the following procedures will be used:
 - i. When possible, hiring will begin 5-days prior to the vacancy.
 - ii. Procedures outlined by contract should be used.
 - iii. In the event that the shift cannot be filled voluntarily, a dispatcher will be ordered to cover the shift using the **Anticipated Ordering List.**
 - iv. All members of AFSCME 1703 are recorded on the **Anticipated Order List.** The member with the fewest number of mandatory hours (with seniority used as a tie breaker) will be ordered to work the anticipated opening.
 - b. **Unanticipated Shift Vacancy.**
 - i. When unanticipated overtime becomes available, an attempt to hire dispatcher voluntarily will be made by the senior dispatcher on-duty.
 - ii. If the shift cannot be filled, the C.O. will order the junior dispatcher on-duty to work the open shift unless otherwise ineligible.

F. Printing Worksheets and Approving Leave

- 1. A minimum of two weeks of worksheets will be printed and available for review by members of the command staff. Each member of the command staff has an obligation to review work sheets and identify open shifts and other conditions that involve hiring on overtime and or granting of leave on a regular basis.
 - a. Worksheets will be printed out in one-week intervals.

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- b. The Administrative Lieutenant is responsible for printing out worksheets so that a minimum of two week (14 days) but not more than three weeks (21 days) of sheets are available.
2. Requests for one or two weeks of vacation (outside peak vacation periods as defined by contract) will be granted on a first come first serve basis in conformance with contractual language. Full week vacation periods will be given priority over other requests for vacation leave.
3. Single day requests for leave will be granted in accordance with the terms and conditions outlined previously within this policy and in conformance with language included within the various contracts with preference given in the following order; 1). Personal Days, 2). Single vacation Days followed by 3). COMP and FLEX Days.

F3₁ LPA – Patrol -- Employees will be granted leave within each category according to terms of contract.

F3₂ AFSCME 1703, Local 501 and non-union. Employees will be granted leave within each category on a first come, first serve basis.

5. Requests that cannot be granted will be noted on the worksheets as a request to be filled voluntarily.
 6. When an employee believes his or her request should be given priority, a written notice outlining the special circumstances should be submitted to the Captain of Administration.
 - a. If approved, the Captain will enter the leave into TM with a notation, "APPROVED BY CAPTAIN."
 - b. If not approved, the request will be entered into TM as a "REQUEST" and subject to the provisions of this directive.
- G. Crossing Guards, Auxiliaries and Cadets
1. **Crossing Guards** (SEIU Local 88): On September 1st, Crossing Guards receive only sick days and personal days as benefits. These benefits are for current school year (September to June). At the end of the school year, personal days not used will not be carried over. Sick days not used will be accrued up to the contract maximum.
 - a. The five sick days are entered into Time Management as a bank of ten (10) and the personal days as a bank of four (4). A morning crossing and the afternoon crossing equals one block of time each. If a Crossing Guard misses one crossing, it is entered as -1, and

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full day is -2. Technically, crossings only last 45 minutes but the 1-hour breakdown simplifies the documentation of leave.

- b. When the allotted leave is used, Crossing Guards will not receive pay for any additional absences. Crossing Guard use of leave without pay must be approved by the Chief of Police (up to five days) and this will be managed through the Administrative Lieutenant. Timely notice must be given to the Lieutenant.
2. **Auxiliaries** receive no benefits and no pay for service with the Department. The code "AUX" is used to document the number of hours an Auxiliary works.
3. **Cadets** receive no benefits other than salary. When they work, their time should be manually entered onto the worksheets under the category "REG".

H. Understanding Your Own Benefits

1. It is the responsibility of all employees to remain familiar with their own benefits. Employees should not request nor accept leave that exceeds their available hours. Employees should also audit their own records to insure that overtime, details and other benefits are properly recorded. Officers may not carry a negative balance for any leave.
2. All employees can review their own benefits directly by logging onto the Crimetrack computer system or with the assistance of a command staff officer. The menu option for personal records is **8-15-1**; use the following procedures.
 - a. Select previously worked hours (P) for a past history of hours permanently posted to your records, or future hours (F) that displays hours not yet posted.
 - b. "From" and "To" dates are important to enter. Only enter dates for one calendar year at a time. Some benefits do not display properly when more than one calendar year is used.
 - c. A "Time Category" and "Time Code" are different. Time Categories are blocks of codes that are grouped together; for example, the overtime category "OT" groups many overtime codes together. The "**F4**" window key can be used to display all of the categories and codes. When in doubt, enter "ALL" to see every record for the selected time period.

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3. Time codes are used for several different functions:
- a. **Pay Records.** Overtime, regular pay, holiday pay and details are examples of how Time Management keeps track of money earned by an employee. These figures **do not affect your paycheck** but should still be accurate within a few dollars. Totals represent calendar year figures and will differ from payroll records.

MUNIS – The Town of Lexington uses a payroll system called MUNIS. The Office Manager regular enters payroll, overtime, add pays and details into MUNIS. The Crimetrack time management system is **not** part of the payroll system and is only intended to be a more accessible means for employees to view what their payroll is likely to be. It also allows employees to know when OT and details are documented.

- b. **Banks:** Time used by an employee in categories listed in this section shall be documented and tracked by the number of hours used (i.e. a full day of vacation used would be –8 vacation). Vacation, comp time, flex, sick and personal days are the categories in which this system is used.

MUNIS - Some collective bargaining groups have leave tracked by the MUNIS system. In this instances, the leave that appears on the employees paycheck takes precedent over any leave that may appear in Crimetrack.

- c. **Counters:** Is a term used to explain that tracking time/benefits in certain categories (listed below) and is done by “counting the number of instances the event occurs (i.e. if a person is late to work, this is documented by entering a “1” late for this person, and not the amount of time the person was late).
 - i. Late, bereavement, swap, work and military service are examples of **counters**. Whenever these codes are used, the number “1” is entered. The total should represent how many times the code was used for the year.
 - ii. Training and “AUX” are also counters but the actual number of hours-worked are entered.
- d. **Error Codes.** “PDX,” “VACX,” and “COMX” are error codes used to correct data entry errors. When possible, these will be used on the same date and shift where the error occurred.

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- e. **Carry-over Benefits.** “VACF,” “COMF” and “SICF” are the codes to represent carry-over benefits from the previous year. They should be used only once per year.
 - f. **Paired Codes** are used together. The code “WORK” records the employee who is working a shift, followed by the employee being replaced using a shift swap code: “SWAP,” “FLIP” and “ADMN.”
 - g. **Details.** Detail billing is the most involved Time Management process. Different codes reflect different pay rates and will also add administrative fees where appropriate. Staff members who have not been trained in detail billing should not use these codes.
 - h. **Overtime.**
 - i. In order to improve budgeting records, overtime codes document the reason why the overtime was necessary. Specific overtime codes should be used whenever possible.
 - ii. **OTOT** represents other overtime. It should be used as the last choice when other codes do not fit. When used, the comment line should explain the reason for the overtime.
 - i. The comment line should also be used to identify training programs (OTTR), case numbers for investigations (OTIN), or the reasons for increased staffing (OTIS).
4. **Payment of Benefits in the event of a death.**
- a. In the event any member dies while in service to the Town of Lexington, and is owed monies from salary, overtime compensation, accrued vacation pay, comp time, holiday pay, or other monies, those funds will be paid to the estate of the deceased member in accordance with rules and regulations as may be promulgated by the Internal Revenue Service or the Massachusetts Department of Revenue, and in accordance with terms and conditions outlined in collective bargaining and employment agreements.
 - b. Payments for salary, overtime compensation, accrued vacation pay, comp time, holiday pay or other monies may not be paid to any other person or entity.
5. **Military Leave**
- a. Military leave will be granted to employees who serve in a Reserve Unit of the U.S. Military or as a member of a State National Guard Unit in compliance with the terms and conditions outlined in contracts.

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- b. In the event an employee is called up for active duty in the U.S. Military or as a part of a National Guard Unit, The Town of Lexington will compensate the employee with wages equal to the difference between their base pay and the compensation received for Military Duty. Employees will continue to be covered by health and dental benefits as long as there is sufficient compensation to cover the employee's share of these expenses.
- c. Any member so called to active duty will not loose any seniority during their active duty service. All other benefits will accrue or not as may be outlined in collective bargaining agreements.