





## **POLICIES AND PROCEDURES MANUAL**

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|  | <b>PERSONNEL MANAGEMENT SYSTEM</b>   |  |
|   | <b>POLICY NUMBER: 22-1</b>           | ISSUING AUTHORITY<br> |
|   | <b>EFFECTIVE DATE: June 12, 2025</b> | Christine A. Elow<br>Police Commissioner   |

### **I. GENERAL CONSIDERATIONS AND GUIDELINES**

Employees are the most valuable asset in any police department. An effective personnel management system involves a variety of activities to ensure optimal use of human resources. The accreditation standards in this chapter provide a foundation for effective personnel management including compensation and benefits, conditions of work, collective bargaining, and employee grievances.

### **II. POLICY**

It is the policy of the Cambridge Police Department to:

- A. provide for a personnel management system that endeavors to maximize the effectiveness of the department's human resources;
- B. perform the obligations and responsibilities of the department regarding personnel management in a timely manner; and
- C. attempt to resolve grievances fairly and impartially in accordance with the Collective Bargaining Agreement (CBA) and applicable policies, procedures, and laws.

### **III. DEFINITIONS**

- A. *Grievance*: The term *grievance* shall include any dispute concerning (a) any of the provisions of the CBA; or (b) any law, ordinance, rule, regulation, policy, or practice relating to the Police Department and its operation as may touch upon personnel relations; or (c) any decision or order of either the City Manager or the Police Commissioner as may affect police personnel or conditions of work and employment.

### **IV. PROCEDURES**

- A. 22.1.1 (M) Salary Program

1. The Cambridge Police Department Collective Bargaining Agreements or other applicable documents describe the salary program to include, but are not limited to:
  - a. entry-level salary for the agency;
  - b. salary differential within ranks, if any;
  - c. salary differential between ranks;
  - d. salary levels for those with special skills, if any;
  - e. compensatory time policy;
  - f. overtime policy; and
  - g. the provision of salary augmentation.
- B. 22.1.2 (MM) Leave Program
  1. The Cambridge Police Department Collective Bargaining Agreements or applicable memoranda describe the leave program to include, but not limited to:
    - a. administrative leave;
    - b. holiday leave;
    - c. sick leave;
    - d. vacation (annual) leave;
    - e. family medical leave; and
    - f. short-term military leave as authorized at the discretion of the Police Commissioner considering applicable state and federal law.
- C. 22.1.3 (M) Benefits Program
  1. The department shall maintain written directives that describe the following personnel programs.
    - a. Retirement program.
      - (1) All department full-time employees and part-time employees who work 20 hours a week or more are required to enroll in a contributory retirement system that is part of the Commonwealth of Massachusetts Public Employee Retirement System overseen by the Public Employee Retirement Administration Commission (PERAC).
      - (2) The Retirement System is operated independently and governed by a five-member municipal board subject to the provisions of M.G.L. c. 32.
      - (3) Whereas employees do not pay into Social Security, membership is mandatory for all permanent part-time and full-time employees. Temporary, seasonal, and emergency employees and those in positions budgeted for less than twenty (20) hours per week are not eligible.

- (4) Retirement contributions are withheld from all regular compensation at the rate of 9%, with an additional 2% for compensation in excess of \$30,000 for all those hired after July 1, 1996.
  - (5) Mandatory retirement is the last day in the month in which an officer reaches the age of sixty-five (65).
  - (6) Optional Deferred Compensation plans are available: employees may opt in or out and change plans at any time by contacting the City of Cambridge Personnel Department.
- b. Health insurance program.
- (1) Multiple health insurance options are offered by the city to employees upon hire. Dependents and spouses can be added to the plan up to 30 days after a life event. Open Enrollment to enter or change a plan occurs once each year.
  - (2) In addition, the City offers a Health and Welfare Fund through the Cambridge Dental & Vision fund to provide for dental and vision benefits. Employees may enroll in this benefit when hired, during open enrollment, or after a qualifying life event. Enrollment is mandatory.
  - (3) The City offers optional enrollment in a Flexible Spending Account within 30 days of employment or during the open enrollment period. Re-enrollment is not automatic; employees must be re-enrolled each year.
  - (4) Employees who have insurance through another source not contributed to by the City are eligible to receive a fixed payment per month in lieu of health insurance.
  - (5) Officers who lose their alternative form of health insurance through no fault of their own may enroll in a City insurance plan outside the open enrollment window.
- c. Disability and death benefits program.
- (1) According to the City employee handbook, "If an employee dies while employed with the City, his or her family and beneficiaries are entitled to collect earned salary and certain accrued benefits. In addition, an employee's surviving spouse and other dependents who are covered under the City's health insurance plans may elect to continue their coverage under the plan, through COBRA, for up to 36 months."
  - (2) Employees are eligible to enroll in the City life insurance plan within 30 days of hire.
- d. Bonding and liability protection.
- (1) See standard 22.1.10 below.
- e. Employee educational benefits.
- (1) The Education Incentive Program is described in the Collective Bargaining Agreements.

- (2) Eligible employees shall receive compensation for earned educational credits towards approved degree/study programs certified by the Massachusetts Board of Education as of September 1st of each year, equal to a percentage of their annual base pay in weekly installments as follows.
  - (i) Associates Degree 10 % of base pay.
  - (ii) Bachelor's Degree 20% of base pay.
  - (iii) Masters/Law Degree 25% of base pay.
- (3) The City offers a tuition reimbursement fund to reimburse employees the cost of tuition, books, registration, and/or other fees required for any course work within a criminal justice program at an accredited college or university. Reimbursement in any given year shall not exceed the amounts prescribed by the CBA and may be prorated depending on the reimbursement requests received by the personnel office. Tuition reimbursement is also offered to civilian employees.
- (4) Classes shall be attended on an employee's own time.

D. 22.1.4 (M) Personnel Support Services Program

1. The Peer Support policy and the Crisis Intervention and Stress Management policy describe some of the provision of support services to employees.
  - a. The department maintains a relationship with a Licensed Social Worker who performs services in conjunction with the Peer Support Team and the CISM. Access to these services is available through the CISM or through members of the Peer Support Team.
2. The department also supports a Chaplaincy Program to make readily available pastoral services to department personnel, their families, and victimized individuals in the community when the need is identified and upon request. The program provides on-call spiritual guidance, counseling, consultation, and other forms of human crisis intervention to those who may be in need.
3. Outside counselling and a host of personal support services are available through Deer Oaks EAP.

E. 22.1.5 (M) Victim Witness Services/Line of Duty Death (See policy 22-3 Line of Duty Death/Traumatic Injury.)

F. 22.1.6 (M) Employee Appearance, Clothing, and Equipment (See policy 22-4 Uniforms and Equipment.)

G. 22.1.7 (O) Employee Assistance Program

1. The department makes available to employees through the City an Employee Assistance Program (EAP) designed to assist in the identification and resolution of concerns or problems, personal or job related, which may adversely affect an employee's personal or professional well-being or job performance. These personal concerns may include, but are not limited to,

health, marital status, family, financial, substance abuse, emotional/stress, and other personal matters.

2. The City of Cambridge uses the Deer Oaks Employee Assistance Program (EAP). Employees are provided with a username and password to access available programs on the website [deeroakseap.com](http://deeroakseap.com) or can call (888) 993-7650 for 24/7 assistance.
  - a. Program services.
    - (1) According to the provider, "The Deer Oaks Employee Assistance Program (EAP) is a free service provided for you, your dependents, and household members by your employer. This program offers a wide variety of counseling, referral, and consultation services, which are all designed to assist you and your family in resolving work and life issues to live happier, healthier, more balanced lives. From stress, addiction, and change management, to locating childcare facilities, legal assistance, and financial challenges, our qualified professionals are here to help. These services are completely confidential and can be easily accessed 24/7 at (888) 993-7650 or [www.deeroakseap.com](http://www.deeroakseap.com), offering you around-the-clock assistance for all of life's challenges."
    - (2) Employees can find additional services provided by reading the program brochure on the City's intranet, Common Ground.
  - b. Procedures for obtaining program services.
    - (1) Employees may access the EAP by calling the toll-free Helpline number, by using the iConnectYou App, or through instant messaging with a work-life consultant through the online instant messaging system.
    - (2) In-the-moment telephone support and crisis intervention are available 24/7 along with intake and clinical assessments.
  - c. Confidential, appropriate, and timely problem assessment services.
    - (1) The City's EAP representatives will provide confidential, appropriate, and timely assessment services to employees of the department.
  - d. Referrals to services, either workplace or community resources for appropriate diagnosis, treatment, and follow-up.
    - (1) Referrals to EAP or other community resources may be provided by the Peer Support Team or the Crisis Intervention Stress Management Team.
    - (2) A supervisor may refer an employee to the Peer Support Team if appropriate.
  - e. Procedures and guidelines for referral to and/or mandatory participation.
    - (1) All referrals are informal, and participation is voluntary. The department does not require mandatory participation in any EAP service or program.
  - f. Training of designated personnel in the program services.

- (1) Whereas EAP is contracted with a vetted outside professional provider, the department assumes that Deer Oaks hires only those employees who are properly trained.
- (2) Members of the Peer Support Team will attend regularly scheduled training sessions facilitated by the clinical consultant/mental health professional under contract by the police department or any other appropriate vendor.
- (3) The regularly scheduled meetings will typically consist of team development exercises designed to deal with issues and concerns that may arise as the team moves forward.
- (4) The group meetings may also review the types of encounters they have experienced, or troublesome situations, and as a group serve as a problem-solving sounding board for one another. These regularly scheduled training sessions may also be used as an opportunity to bring in guest speakers.

H. 22.1.8 (M) Employee Identification

1. The department requires members to provide personnel identification as follows.
  - a. Responding to requests to view personnel identification.
    - (1) According to the department Code of Conduct:
      - (i) Identification – All officers shall properly identify themselves to any person requesting this information, while they are on duty, except when the withholding of this information is necessary for the performance of police duty, when it might jeopardize the physical safety of a department member, or when authorized not to do so by the proper authority. Under M.G.L. c. 41, § 98D, every full-time police officer is required to carry an official identification card to be shown to the public upon lawful request.
  - b. Providing official agency identification with at least the personnel's photograph.
    - (1) Crime Scene Services creates and provides to all staff the Cambridge Police Department issued photo-identification card. Also, the unit submits requests to the State through a state-operated website for the State-issued identification cards for all sworn personnel and retired sworn personnel only. These cards are photo-identification cards.
  - c. Verbal identification over the telephone.
    - (1) When practical, officers should introduce themselves over the phone by name and as members of the Cambridge Police Department. Officers are to provide their badge number to verify identity upon request.
    - (2) Officers working in an undercover capacity are not required to provide identifiable information.

- (3) The Front Desk Clerk and Shift Commander are required to notify members of the public that the line is recorded.

I. 22.1.9 (M) Military Deployment and Reintegration

1. The department has established a plan for personnel with military activations exceeding 180 days for pre-deployment, deployment, and post deployment. The plan includes provisions for the following.
2. Effective upon ratification of the CBA, the provisions of M.G.L. c. 33, § 59, as amended on November 7, 2018, regarding military leave allowances and pay will apply to eligible employees covered by this Agreement. Employees called to active service in the armed forces of the United States who are assigned to a theater of combat operations will be eligible for the benefits described in Chapter 153 of the Acts of 2007, to the extent they are greater than those provided by M.G.L. c. 33, § 59. Prior to utilizing leave under these provisions, employees must provide the department with written notice and a copy of their military orders and/or other documentation sufficient to demonstrate their eligibility for the benefits provided by M.G.L. c. 33, § 59 and/or Chapter 153 of the Acts of 2007. Such notice and documentation must be provided as soon as is practicable. In addition, the department may require employees to provide copies of their military paystubs (leave and earnings statements) once a leave has begun.
  - a. Designating an agency point of contact.
    - (1) The department will designate an employee with military experience to serve as the point of contact for issues related to deployments. The contact person may change from time to time based on availability and need.
  - b. Designating human resources point of contact, if outside the agency.
    - (1) The Director of Planning, Budget, and Personnel will serve as the human resources point of contact for issues related to salary and benefits.
  - c. Out-processing, including an exit interview with the Police Commissioner or designee.
    - (1) Out processing, including an exit interview, will be conducted by the department point of contact, who will be the Police Commissioner and/or designee.
  - d. Storage of agency owned equipment during deployment.
    - (1) Department-owned equipment in the possession of an employee prior to deployment shall be returned to the proper units and persons responsible for the reuse or safekeeping of such equipment.
  - e. In-processing, including an interview with the Police Commissioner or designee.
    - (1) Upon return from military service, the employee will be interviewed by the point of contact designee to facilitate a seamless transition including assignment, uniforms and equipment, benefits, training, and general well-being.

- f. Initial and/or refresher training, weapons requalification, and steps for reintegration, as appropriate.
  - (1) The Training Unit shall provide for all refresher training for employees returning from military service including Legal Updates, firearms requalification, First Aid, and other in-service requirements.
- g. Ensuring a process for communication with the deployed member is established.
  - (1) If possible and appropriate, the department point of contact may communicate with any employee deployed to military service depending on the desires and needs of the employee as well as the availability of communication channels.
  - (2) To the extent possible, the deployed employee should be notified of department news, significant events, and promotions or promotion opportunities.
- J. 22.1.10 (M) Bonding/Liability Protection
  - 1. All sworn positions in the department are bonded and/or provided with public liability protection consistently between all such positions.
  - 2. This bonding is through the City's ability to be self-insured.
  - 3. The City's bonding should protect personnel from liability arising from acts or omissions leading to personal injury, death, or property destruction that, in turn, could lead to legal civil action against them.
- K. 22.2.1 (M) Physical Examinations
  - 1. The department's position regarding physical examinations for employees is as follows.
    - a. Before permanent hire, all sworn employees must take and meet state requirements for physical health and fitness prior to entering a police academy. In addition, whereas there is a plan for POST to require standards of health and fitness for continued employment, the department will consider the implications of such a plan and act accordingly.
    - b. If an employee is out of work for an extended time due to illness, the department may require medical clearance from a doctor to return.
    - c. Any physical examination should be conducted to confirm the employees' continued fitness to perform the tasks of their assignments and fitness for duty as a police officer, not to identify employees with disabilities who are otherwise able to perform their assigned duties, with or without reasonable accommodation.
    - d. Generally, professional staff positions will not be required to take a physical exam as part of the selection process.
- L. 22.2.2 (M) General Health and Physical Fitness
  - 1. Department policy regarding general health and physical fitness to perform job tasks identified for sworn employees includes the following.



- a. All sworn employees of the department shall pass all state health and physical fitness standards prior to entering a police academy.
- b. During a police academy program, there are three tests of physical abilities, which all student officers must pass in order to remain in good standing in the academy.

M. 22.2.3 (O) Fitness and Wellness Program

1. Depending on the availability of appropriate personnel and funding, the department may develop a fitness and wellness program which includes:
  - a. voluntary participation by agency personnel;
  - b. a trained program coordinator;
  - c. individual health screening and fitness assessment;
  - d. individual education and goal setting; and
  - e. ongoing support and evaluation.

N. 22.2.4 (O) Off-Duty or Secondary Employment

1. Employees of the department may engage in any off-duty employment that is legal, does not bring embarrassment or discredit to the department, does not present a conflict of interest, and does not impact the ability of the employee to perform regular job duties.
2. Employees are required to request approval of such employment by providing to the Office of the Commissioner a form describing the off-duty or secondary employment activities. An opinion from the State Ethics Commission must be sought and furnished with the request for secondary employment.
3. The Police Commissioner reserves the authority to grant or deny any off-duty employment requests.

O. 22.2.5 (M) Extra-Duty Details/Employment (See policy 22-4 Extra-Duty Details.)

P. 22.3.1 (M) Agency Role, Collective Bargaining

1. There are two primary unions that engage in a collective bargaining process, the Cambridge Police Patrol Officers Association and the Cambridge Police Superior Officers Association. The unions may bargain jointly on some issues and separately on others. Representatives of the two unions bargain through a process that includes both the police department and the City Manager.
2. The collective bargaining process shall include:
  - a. establishment of a collective bargaining team for the agency with the Police Commissioner as the principal negotiator;
  - b. identification of the two unions representing the employees with which it will negotiate;

- c. a commitment by the department to participate in *good faith* bargaining with the duly recognized bargaining units representing its members;
- d. a commitment to abide by the ground rules for collective bargaining that arise out of the collective bargaining process or labor arbitration; and
- e. a commitment to abide, in both letter and spirit, by the negotiated labor agreement that has been signed by management, labor representatives, and ratified by the bargaining unit.

Q. 22.3.2 (M) Ratification Responsibilities

- 1. When a negotiated labor agreement is ratified by all parties, the Police Commissioner and/or designee will:
  - a. obtain a written, signed copy of the labor agreement;
  - b. review and amend, if necessary, all written directives and procedures to coincide with the terms of the labor agreement; and
  - c. disseminate information relative to a new labor agreement, including modifications to existing agreements, to managers and supervisors of bargaining unit employees.

R. 22.4.1 (M) Grievance Procedures

- 1. The Collective Bargaining Agreement, Article 19, Grievance Procedure and Arbitration, establishes a grievance procedure, which includes the following.
  - a. identification of matters that are grieve-able;
  - b. levels in the agency or government to which the grievance may be filed and/or appealed;
  - c. time limitations for filing or appealing the grievance to the next level;
  - d. type of information to be submitted when filing a grievance;
  - e. establishment of procedural steps and time limitations at each level in responding to grievances or appeals; and
  - f. criteria for employee representation.

S. 22.4.2 (M) Coordination/Control of Records

- 1. The Director of the Office of Planning, Budget, and Personnel is responsible for coordination of grievance procedures and for the maintenance and control of grievance records.
- 2. The Director shall maintain strict control and confidentiality of all grievance records.

T. 22.4.3 (M) Annual Analysis

- 1. Annually, the Director of Planning, Budget, and Personnel will conduct an analysis of the department's grievances, as well as supporting policies and practices, which will be reviewed by the Police Commissioner.

