

**CHARTER TOWNSHIP OF SUPERIOR
WORK SESSION
SUPERIOR CHARTER TOWNSHIP HALL
3040 N. PROSPECT, SUPERIOR TOWNSHIP, MI 48198
May 19, 2025
5:30 p.m.
AGENDA**

1. CALL TO ORDER
2. ROLL CALL
3. ADOPTION OF AGENDA
4. CITIZEN PARTICIPATION
5. DISCUSSION **TAB 1**
 - A. Personnel Manual
 - B. Job Analysis for Township Roles with Financial Oversight
 - C. Criteria for Evaluating Whether to Extend or Retire the Hiring Freeze
6. ADJOURNMENT

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**SUPERIOR CHARTER TOWNSHIP
PERSONNEL MANUAL
WASHTENAW COUNTY, MICHIGAN**

Last Revised: April 7, 2025

TABLE OF CONTENTS

1. INTRODUCTION
 - 1.1 Purpose & Scope
 - 1.2 Employment at Will
2. EQUAL EMPLOYMENT OPPORTUNITY & HARASSMENT POLICIES
 - 2.1 Non-Discrimination Policy
 - 2.2 Anti-Harassment & Reporting Procedures
 - 2.3 Sexual Harassment Policy & Process
3. EMPLOYMENT CLASSIFICATIONS & WORK SCHEDULE
 - 3.1 Employee Classifications
 - 3.2 Hire Dates & Employment Status Conversions
 - 3.3 Work Hours & Pay Periods
 - 3.4 Lunch & Rest Breaks
 - 3.5 Personal Information Updates
 - 3.6 Overtime & Compensatory Time
 - 3.7 Managerial Time
4. COMPENSATION & BENEFITS
 - 4.1 Salary & Pay Increases
 - 4.2 PTO: Holidays
 - 4.3 PTO: Vacation Days
 - 4.4 PTO: Personal Days
 - 4.5 PTO: Sick Leave
 - 4.6 PTO Request Process
 - 4.7 Health Insurance
 - 4.8 Reimbursements (Mileage, Meals, Training, Uniforms)
 - 4.9 Retirement Plans & Benefits
5. LEAVES OF ABSENCE
 - 5.1 Unpaid Medical Leave
 - 5.2 Personal Leave of Absence
 - 5.3 Prior Notice for Medical & Personal Leaves
 - 5.4 Bereavement Leave
 - 5.5 Military Leave
 - 5.6 Jury Duty
6. WORKPLACE POLICIES & CONDUCT

- 6.1 Code of Conduct & Workplace Ethics
 - 6.2 Attendance & Tardiness
 - 6.3 Drug-Free Workplace
 - 6.4 Workplace Safety & Workers' Compensation
 - 6.5 Use of Township Property & Technology
 - 6.6 Conflict of Interest & Outside Employment
7. PERFORMANCE MANAGEMENT
- 7.1 Performance Evaluations
 - 7.2 Progressive Discipline & Performance Improvement
 - 7.3 Immediate Disciplinary Action
 - 7.4 Employee Rights & Appeals
8. EMPLOYEE GRIEVANCE & COMPLAINT RESOLUTION
- 8.1 Grievance Procedure
 - 8.2 Protection from Retaliation
9. SEPARATION & TERMINATION
- 9.1 Resignation & Retirement
 - 9.2 Involuntary Termination & Severance Policy
 - 9.3 Final Pay & Benefit Payouts
10. POLICY UPDATES & ACKNOWLEDGMENT
- 10.1 Manual Updates & Revisions
 - 10.2 Employee Acknowledgment Form
-

1. INTRODUCTION

1.1 Purpose & Scope

This Personnel Manual applies to all non-union employees of Superior Charter Township. It does not apply to elected officials or their appointed deputies, or any employee whose employment is governed by a collective bargaining agreement. This manual provides guidance on employment policies, procedures, and benefits. It is intended to be informational and is not an employment contract.

It may be modified as needed over time, and any modifications shall be at the sole discretion of the Township Board (the Board). Furthermore, it is the responsibility of the Township Supervisor, either directly or through delegated representatives, to provide reasonable prior notice of changes or modifications to this manual to any affected employees.

1.2 Employment at Will

Employment with Superior Charter Township (the Township) is at-will, meaning either the Township or the employee may terminate employment at any time, with or without cause or notice, except as otherwise provided by law. This manual does not create an express or implied contract of employment, nor does it alter the at-will nature of employment.

This at-will policy does not apply to employees covered by collective bargaining agreements, civil service protections, or statutory provisions that grant specific termination rights. Employment decisions must comply with federal and state laws prohibiting discrimination or retaliation.

No representative of Superior Charter Township, other than the Township Board through a formal written agreement, has the authority to enter into any employment contract or make commitments regarding continued employment. The Township reserves the right to modify or amend this manual at any time, except where prohibited by law.

2. EQUAL EMPLOYMENT OPPORTUNITY & HARASSMENT POLICIES

2.1 Non-Discrimination Policy

Superior Charter Township is committed to providing equal employment opportunities without regard to race, color, religion, sex, national origin, age, disability, marital status, height, weight,

or other protected statuses. All employment decisions — including hiring, compensation, benefits, promotions, transfers, and layoffs — will be based on individual qualifications, job-related skills, and organizational needs. The Township Supervisor is responsible for overseeing civil rights compliance, subject to review by the Board.

2.2 Anti-Harassment & Reporting Procedures

Harassment of any kind will not be tolerated. Employees experiencing or witnessing harassment should report it to their direct supervisor, another Department Head, or the Township Supervisor, depending on the person with which they feel most comfortable. In the event that a serious harassment claim is raised, the Township Board and lawyer will be notified, and will collectively determine the best course of action, including a possible closed session of the Board.

The Township will conduct prompt and thorough investigations, and appropriate corrective action will be taken if necessary. Retaliation against employees who report harassment in good faith is strictly prohibited.

In the event that a discrimination or harassment claim involves the Township Supervisor, the employee should submit the complaint to the Township Clerk or Treasurer, or to a trusted Board Member to ensure impartiality. The Board of Trustees, in a closed session, will designate an appropriate investigator, such as legal counsel or an external HR consultant, to handle the complaint fairly and confidentially.

2.2 Sexual Harassment Policy & Process

Superior Charter Township is committed to maintaining a workplace free of sexual harassment and complies with the Michigan Elliott-Larsen Civil Rights Act (ELCRA) and Title VII of the Civil Rights Act of 1964. Sexual harassment, including unwelcome advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, is prohibited.

Harassment includes, but is not limited to:

- Employment decisions based on an employee's submission to or rejection of sexual conduct.
- Conduct that interferes with an employee's work performance or creates an intimidating, hostile, or offensive work environment.

The Township will initiate an investigation as soon as possible upon receiving a sexual harassment complaint.

- Investigations will be conducted by the Township Supervisor or a neutral third-party investigator, such as an HR consultant, legal counsel, or Board designee.
- The process includes interviews with involved parties and a review of relevant evidence.
- The investigator will document findings and determine if a policy violation occurred.
- If substantiated, the Township will take corrective action, up to and including termination.

- If not substantiated, the matter will be closed, and all parties notified. Retaliation is strictly prohibited.
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3. EMPLOYMENT CLASSIFICATIONS & WORK SCHEDULE

3.1 Employee Classifications

- **Full-Time Employees** – Work 37.5+ hours per week (40 hours for Utility Department employees) and receive full benefits.
- **Part-Time Employees** – Work 20–37.5 hours per week (under 40 hours for Utility Department employees) and may receive prorated benefits.
- **Temporary Employees** – Hired for up to 12 months to assist with staff absences or seasonal workloads. They do not receive benefits and are paid an hourly rate, unless otherwise approved by the Township Board. The Supervisor, Clerk, or Treasurer may hire temporary employees within the Board-approved budget.
- **Appointed Deputies** – The Clerk and Treasurer must appoint a deputy, while the Supervisor may do so. Deputies hold a public office and serve “at the pleasure of the official,” meaning their appointment is tied to that official’s tenure. For personnel purposes, they are not considered regular employees.

3.2 Hire Dates & Employment Status Conversions

An employee’s hire date is used to determine benefits eligibility, vacation accrual, longevity pay, and pension vesting. In some cases, employees who transition to a new employment classification will receive a new hire date that impacts their benefits.

Initial Hire Date

- The initial hire date is assigned when an employee begins employment with Superior Charter Township.
- If an employee transitions from part-time to full-time or temporary to regular status, a new full-time hire date will be assigned.
- The new hire date will be used to calculate:
 - Vacation and sick leave accrual
 - Longevity pay eligibility
 - Retirement health care vesting
 - Years of service for pension benefits

Conversion from Part-Time to Full-Time Status

- Employees who transition from part-time to full-time after April 1, 2005, will be assigned a new full-time hire date.
- Any accrued sick and vacation benefits will be prorated and transferred to their benefit bank.
- Employees who transitioned before April 1, 2005, will retain their initial hire date for accruing all benefits, except for MERS Pension and MERS Health Care Savings Plan, which will use the full-time hire date.
- The employee's John Hancock pension account will be set to inactive status after the final contribution and will remain in John Hancock until termination or age 55. Employees with at least 20 months of combined participation in John Hancock and MERS are vested and retain employer contributions, while those with less than 20 months are unvested, and employer contributions revert to the Township. Upon transitioning to full-time, the employee will be enrolled in MERS, with part-time service not counting toward MERS years of service.

Conversion from Temporary to Permanent Status

A temporary employee working 20+ hours per week may transition to a permanent position with Board of Trustees approval.

- **Part-Time Employees Converting to Permanent Part-Time:**
 - Receive two (2) personal days upon conversion.
 - Previous months of service count toward the first-year employment requirement for vacation accrual.
 - Eligible for John Hancock Plan participation beginning the first workday as a permanent employee.
 - Assigned a new hire date, which will be used for benefit calculations.
- **Full-Time Employees Converting to Permanent Status:**
 - Receive two (2) personal days upon conversion.
 - Previous months of service count toward the first-year employment requirement for vacation accrual.
 - Eligible for health and life insurance starting the first of the month after conversion.
 - Assigned a new hire date and enrolled in MERS effective on the first full-time workday.

3.2 Work Hours & Pay Periods

- Regular office hours: **8:00 AM - 4:00 PM, Monday - Friday.**
- Utility Department hours: **8:00 AM - 4:30 PM, Monday - Friday.**

- Any changes to these work hours must be authorized by the employee's Department Head in writing.
- Pay periods occur biweekly, with paychecks issued every other Thursday.
- Employees must submit timesheets by the designated deadline (Mondays at 9:00 AM) to ensure timely payroll processing. All time sheets, after departmental approval, must be turned over to the payroll administrator by Monday at 9:30 AM.

3.3 Lunch & Rest Breaks

For each work day, employees are entitled to:

- One **30-minute unpaid lunch break**.
- Two **15-minute paid rest breaks** (one in the morning, one in the afternoon).

Lunch and rest breaks may be combined, but may not exceed 45 minutes. Employees should work with their direct supervisor to ensure that their lunch and rest breaks are scheduled at times that do not disrupt the daily operations of their departments. There is no smoking in Township buildings or on Township property.

3.4 Personal Information Updates

Employees must report any changes to their name, address, telephone number, marital status, tax withholding status, beneficiaries, dependents, or emergency contact information to the Personnel Manager's Office within five (5) days of the change.

Employees must also provide their current telephone number to their immediate supervisor and update them promptly if it changes. Failure to update personal information may affect payroll, benefits, or emergency notifications. The Township will use the most recent records on file for all employment-related matters.

3.5 Overtime & Compensatory Time

Non-exempt employees receive overtime pay at 1.5x their hourly rate for work exceeding 40 hours per week, provided that the employee receiving the overtime pay has not used any benefit time during the week that the overtime was accrued. All overtime must be pre-approved in advance by a supervisor.

Employees may request compensatory time instead of overtime pay, accruing 1.5 hours per overtime hour worked, subject to department approval. The maximum balance is 37.5 hours (40 for Utility Department); excess overtime is paid automatically. Employees receive a balance report with each paycheck and may cash out hours by submitting a request form, signed by their Department Head, to the Payroll Administrator.

Utility employees will receive a minimum of three hours pay or comp time for all after-hours “call outs” in which they are called back to work to respond to an urgent utilities emergency. Hours worked immediately preceding or following the normal work schedule do not qualify as an after hours call-out and will be treated as normal overtime.

Utility employees who are scheduled as “on-call” will be compensated for the time required to be available. Compensation will be determined and approved annually by the Board of Trustees.

3.6 Managerial Time

Exempt employees do not receive overtime pay but may accrue up to **5 Managerial Comp Days** per year. These are earned at a **1:1 ratio** for additional hours worked beyond the standard workweek, subject to supervisor approval. Managerial comp days must be used within the same calendar year.

3.7 Drug Free Workplace

Superior Charter Township is committed to a safe, productive, and drug-free workplace in compliance with the Federal Drug-Free Workplace Act of 1988.

Prohibited Conduct

Employees are prohibited from:

- Manufacturing, distributing, possessing, or using illegal drugs or controlled substances on Township property, in Township vehicles, or during work hours.
- Reporting to work impaired due to illegal drugs or misuse of medication.
- Using or possessing marijuana in the workplace, even if legally prescribed or recreationally permitted under Michigan law.

Employee Responsibilities & Assistance

- Employees must notify the Township within five (5) days of a drug-related workplace charge or conviction.
- Employees seeking help for substance abuse may contact Human Resources for information on support programs.

Disciplinary Actions & Rehabilitation

- Violations may result in disciplinary action, including termination.
- The Township may offer rehabilitation instead of discipline, but employees must comply fully with all rehabilitation requirements.
- Employees may be subject to drug testing if there is reasonable suspicion of impairment while on duty.

The Township will provide drug awareness education and maintain compliance with federal law. Employees are expected to fully support this policy without exception.

4. COMPENSATION & BENEFITS

4.1 Salary & Pay Increases

Salary adjustments may be based on performance evaluations, market conditions, federal Cost of Living Adjustments (COLA), and budgetary considerations. All increases are subject to review and approval by the Township Board of Trustees and are not guaranteed.

Employees may be eligible for merit-based increases based on exceptional performance, subject to budget constraints and Board discretion. Merit pay adjustments may be one-time bonuses or permanent salary increases, as determined by the Township Board.

The Township is committed to ensuring fair and equitable pay adjustments across departments while maintaining fiscal responsibility.

The Township also offers full and part-time employees longevity pay on the anniversary hire date as follows:

- Years 2-3: 1% of base pay
- Years 4-5: 2% of base pay
- Years 6-7: 3% of base pay
- Years 8-9: 4% of base pay
- Years 10-19: 5% of base pay
- Years 20+: 6% of base pay

If the due date for an employee's longevity pay falls during the time they are on unpaid leave, the longevity pay shall be prorated based on actual time worked plus paid service hours. Service hours are defined as days for which the employee used paid benefit time.

4.2 PTO: Holidays

Superior Charter Township observes designated holidays as determined by the Township Board each year. All Township offices will close on these holidays, except those required by the Board to remain open.

- **Eligibility for Holiday Pay**
 - Regular full-time employees will receive holiday pay, provided they are in a paid status (e.g., working, using approved leave) during the pay period in which the holiday falls.

- Regular part-time employees will receive holiday pay if the holiday falls on a day they are normally scheduled to work.
- Employees on approved paid leave (e.g., PTO, sick leave, FMLA) will receive holiday pay as if they had worked, without it reducing their leave balance.
- **Holiday Pay for Employees Working on a Holiday**
 - Non-managerial employees required to work on an official Township holiday will receive compensation as outlined the Overtime policy contained within this manual.

4.3 PTO: Vacation Days

Vacation time accrues based on length of service, with different rates for full-time, part-time, and Utility Department employees.

- **Full-Time Employees:**
 - Receive one week of vacation after six months.
 - Accrual begins in the 13th month at 6.25 hours per month.
 - Increases to 9.375 hours per month after 5 years of service.
 - Increases to 12.5 hours per month after 10 years of service.
- **Utility Department Employees:**
 - Accrue 6.66 hours per month starting in the 13th month.
 - Increase to 10 hours per month after 5 years.
 - Increase to 13.333 hours per month after 10 years.
- **Part-Time Employees:**
 - Receive one week of vacation after six months, based on their average workweek.
 - Accrual is based on hours worked per pay period, increasing at 5 and 10 years.

Employees may bank up to 1.5 times their annual vacation accrual and must use excess vacation or forfeit it unless granted a temporary exception. Vacation requests should be made at least two weeks in advance, though shorter notice may be approved depending on department needs. Holidays falling within scheduled vacation do not count as vacation days. Unpaid time off is generally not permitted but may be granted in special cases if vacation is exhausted.

4.4 PTO: Personal Days

Personal days accrue annually and may be used with or without advance notice, depending on the situation.

- **Accrual & Carryover:**
 - Full-time employees receive two personal days per year, accruing on the first day of employment and then on January 1st each year.
 - Unused personal days may carry over to the next year, up to a maximum bank of five days.
 - If accrual on January 1st exceeds the five-day limit, excess days will be paid out.

- **Usage & Notice Requirements:**
 - 48-hour notice is preferred for planned use, but personal days may be used without advance notice for emergencies or unforeseen circumstances.
 - Employees must call or message their supervisor before the workday begins if using personal time unexpectedly. Failure to notify may result in disciplinary action and loss of benefit time.
 - Personal time for non-emergencies without notice is allowed if it does not disrupt department operations, subject to supervisor approval.

4.4 PTO: Sick Leave

Superior Charter Township provides sick leave for employees to use in cases of personal or immediate family illness, accidents, or medical appointments. Sick time accrues monthly, and employees must follow proper procedures when requesting leave.

- **Accrual & Banking:**
 - Full-time employees earn ½ day per month in their first year and 1 day per month thereafter.
 - There is no limit on how much sick time may be banked.
 - Employees receive a Sick Time Bank report with each paycheck.

- **Usage & Notification Requirements:**
 - Medical appointments require two days' advance notice unless an emergency arises.
 - Unexpected absences must be reported to the Department Head as soon as possible. If the employee is incapacitated, a designated person may notify the Township.
 - If sick time is exhausted, employees may use vacation or personal time with a doctor's note. Unpaid leave may be granted in extenuating circumstances.

- **Medical Verification & Return to Work:**
 - A doctor's note may be required after three consecutive sick days or when a pattern of absenteeism suggests potential abuse.
 - Fitness-for-duty evaluations must be job-related and consistent with business necessity under ADA guidelines.

Employees who repeatedly take sick leave before or after weekends, holidays, or vacations may be subject to review for potential abuse. Corrective action may include documented counseling or requiring a doctor's note for future absences. Falsifying sick leave requests will result in disciplinary action. Department Heads will monitor sick leave use to ensure fairness and operational efficiency.

4.5 PTO Request Process

Superior Charter Township requires employees to follow an approval process for both prearranged and unexpected time off to ensure proper staffing and operations.

- **Prearranged Time Off Requests:**
 - Employees submit requests to their Department Head for initial approval.
 - The Department Head reviews requests for conflicts within the department and prioritizes based on submission date and ability to adjust plans.
 - If no conflicts exist, the request is sent to the Township Supervisor (except for Parks) to check for conflicts across departments. If needed, coverage may be arranged to accommodate multiple requests.
 - The Township Supervisor returns approved or denied requests to the Department Head, who notifies the employee.
- **Department Head Time Off Requests:**
 - General, Utility, and Building Department Heads submit requests directly to the Township Supervisor, or the Deputy Supervisor.
 - The Parks Administrator submits requests to the appointed Parks Commissioner and informs the Township Supervisor of approved employee vacations in writing.
- **Unexpected Time Off Requests:**
 - Employees using sick or personal time unexpectedly must submit a Time Off Request Form upon returning to work.
 - Employees submit the form to their Department Head, who forwards it to the Township Supervisor for final approval.
 - Once signed, the employee attaches the approved request to their timesheet.

4.6 Health Insurance

Full-time employees are eligible for medical, dental, and vision insurance starting on the first day of the month following hire. Coverage extends to spouses, dependents, and domestic partners as defined by the plan. Employees may be required to contribute a portion of the premium costs, which are reviewed annually.

Employees may opt out of Township-sponsored health insurance if covered under another qualifying group plan (e.g., spouse's employer plan, retirement benefits). To qualify, employees must provide proof of alternative coverage annually. Opt-out participants receive a taxable stipend equal to 40% of the Township's premium cost for the opted-out portion (single, couple, or family coverage). Employees covered under another Township employee's plan are not eligible for the opt-out stipend.

The Township provides COBRA continuation coverage as required by federal law. Employees will receive COBRA enrollment information upon termination or a qualifying event.

4.7 Reimbursements

- **Mileage:** Employees on Township business will be reimbursed for mileage at the current IRS rate. Reimbursement forms must include odometer readings, a trip description, and approval from the Department Head and Township Supervisor. Only employees with a valid Michigan driver's license are eligible, and a copy must be on file with the Township Clerk before requesting reimbursement.
- **Meals & Lodging:** Employees will be reimbursed for meals and lodging while attending training or conducting Township business, with pre-approval from the Township Supervisor. Reimbursement follows the Board-approved benefit structure and standard government per diem rates. Luxury accommodations and alcohol are not covered, and gratuities are capped at 20%. Original itemized receipts are required for reimbursement.
- **Training Seminars:** Employees may be required to attend job-related training and will be paid their regular hourly rate, including travel time, with overtime for hours beyond their normal schedule. Mileage will be reimbursed. Employees may request voluntary training by submitting a request to their Department Head for review with the Township Supervisor. The Township may approve tuition, materials, and regular pay (excluding overtime), cover only tuition and materials, or deny the request.
- **College Training:** Employees may request an educational allowance for tuition, books, and fees per the Board-approved benefit structure. Non-college training seminars are excluded. Classes must relate to the employee's job but need not count toward a degree. Requests must be pre-approved by the Department Head and Township Supervisor. Reimbursement is retroactive and requires a "B" or higher. Classes must not interfere with work or mandatory overtime. Township-required courses do not count toward the annual limit.
- **Uniforms:** Allowances provided for eligible departments. Check with your Department Head for more information.

4.8 Retirement Plans & Benefits

Full-time employees participate in the Michigan Municipal Employees' Retirement System (MERS) Defined Benefit Plan, with a 5% employee contribution. Employees hired before January 1, 2004, had a one-time option to remain in the John Hancock Defined Contribution Plan; all employees hired after January 1, 2004, must participate in MERS.

- **MERS Vesting Schedule:** Employees are vested after six (6) years of service.
- **Retirement Eligibility:** Employees may retire under the following conditions:
 - Age 55 with at least 15 years of service
 - Any age with 30 years of service
 - Age 60 with at least six (6) years of service

- John Hancock Defined Contribution Plan: Permanent part-time employees working 20+ hours per week may enroll in this plan upon hire. The Township contributes 10%, and employees contribute 5%. Employees who opt out must sign an Irrevocable Waiver of Participation, though best practice recommends allowing future enrollment if desired.

Retirement Health Benefits (MERS HCSP)

All full-time employees hired after November 1, 2013, are automatically enrolled in the MERS Health Care Savings Plan (HCSP) the first of the month following hire. Employees contribute 3% of gross regular pay pre-tax, and the Township contributes an employer match based on a vesting schedule.

- Employer Contribution Vesting:
 - 25% vested after 6 years
 - 50% vested after 9 years
 - 75% vested after 12 years
 - 100% vested after 15 years
- Employees may access funds for IRS-approved medical expenses upon separation from service, regardless of age.
- Employer contributions are reviewed annually during the budget process and may be adjusted by the Township Board.

Benefit Time Payouts Upon Resignation or Retirement

Employees with at least six (6) years of full-time service who resign or retire with at least 14 days' notice are eligible for unused benefit time payouts:

- Personal Time: 25% payout
- Sick Time:
 - 25% payout after 6 years
 - 50% payout after 9 years
 - 75% payout after 12 years
 - 100% payout after 15 years
- Compensatory & Management Time: 100% payout
- Vacation Time: 100% payout

Benefit payouts will be processed on the final regular payroll cycle following termination unless the employee has elected to deposit payout funds into their MERS Health Care Savings Plan via a signed Benefit Time Pay-Off Election Form.

In cases of sudden death or disability, payout elections on record will be honored before any benefit time is transferred to MERS HCSP. Employees may update their Benefit Time Pay-Off Election Form at any time before 3:30 p.m. on their last scheduled workday.

5. LEAVES OF ABSENCE

5.1 Unpaid Medical Leave

Superior Charter Township is not covered by the Family and Medical Leave Act (FMLA) because the Township does not meet the minimum employee threshold required for FMLA applicability. Under federal law, FMLA applies only to employers with 50 or more employees within a 75-mile radius. While not required, the Township offers Unpaid Medical Leave to support employees facing serious health conditions, family caregiving, or parental bonding. This policy provides up to 12 weeks of unpaid leave with job reinstatement, benefits continuation, and a structured approval process, aligning with HR best practices.

Eligibility & Duration

- Employees must have 12 months of service and have worked at least 1,250 hours in the past 12 months.
- Employees may take up to 12 weeks of unpaid leave per calendar year for:
 1. A serious health condition preventing the employee from performing their job.
 2. Caring for a spouse, child, or parent with a serious health condition.
 3. Birth, adoption, or foster placement of a child.

Request & Approval Process

- Employees must submit a Leave Request Form to their Department Head before the leave begins, except in emergencies.
- The request must include the reason for leave and expected duration.
- The Township Supervisor reviews and approves leave based on objective eligibility criteria, ensuring consistent application.

Medical Certification & Intermittent Leave

Employees requesting leave for a serious health condition (their own or a family member's) may be required to provide medical certification from a licensed healthcare provider, such as a doctor, nurse practitioner, clinical psychologist, or other qualified medical professional. If the certification is incomplete or unclear, the Township may request additional information or a second opinion at its own expense.

- Employees requesting leave for a serious health condition (their own or a family member's) may need to provide medical certification stating the condition's start date, duration, and medical facts. If applicable, it must confirm whether the employee is unable to work or needed to provide care and for how long.
- Employees requesting intermittent or reduced schedule leave must provide certification confirming the medical necessity, expected duration, and planned treatment dates if applicable.

- Employees seeking intermittent leave to care for a spouse, child, or parent must submit documentation stating that their presence is necessary for care or recovery, along with an estimated schedule and duration of leave.

Use of Accrued Leave & Unpaid Leave

- Employees must exhaust all accrued sick leave before taking unpaid leave.
- If sick time is exhausted, employees may use vacation or personal time before transitioning to unpaid leave.

Job Protection & Benefits Continuation

- Employees approved for leave are guaranteed reinstatement to their original or an equivalent job with the same pay and benefits.
- The Township will continue to pay health, dental, vision, and life insurance premiums for up to 12 weeks, provided the employee meets eligibility requirements.
- Employees opting out of health insurance during leave will not receive opt-out payments.
- Employees will not accrue sick or vacation time while on unpaid leave, nor receive holiday pay.
- The 12-week benefits continuation period includes any time taken as paid leave (sick, vacation, or personal time) prior to unpaid leave.
- If an employee remains on unpaid leave beyond 12 weeks, they are responsible for paying their own insurance premiums to continue coverage.

Extended Medical Leave (Beyond 12 Weeks)

- If an employee requires leave beyond 12 weeks, they may submit a request for Extended Medical Leave.
- Approval is at the sole discretion of the Township and is based on operational needs.
- Employees on extended leave are not guaranteed reinstatement to their previous position or pay level upon return.

5.2 Personal Leave of Absence

Regular full-time employees who have completed six (6) months of service may request an unpaid personal leave for up to 60 calendar days within a 12-month period.

- Employees must submit a Personal Leave Request Form stating the reason for leave and expected duration.

- The Department Head must approve the request and submit it to Township Administrative Staff along with an explanation of how the employee's work will be covered.

Approval Process & Appeals

- If denied, the employee may appeal to the Township Board of Trustees and may request an executive session for the appeal.
- If an employee wishes to extend an approved leave, they must submit a written extension request at least one (1) week in advance (if circumstances permit).
- Extensions are not automatic and require approval from the Department Head and Township Supervisor.

Leave Conditions & Benefit Impacts

- The Township will continue to pay health, dental, vision, and life insurance premiums for up to 12 weeks for approved leaves of absence, including personal leave, provided the employee has at least one (1) year of service and has worked 1,250 hours in the past 12 months.
- This 12-week period includes both paid and unpaid leave, meaning any time used for sick, vacation, or personal leave counts toward the 12-week total.
- After 12 weeks, the Township is no longer obligated to continue paying insurance premiums. Employees on unpaid leave beyond this period must pay the full cost to maintain coverage.
- Employees do not accrue sick leave or vacation time during unpaid leave and are not eligible for paid holidays that occur while on leave.
- Longevity pay will be prorated based on actual time worked and paid benefit hours used.

5.3 Prior Notice for Medical and Personal Leaves

The Township provides discretionary leave for eligible employees for childbirth, adoption, family care, or medical treatment. Employees must follow the procedures outlined below to request and schedule leave.

- Employees must provide at least 30 days' notice for foreseeable leave related to childbirth, adoption, or planned medical treatment. If 30 days' notice is not possible, employees must notify the Township as soon as practicable.
- Employees should schedule medical treatments to minimize workplace disruption, when possible, with approval from their healthcare provider.
- Intermittent or reduced schedule leave for childbirth or adoption is not permitted unless approved by the Township. Medically necessary intermittent leave may be approved on a case-by-case basis.

- If both spouses work for the Township, the Township may limit the combined leave duration for childbirth, adoption, or family care, based on operational needs.

Employees must use all accrued paid leave before taking an unpaid leave of absence, unless an exception is approved by the Township. Leave requests will be reviewed based on staffing needs, job responsibilities, and the impact on Township operations.

5.4 Bereavement Leave

Superior Charter Township recognizes the profound impact of losing a loved one and is committed to supporting employees during difficult times. Employees will be granted up to three (3) days of paid bereavement leave for the loss of an immediate family member, including:

- Parent, sibling, spouse, child, or stepchild
- Legal foster child, legal guardian, or stepparent
- Grandparent or grandchild
- Parent-in-law, sibling-in-law, or child-in-law

Employees who experience the loss of a spouse, child, or parent may take up to five (5) days of paid bereavement leave.

Additional Leave & Special Circumstances

- Employees may request additional time off using sick, personal, or vacation time, subject to Department Head approval.
- If a death occurs during a scheduled vacation, up to four (4) vacation days may be rescheduled if the employee attends the funeral.
- Employees may be asked to provide reasonable verification, such as a funeral program or obituary.

5.5 Military Leave

Superior Charter Township supports employees serving in the United States Armed Forces, National Guard, or Reserves by providing military leave in compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and applicable state laws.

Eligibility & Leave Rights

- Employees who enlist, are drafted, or are called to active duty, training, or emergency service will be granted unpaid military leave.
- Employees must provide advance written notice of military obligations unless prevented by military necessity.

- Military leave will not exceed five cumulative years, except for exemptions outlined in USERRA.

Pay & Benefits During Military Leave

- Employees may use accrued vacation or personal leave but are not required to do so.
- Health insurance coverage may continue for up to 24 months, with employees responsible for premiums beyond 30 days of service.
- Seniority, pension, and other benefits will continue to accrue as required under USERRA.

Job Reinstatement

- Employees must notify the Township of their intent to return to work within the USERRA-specified timeline, based on the length of service.
- Upon timely return, employees will be reinstated to their previous position or an equivalent role with the same pay, benefits, and seniority.

The Township prohibits discrimination or retaliation against employees for military service and ensures full compliance with federal and state military leave protections.

5.6 Jury Duty

Employees summoned for jury duty will receive time off and be paid their **regular straight-time rate** for scheduled workdays served, provided they submit their **jury fee (excluding mileage)** to the Township. To qualify for jury duty pay, employees must:

- Provide **reasonable advance notice** of the jury summons.
- Submit **proof of jury service** for claimed days.
- Be **scheduled to work** on the jury service day.
- Return to work if excused with **three or more hours** left in their shift.

6. WORKPLACE POLICIES & CONDUCT

6.1 Code of Conduct & Workplace Ethics

Superior Charter Township expects employees to maintain professionalism, integrity, and respect in all workplace interactions. Employees must comply with all Township policies, ethical

standards, and applicable laws, including those governing confidentiality, harassment, discrimination, and public service responsibilities. Violations may result in disciplinary action.

6.2 Attendance & Tardiness

Reliable attendance is critical to Township operations and public service delivery. Employees are expected to report to work on time and as scheduled. Excessive tardiness, unexcused absences, or failure to notify a supervisor of an absence may lead to corrective action, up to and including termination.

- Employees who anticipate being late or absent must notify their supervisor as soon as possible, ideally before the start of their shift.
- Absences due to illness, emergencies, or other unforeseen circumstances should be communicated promptly to minimize workplace disruptions.
- Supervisors may request documentation for absences, particularly in cases of extended or frequent leave requests.

6.3 Drug-Free Workplace

The Township is committed to maintaining a safe, drug-free work environment in compliance with federal and Michigan state laws. The use, possession, distribution, or sale of illegal drugs, marijuana, or alcohol is strictly prohibited on Township property, in Township vehicles, or while performing official duties.

- Employees who violate this policy or report to work under the influence may face disciplinary action, up to and including termination.
- Employees taking prescription or over-the-counter medications that may impair their ability to work must notify their supervisor if accommodations are needed.
- The Township may require drug and alcohol testing in accordance with applicable laws, particularly in cases of reasonable suspicion, post-accident investigations, or for safety-sensitive positions.

6.4 Workplace Safety & Workers' Compensation

Superior Township prioritizes employee health and workplace safety. Employees must follow all safety policies, procedures, and training requirements to prevent workplace injuries.

- Employees must report all injuries or workplace accidents to their supervisor immediately, even if the injury seems minor.
- Employees may be eligible for Workers' Compensation benefits as provided under Michigan law. These benefits cover medical expenses and lost wages for job-related injuries or illnesses.
- Employees must cooperate with return-to-work programs if medically cleared to resume duties.

All Township employees are covered by Michigan's Workers Compensation laws and all associated rights and privileges.

6.5 Use of Township Property & Technology

Township resources, including equipment, vehicles, computers, email, and internet access, must be used exclusively for work-related purposes.

- Unauthorized personal or commercial use of Township property is prohibited and may result in disciplinary action.
- Employees must safeguard Township data and information systems, adhering to IT security protocols to prevent unauthorized access, data breaches, or misuse.
- Employees using Township vehicles must comply with all traffic laws, maintain proper documentation, and report any vehicle incidents or maintenance issues immediately.
- Personal use of Township telephones, email, or internet should be minimal and must not interfere with work responsibilities.

6.6 Conflict of Interest & Outside Employment

Employees must avoid conflicts of interest that could compromise their ability to perform Township duties impartially and in the public's best interest. Outside employment, personal business activities, and employment of relatives must not interfere with Township responsibilities or create ethical concerns.

Approval & Reporting Requirements

- Employees must obtain written approval from their Department Head before engaging in outside employment or business activities.
- Employees must disclose potential conflicts of interest in writing, including employment with vendors, contractors, or entities doing business with the Township.
- Employees in supervisory or decision-making roles must recuse themselves from Township matters involving a personal or financial interest.
- If a conflict of interest is discovered after hiring or outside employment approval, the Township may require mitigation measures, such as reassignment, divestment of interests, or termination of outside employment.

Employment of Relatives

- Hiring immediate family members of employees or Township Board members is discouraged, except for qualified temporary employees.
- Immediate family members cannot work in the same department if married, and no employee—full-time or part-time—may supervise their spouse or immediate family member, except for part-time on-call firefighters.

- No Township official or employee may use their position or political influence to affect the hiring, promotion, or employment decisions of a relative or associate.

Restrictions on Outside Work

- Township resources, time, and information may not be used for outside work or personal business.
- Employees may not perform outside work during scheduled Township hours, including breaks or lunch periods.
- Outside work must not create a scheduling conflict that affects an employee's attendance or job performance.
- Employees and Township officials may not enter into contracts or business arrangements with the Township if they, their relatives, or a business they have a financial interest in would benefit—unless the Township Board formally approves the contract after full disclosure.
- Employees may be required to terminate outside employment if it interferes with Township operations, violates ethical standards, or creates a conflict of interest.

Enforcement & Consequences

- Failure to disclose outside employment, conflicts of interest, or employment of a relative may result in disciplinary action, including suspension or termination.
 - If a conflict arises after approval, employees must immediately report the issue to their Department Head for review.
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7. PERFORMANCE MANAGEMENT

Superior Charter Township is committed to maintaining a high-performing workforce by providing employees with clear expectations, regular feedback, and opportunities for improvement. The Township's Performance Management System consists of annual evaluations, mid-year check-ins, and performance improvement plans (PIPs) to ensure accountability and support employee success. The Township also follows a progressive discipline process to address workplace misconduct or performance deficiencies.

7.2 Performance Evaluations

All regular employees will receive annual performance evaluations to assess job performance, recognize strengths, and identify areas for development.

Evaluation Process:

- **Annual Cycle:**
 - **Self-Assessment (September):** Employees reflect on their performance, accomplishments, and areas for growth to provide insight into their own development.
 - **Manager Assessment (September–October):** Supervisors evaluate employee performance based on job responsibilities, goals, and competencies, considering feedback from the self-assessment.
 - **Formal Review Meeting (October):** Employees and supervisors meet to discuss performance evaluations, set future goals, and outline any necessary development plans.
 - **Mid-Year Informal Check-in (May–June):** A casual progress discussion between employees and supervisors to review performance, address challenges, and ensure alignment with goals.
- **5-Point Rating Scale:**
 - **1 - Poor Performance:** Does not meet job expectations; performance is consistently below standards, requiring immediate and significant improvement. The employee may lack necessary skills, fail to meet deadlines, or require frequent intervention. Continued poor performance may result in corrective action.
 - **2 - Needs Improvement:** Performance is inconsistent and does not fully meet expectations in some areas. The employee may struggle with productivity, accuracy, or adherence to policies, requiring coaching or a development plan. Improvement is necessary for continued success in the role.
 - **3 - Succeeding:** Fully meets job expectations and performs duties reliably and competently. The employee consistently meets deadlines, produces quality work, and adheres to policies, contributing positively to their department and the Township.
 - **4 - Exceptional:** Exceeds job expectations in key areas by demonstrating strong initiative, problem-solving, and leadership. The employee consistently delivers high-quality work, contributes innovative ideas, and enhances team performance.
 - **5 - Superb:** Consistently performs at an outstanding level, going above and beyond job requirements to significantly contribute to the Township's success. The employee demonstrates exceptional leadership, expertise, and a positive impact on workplace culture and efficiency.

Employees rated "Needs Improvement" or "Poor Performance" may be placed on a Performance Improvement Plan (PIP).

7.3 Progressive Discipline & Performance Improvement

The Township follows a structured, progressive discipline process to address policy violations, performance deficiencies, or workplace misconduct. The goal of this process is to correct behavior whenever possible while ensuring accountability. At any point in this process, direct

supervisors and Department Heads are encouraged to escalate to higher levels of Township leadership if they need support or guidance in following the below steps.

Step 1 – Feedback Conversation (Informal Discussion)

This conversation is between the employee and their direct supervisor, and serves as an opportunity to clarify expectations, address concerns, and provide coaching. The supervisor will explain the issue, offer guidance for improvement, and document the conversation informally for reference. No official record is placed in the employee's personnel file at this stage. If the issue is minor and resolved, no further action is needed. However, if concerns persist, the process escalates to Step 2.

Step 2 – Written Warning (Formal Documentation)

If performance or behavior does not improve, the direct supervisor issues a formal written warning that:

- Clearly outlines the specific issue(s) with examples, if available.
- Details the expected corrective actions and a timeline for improvement.
- Notes potential consequences if the problem continues.
- Places the employee on a PIP if appropriate (see section 7.4).

The employee must sign the warning to acknowledge receipt (though signing does not indicate agreement). A copy of the warning is placed in the employee's personnel file and submitted to the relevant Department Head and Township Supervisor. If the issue remains unresolved, the process moves to Step 3.

Step 3 – Termination Recommendation

If the employee fails to improve within the designated timeframe, the direct supervisor and Department Head may submit a formal recommendation for termination to the Township Supervisor.

This recommendation must include:

- A summary of the performance or behavioral issues.
- Documentation of previous disciplinary actions, such as warnings or performance improvement plans.
- Any additional considerations, such as repeated violations or failure to meet essential job functions.

The Township Supervisor then reviews the case before determining the next steps.

Step 4 – Township Supervisor Review & Investigation

The Township Supervisor reviews the recommendation and may conduct further investigation, which could include:

- Interviewing the employee for clarification.
- Consulting with an external HR consultant or legal counsel to ensure compliance with employment laws.
- Reviewing past documentation to confirm consistency and fairness.

If the Township Supervisor agrees with termination, they will submit the recommendation to the Township Board for final review. If the Township Supervisor disagrees, they must still forward the recommendation to the Board, but they may include a dissenting opinion.

Step 5 – Township Board Review (Confidential Closed Session)

The Board of Trustees conducts a confidential review of the case, considering all documentation, supervisor and Department Head input, and the Township Supervisor's findings. After deliberation, the Board will vote on whether to proceed with termination or impose an alternative corrective action.

Step 6 – Final Action & Notification

Once a decision is reached:

- If termination is approved, the employee will receive a written termination notice outlining:
 - The effective date of separation.
 - Final pay and benefit details, including payout of any eligible accrued time.
 - Information on COBRA benefits (if applicable).
 - Any required return of Township property.
- If termination is denied, the Board may impose alternative corrective actions, such as:
 - Implementing or extending a Performance Improvement Plan (PIP).
 - Suspension without pay for up to five days.
 - Issuing a final written warning with strict conditions and a timeline for re-review of the case.

The Township ensures that all disciplinary actions are documented and handled consistently to maintain fairness, transparency, and legal compliance.

7.4 Performance Improvement Plans (PIP)

A Performance Improvement Plan (PIP) is a formal process that helps employees address documented performance deficiencies by outlining specific concerns, measurable goals, a timeline for improvement, and support resources. It provides employees with clear expectations

and structured feedback to help them succeed. Failure to meet expectations within the PIP timeframe may result in further disciplinary action, up to and including termination.

PIP Process:

1. All performance interventions start with a feedback conversation between the employee and either their direct supervisor, Department Head, or Township Supervisor.
2. If no improvement occurs within an agreed upon timeframe, a PIP is developed by the employee's direct supervisor, with input from the Department Head and Township Supervisor as needed.
3. The PIP lasts 6 weeks and outlines:
 - Specific performance issues
 - Required improvements
 - Measurable goals
 - Support resources
 - Check-in schedule
4. Outcome of the PIP:
 - If sufficient improvement occurs, the employee is removed from the PIP.
 - If partial improvement occurs, the PIP may be extended.
 - If no improvement occurs, termination may be considered.

7.5 Immediate Disciplinary Action

While the Township follows a progressive discipline process, certain serious infractions may warrant immediate disciplinary action, bypassing initial steps such as verbal or written warnings. Depending on the severity of the violation, disciplinary actions may include suspension, immediate termination, or legal action. These cases are handled on a case-by-case basis, ensuring a fair and legally compliant approach.

Violations that may warrant immediate disciplinary action include, but are not limited to:

- **Severe misconduct or violations of Township policy** – Actions that significantly disrupt operations, endanger safety, or breach ethical standards.
- **Misuse of public funds or Township property** – Unauthorized use, misappropriation, fraud, or intentional damage to Township resources.
- **Conflict of interest** – Engaging in decisions, transactions, or actions that create a financial or personal conflict, especially without disclosure.
- **Repeated insubordination – Blatant refusal** to follow lawful instructions from supervisors or Township leadership.
- **Significant negative impact on workplace culture** – Harassment, discrimination, workplace violence, or any behavior that creates a hostile work environment.
- **Theft, fraud, or dishonesty** – Unauthorized taking of Township property, falsifying records, or providing false information.
- **Violence or threats in the workplace** – Physical altercations, intimidation, or credible threats against coworkers, supervisors, or the public.

- **Possession or use of drugs/alcohol on duty** – Being under the influence while working, especially if it impairs performance or safety.
- **Breach of confidentiality** – Unauthorized disclosure of sensitive employee, resident, or Township information.
- **Violations of safety regulations** – Actions that create **imminent danger** to oneself, coworkers, or the public.
- **Unauthorized access or misuse of Township technology** – Accessing, altering, or misusing Township records, systems, or confidential data without approval.

Response & Action

When a point-in-time disciplinary issue arises, the Department Head and Township Supervisor will immediately assess the situation, reviewing witness statements, documentation, and relevant policies. Depending on the severity of the issue:

- The employee may be placed on immediate administrative leave while an investigation is conducted.
- An external HR consultant or legal counsel may be consulted for compliance and risk assessment.
- The Township Board will be notified if the violation requires their review.

In cases of termination, the Township Supervisor will present a formal recommendation, following the progressive discipline process where applicable. However, if the violation is severe enough to warrant immediate removal, the Township Board may authorize immediate termination without further steps.

7.5 Employee Rights & Appeals

- **Access to Documentation:** Employees may request copies of their own performance evaluations, Performance Improvement Plans (PIPs), or formal disciplinary records from their personnel file. Requests must be submitted in writing to the Township Supervisor or designated personnel administrator. Copies will be provided within a reasonable timeframe in accordance with Michigan law. The Township reserves the right to deny requests for documents containing confidential information, third-party complaints, or legally privileged content.
- **Appeals Process:** Employees may appeal formal disciplinary actions (such as written warnings, suspensions, or termination recommendations) through the Township's grievance procedure. However, appeals must be based on procedural errors, lack of just cause, or new evidence that was unavailable during the initial review. Minor corrective actions, such as verbal warnings, coaching, or informal performance feedback, are not subject to appeal.
- **Finality of Certain Decisions:** The Township Board's decision on termination cases is final. If an employee disagrees with disciplinary action but chooses not to appeal through the grievance process, the Township considers the matter closed after the designated appeal window expires.

8. EMPLOYEE GRIEVANCE & COMPLAINT RESOLUTION

8.1 Grievance Procedure

Superior Charter Township provides a structured grievance process for employees with job-related concerns regarding policy administration, workplace conditions, or employment decisions. The Township values its employees and is committed to ensuring that all grievances are heard, addressed fairly, and resolved in a timely manner.

Step 1: Department Head Review

- Employees must submit a written grievance to their Department Head within five (5) working days of the issue.
- The Department Head will meet with the employee within five (5) working days and issue a written response within five (5) working days after the meeting.

Step 2: Township Supervisor Review

- If unresolved, the employee may submit a written appeal to the Township Supervisor within five (5) working days of receiving the Department Head's response.
- The Supervisor may hold a meeting and will provide a written decision within ten (10) working days.

Step 3: Appeal to Township Board

- If still unresolved, the employee may file a final appeal with the Township Clerk within five (5) working days of the Supervisor's response.
- The Township Board will review the grievance at a regularly scheduled meeting or, at the Supervisor's discretion, a special meeting.
- Employees may request a closed session, subject to compliance with the Michigan Open Meetings Act.
- The Board's majority vote decision is final and binding, except in cases where the Treasurer or Clerk have authority over deputy disciplinary actions.

Additional Provisions

- Time Extensions – Deadlines may be extended by mutual written agreement.
- Automatic Appeal Advancement – If a Department Head or Supervisor fails to respond on time, the grievance advances to the next step.
- Written Record – All grievance dispositions will be recorded and filed with the Township Clerk.
- False Complaints – Knowingly false complaints may result in disciplinary action, up to and including termination, after investigation.

8.2 Protection From Retaliation

Superior Charter Township strictly prohibits retaliation against any employee who files a grievance, participates in an investigation, or reports concerns in good faith. Employees have the right to raise workplace concerns without fear of punishment, discrimination, or adverse employment actions.

Retaliation may include, but is not limited to:

- Demotion, termination, or reduction in hours or pay
- Unwarranted negative performance evaluations
- Harassment, intimidation, or exclusion from workplace activities
- Unjustified changes in job duties or responsibilities

Employees who believe they have experienced retaliation should report it immediately to their Department Head, the Township Supervisor, or the Township Board. Any substantiated retaliation will result in disciplinary action, up to and including termination.

The Township is committed to ensuring a fair, transparent, and supportive workplace, where employees can voice concerns freely and without fear of repercussions.

9. SEPARATION & TERMINATION

9.1 Resignation & Retirement

Employees resigning must provide at least **14 days' written notice**. Employees planning to retire should notify their supervisor as early as possible to facilitate a smooth transition.

9.2 Involuntary Termination & Severance Policy

Employees may be terminated due to performance issues, misconduct, or organizational needs. The Township may provide severance pay at its discretion.

The Township Supervisor, Treasurer and Clerk may terminate the employment of their deputies as noted above. The Township Board may terminate the employment of any employee, except the deputies of the Supervisor, Treasurer and Clerk, as noted above. The Township Supervisor, or in their absence, the Deputy Supervisor, may suspend, without pay, an employee pending a final decision by the Township Board.

9.3 Final Pay & Benefit Payouts

Employees who resign or retire with at least 14 calendar days' notice and six (6) or more years of full-time service are eligible for a benefit time payout as follows:

- **Personal Time:** 25% of unused balance
- **Sick Time:**
 - 25% payout after 6 years
 - 50% payout after 9 years
 - 75% payout after 12 years
 - 100% payout after 15 years
- **Compensatory & Management Time:** 100% payout
- **Vacation Time:** 100% payout

Payouts will be processed based on the employee's Benefit Time Pay-Off Election form on the day before termination. In the case of sudden death or incapacitation, benefit time will be cashed out according to the employee's most recent election form on file before any remaining balance is transferred to their MERS Health Care Savings Plan account.

Employees may amend their Benefit Time Pay-Off Election form at any time before 3:30 p.m. on their last scheduled workday, by submitting the updated form to the Personnel Manager, or in their absence, the Township Clerk or Township Supervisor.

The Township may approve benefit time payouts for employees with less than six (6) years of service as part of a case-by-case severance package, at its discretion.

10. POLICY UPDATES & ACKNOWLEDGMENT

10.1 Manual Updates & Revisions

Superior Charter Township reserves the right to amend this manual as necessary. Employees will be notified of significant policy changes.

10.2 Employee Acknowledgment Form

Employees must sign an acknowledgment form confirming receipt and understanding of this manual.

Employee Name: _____
Date: _____
Signature: _____

Introduction & Context

Superior Charter Township revised the Personnel Manual to ensure policies are clear, fair, and legally compliant. The previous version had inconsistencies, redundancies, and outdated language, some of which conflicted with state and federal laws. This update enhances transparency, strengthens employee protections, and improves efficiency in areas like leave management and performance reviews. It ensures compliance with Michigan labor laws, federal protections, and HR best practices. Ultimately, it reflects the Township's commitment to clarity, accountability, and fairness.

Overall Improvements

- ✔ **Clarity & Organization** – The manual now eliminates redundancies, simplifies language, and follows a logical structure, making policies easier to navigate. Leave policies are grouped together with clearer distinctions between paid and unpaid leave.
- ✔ **Legal Compliance** – Updates ensure alignment with Michigan labor laws and federal protections, clarifying at-will employment, non-discrimination, and state-mandated benefits. The sexual harassment policy explicitly references the Michigan Elliott-Larsen Civil Rights Act and Title VII.
- ✔ **Stronger Employee Protections** – Clearer steps now guide employees through reporting harassment, discrimination, and grievances, with explicit anti-retaliation protections. The Township Board has a more structured role in handling serious complaints, ensuring impartiality.
- ✔ **Performance & Discipline Transparency** – A structured evaluation system includes a five-point rating scale and a Performance Improvement Plan (PIP) to support employee growth before termination is considered. Immediate disciplinary action is reserved for severe infractions like theft or violence.
- ✔ **Clearer Leave & PTO Process** – Leave policies are better defined, and a streamlined PTO request process ensures clarity. Unpaid medical leave now mirrors FMLA, offering 12 weeks of job-protected leave in qualifying cases.
- ✔ **Technology & Workplace Conduct** – New and revised policies set expectations for using Township resources, handling conflicts of interest, and maintaining professionalism, both in person and online.

Project Brief: Financial Oversight Job Analysis – Superior Township

Purpose

Superior Township is conducting a focused job analysis of staff roles with financial oversight (excluding elected officials) to better understand current responsibilities, required skills, compensation alignment, and organizational fit. The Township seeks to ensure that roles are structured effectively and compensated fairly for their level of responsibility. This analysis will inform decisions about whether to maintain, revise, or restructure existing roles, and whether additional roles may be necessary.

In-Scope Roles

- Accountant
- Office Administrator
- Utility Billing Specialists
- Vacant Controller position
- Others?

Goals

1. **Clarify responsibilities:** Identify what work is actually being done in financial oversight roles.
 2. **Determine required skills and qualifications:** Understand what is needed to perform each role effectively.
 3. **Evaluate alignment with Township needs:** Assess whether current staffing meets operational and strategic financial goals.
 4. **Benchmark compensation:** Ensure pay is appropriate relative to responsibilities and market norms.
 5. **Optimize structure:** Make informed recommendations on role changes, additions, or eliminations.
-

Suggested Process

Phase 1: Discovery & Planning

- Review existing job descriptions, organizational charts, and compensation data.
- Define key financial functions for the Township (e.g., budgeting, payroll, AP/AR, reporting).
- Develop a guiding set of questions for interviews and observations.

Phase 2: Role Analysis

- Conduct interviews and/or job shadowing with individuals in each in-scope role.
- Gather input from supervisors, peers, and key stakeholders about role expectations and performance.
- Document core responsibilities, tasks, and decision-making authority for each role.

Phase 3: Skills & Gaps Assessment

- Identify the competencies, credentials, and experience needed for each role.
- Compare actual responsibilities to current job descriptions.
- Surface any misalignments, overlaps, or gaps across the roles.

Phase 4: Compensation Review

- Benchmark each role against comparable positions in similar municipalities or public-sector organizations.
- Assess internal equity and fairness relative to scope and responsibility.

Phase 5: Recommendations

- Summarize findings and insights from the analysis.
- Offer clear recommendations regarding:

- Role changes or restructuring
- Hiring needs (e.g., redefining the Controller role)
- Job description updates
- Compensation adjustments

Phase 6: Presentation & Action Planning

- Share results with Township leadership for review and input.
- Develop an implementation plan for recommended changes.