

**Town of Mashpee  
Board of Selectmen**

**Policy No: 21**

**Guidelines for the Replacement/Retention  
of Municipal Employees**

With an eye towards future fiscal year costs, the Board of Selectmen adopts the following general guidelines for the retention and replacement of current and proposed positions:

1. Effective immediately, the Board of Selectmen will approve the filling of any and all present and future vacancies prior to any advertising that may be required. The Board in its determination to fill a position will evaluate the following:
  - a. The potential cost savings to the Town as a result of not filling the vacancy
  - b. The potential cost to the Town as a result of not filling the vacancy
  - c. The position's direct impact on the Town (i.e. Public Health, Public Safety)
  - d. An analysis of the ramifications of not filling the position
  - e. The potential impact that not filling the position will have on a department's ability to perform its vital function
  - f. The position's direct impact on public health, safety, and environmental protection
  
2. The Board of Selectmen must be sensitive to the individual needs of all Departments but must carefully deliberate the Town's overall financial ability to retain its workforce. Any reduction in cost must be examined on a case-by-case basis as they relate to overall effectiveness. The Board will fill positions needed to enable a department to meet its baseline responsibilities.

***Adopted by the  
Mashpee Board of Selectmen  
December 3, 1990***