Code of Conduct of the Pembroke Select Board

1. A member of the Select Board, in relation to his or her community should:
   a. Realize that his or her basic function is to make policy, with administration delegated to the Town Manager.
   b. Realize that he or she is one of a team and should abide by all Board decisions once they are made.
   c. Be well informed concerning the duties of a Board member on both local and state levels.
   d. Accept the role of a member is a means of unselfish service, not to benefit personally from his or her Board activities.
   e. Abide by the ethics guidelines established by the State and not use the position of Select Board member to obtain inside information on matters that may benefit someone personally.

2. A member of the Select Board, in his or her relations with the Town Manager, should:
   a. Endeavor to establish sound, clearly defined policies that will direct and support the administration of or the benefit of the staff and residents of the community.
   b. Recognize and support the administrative chain of command and refuse to act on complaints as an individual Board member outside the administration.
   c. Give the Town Manager full responsibility for discharging his or her disposition and solution, and hold him/her responsible for acceptable results.
   d. Not give instructions to Town department heads, but rather channel all such activities through the full Board and the Town Manager.

3. A member of the Select Board, in his or her relations with fellow Board members, should:
   a. Recognize the action at official legal meetings is binding and that he or she alone cannot bind the Board outside of such meetings.
   b. Uphold the intent of executive session and respect the privileged communication that exists in executive session.
   c. Nothing prevents individual Board members from commenting on matters in their individual capacity.
   d. Refrain from communicating the position of the Select Board as a whole to such entities as reporters or state officials unless the full Board has previously agreed on the position.
   e. Remember that he or she is one member of a team and must abide by, and carry out, all Select Board decisions once they are made.
   f. Treat with respect the rights of all members of the Board despite differences of opinion or political affiliation.

4. A member of the Select Board, in his or her relations with Town staff, should:
   a. Treat all staff as professionals, with clear, honest communication that respects the abilities, experience, and dignity of the individual.
   c. Concerns about staff performance should be made to the Town Manager through private conversation.
   d. Limit requests for staff support and ensure that all requests go through the Town Manager’s office.
   e. Ensure that any events, materials, or information provided to the Select Board office be made available to all Board members in a timely manner.
Approved as to form:

Carolyn M. Murray, Esq.
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Town Counsel

Dated: January 6, 2021