



Manistee County Courthouse
415 Third Street · Manistee, Michigan 49660

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Jeffrey Dontz

VICE-CHAIRPERSON

Karen Goodman

Eric Gustad

Nikki Koons

Shayne Machen

Janice McCraner

Richard Schmidt

CLERK

Shelli Johnson

(231) 723-3331

CONTROLLER/ADMINISTRATOR

Lisa Sagala

(231) 398-3504

POLICY/PERSONNEL COMMITTEE

Friday, January 9, 2026
9:00 a.m.

Manistee County Courthouse & Government Center
Board of Commissioners Room

MINUTES

Members Present: Karen Goodman, Shayne Machen, and Eric Gustad

Members Absent: None

Others Present: Julie Griffis, HR Generalist; Jason Torrey, Undersheriff (Zoom); Heather Vasquez, Director Equalization (Zoom); Stacey Miller, FOC MI Child Support Enforcer (Zoom); Lindsey Marquardt, Admin. Secretary (Zoom); Abigail Racine, Manistee News Advocate (Zoom); and Shelli Johnson, County Clerk

The meeting was called to Order at 9:00 a.m.

NOTE – Items requiring Board Action are indicated in BOLD

PUBLIC COMMENT

None

NEW BUSINESS

REQUEST FOR EARLY PAYCHECKS – APPENDIX A

Julie Griffis, HR Generalist, presented the Request for Early Paychecks Policy. This is an old policy which we do not utilize. Ms. Griffis opened this policy up for discussion with the committee. Problematic areas that would impact the Finance Department regarding the policy were reviewed and opened for discussion. Direct Deposit of paychecks speeds up the process of

receiving money into the employee's account vs. mailing a paper check. In reviewing the Policy Manual, this may be a policy to request for removal from the manual in the future.

RECRUITING, SCREENING, AND SELECTION PROCESS – APPENDIX B

Ms. Griffis has reviewed the Recruiting, Screening, and Selection Process Policy and has found that the Courthouse does not have an actual employment application. Some departments have their own application, and it would be ideal to collectively have one uniform application. The committee would like to see the Policy reworked, for example, using AI in plain English.

OLD BUSINESS

COMPENSATION CLASSIFICATION GUIDELINE POLICY – APPENDIX C

Nothing in this policy has changed since the last meeting. The Motion was missed at the Board of Commissioner's meeting.

Moved by Machen, seconded by Gustad to recommend re-writing the policy heading to reflect the title change to Policy and Personnel Committee and suggested clerical changes and sent to the full Board. Ayes: All Nays: None Motion Carried.

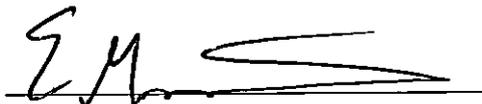
2026 ANNUAL MEETING SCHEDULE – APPENDIX D

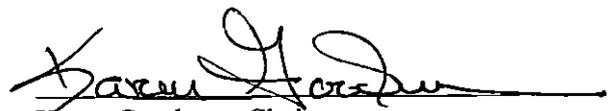
The meeting schedule will be moved to the second Monday of the Month at 1:00 p.m., starting February 9, 2026.

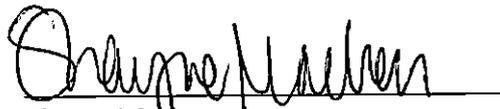
OTHER ITEMS FROM COMMITTEE MEMBERS

None.

The meeting was adjourned at the Call of the Chair at 9:29 a.m.


Eric Gustad


Karen Goodman, Chairperson


Shayne Machen

COUNTY OF
manistee
MICHIGAN



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POLICY/PERSONNEL COMMITTEE

Friday, January 9, 2026
9:00 A.M.

Courthouse & Government Center
Board of Commissioner's Room

AGENDA

1. Call to Order
2. Public Comment
3. New Business
 - a. Request for Early Paychecks – APPENDIX A
 - b. Recruiting, Screening, and Selection Process – APPENDIX B
4. Old Business – Compensation Classification Guideline Policy – APPENDIX C
5. 2026 Annual Meeting Schedule – APPENDIX D
6. Other items from Committee members.
7. Adjournment

REQUEST FOR EARLY PAYCHECKS

Amended September 17, 2002

If a regular payday falls during an employee's vacation, they may receive their check before going on vacation provided the request for advance pay is made prior to the previous payday deadline.

Employees will be paid their regular rate based on their regular scheduled day while on vacation and will receive credit for any benefits provided for in this Manual.

Effective September 17, 2002, direct deposit will be mandatory for all new hires; said new hires will not be eligible for advance pay.

RECRUITING, SCREENING, AND SELECTION PROCESS

Every reasonable effort will be made to recruit individuals protected by the County's commitment to equal opportunity. Recruiting sources may include the Michigan Job Commission and other available resources that specialize in the placement of minorities, females, and disabled persons.

Persons desiring employment with the County, including current employees who are interested in applying, must complete an application form as furnished by the County Controller/Administrator's Office. Application forms submitted for a position will be collected by the Personnel Officer/Administrative Assistant. After the evaluation of qualifications by the Personnel Officer/Administrative Assistant and the Department Head, the Department Head will schedule interviews with the most qualified individuals. Prior to any interview being performed, all interviewees must complete an Authorization to Release Information Agreement (APPENDIX B). If an interviewee refuses to sign the Agreement, the County will discontinue processing the application and the interview will be canceled.

All employment interviews will be based upon the requirements of the job. Before evaluation interviews are conducted, a uniform set of questions relating to the specific position will be developed which will allow the interviewer(s) to rate each applicant. During the interview, each applicant will be asked this set of questions, however, the interviewer(s) is not limited nor prohibited from asking other pertinent follow-up questions. These questions will provide a record of the interview and ensure that all applicants are treated in a fair, objective, and consistent manner.

Once the Department Head has identified one or more finalists, the Personnel Officer/Administrative Assistant shall conduct reference checks on the applicant(s). Educational credentials will normally be verified when educational qualifications beyond

the equivalent of high school graduation are a requirement of the job or an attribute of the applicant. Assuming reference check results are appropriate, the Department Head shall have the authority to select the candidate to be employed. Written employment and/or salary offers may only be made by the County Controller/Administrator.

Once a candidate who has been selected for the position by the Department Head accepts a bonafide offer of employment subject to a medical examination, the County Controller/Administrator's Office shall schedule the candidate for an employment medical examination and drug screening prior to the first day of work. The County will be responsible for all costs incurred as a result of the employment medical examination. The examining physician's opinion regarding the ability of the candidate to perform job-related functions will be kept on file and maintained confidentially. Access to this information will be limited to those who have a legitimate need to know.

Manistee County is committed to employing United States citizens and those who are authorized to work in the United States. As required by the Immigration Reform and Control Act, new employees must complete an Employment Eligibility Verification Form (I-9 Form) and present documentation establishing their identity and eligibility for employment.

The County Controller/Administrator's Office will forward notification to those applicants who submitted an application but were not selected for the position.

Any misrepresentations, falsifications, or material omissions in any of the application form information, resumes, or related data may result in the County's exclusion of the individual from further consideration for employment, or, if the person has been hired, termination of employment.

Compensation Classification Guideline Policy

A. POLICY

1. PURPOSE:

To establish guidelines for the ongoing maintenance of the job classification and compensation program.

2. POLICY STATEMENT:

The intent of the compensation philosophy is to maintain a competitive compensation program to attract, retain, and motivate qualified employees. To that end, the following principles will govern our compensation guidelines.

Counties of similar size and scope are used for comparative purposes.

Generally, our competitive position is based to be above the median.

A point factor job evaluation is used to determine internal equity. A Job Analysis Questionnaire will be completed to collect data regarding various county jobs. The following factors along with their weights are used:

Factor

1. Education and Relevant Experience
2. Judgment and Independence of Action
3. Internal and External Relations
4. Supervisory or Managerial Responsibility
5. Job Complexity
6. Responsibility for the Welfare and Rights of Others
7. Technology Use
8. Impact on Programs, Services and Operations
9. Document Concentration
10. Work Environment

Once points have been identified for all factors, total points are computed. After point totals have been determined for all jobs, the jobs will be grouped together into pay grades. The assignment of jobs to various pay grades is directly linked to the job evaluation plan and based on the factor ratings.

The salary schedule has been built providing for seven and a half percent (7.5%) adjustment between steps and nine percent (7.5% or 10%) between grades.

3. APPLICABILITY:

Applies to all court, non-union/GEA Manistee County employees.

4. DEFINITIONS:

Job Evaluation – The systematic determination of the relative worth of jobs within the organization.

Point Factor Method – Breaking down jobs into various factors and placing weights, or points on them. Once points have been identified for all factors, the total points are computed which determines grade placement.

Anniversary Date – An employee’s continuous service in his/her current position. Generally, the anniversary date is the same as the “date of hire.” However, a promotion normally changes one’s anniversary date. The anniversary date is the date used to determine when an employee becomes eligible for a step increase.

Reclassification – A change in the grade placement of a job as a result of a redefinition of the duties and/or qualification requirements of the position.

Red-Circled – Individual pay is above that of his/her salary range – that employee is considered to be “red circled.”

Promotion - An individual is transferred or reassigned to a job with a higher pay grade than his or her existing pay grade which will result in an increase in the rate of pay to the individual being promoted.

Transfer – An individual is transferred or reassigned to a job in a lower pay grade than his or her existing pay grade. Depending upon the circumstances, a demotion may result in a decrease in the rate of pay of the individual.

5. SEE ALSO:

Form: Job Analysis Questionnaire (JAQ)

B. PROCEDURE

Responsibility for Administration

The Human Resources Generalist with the help of a qualified consultant is responsible for reviewing and providing recommendations with respect to job evaluation and pay grade assignments (e.g., new jobs, reclassifications, etc.) to the Personnel Committee (or other designated committee) of the Board of Commissioners. The Board of Commissioners will have the final approval of all job evaluation and pay grade assignments. It is important that any recommendations concerning job evaluation be prepared by individuals with direct knowledge about (1) the specific content and requirements of the job(s) being evaluated, (2) the general content of other classifications within the County

to permit a meaningful comparison, and (3) the impact job evaluation decisions may have on the internal equity of the established salary structure.

Adding New Jobs to the Compensation Structure

If a department wants to create a new position, it must first seek and receive approval by the Board of Commissioners. If the Board of Commissioners grants approval, the Human Resources Generalist will forward the request to a consultant to determine if a new classification needs to be established for the new position. The entire process will proceed as follows:

- A. The responsible Department Head/Elected Official/Chief Judge shall initiate the process by completing the necessary paperwork to create a new position and submitting it to the Personnel Committee.
- B. The Personnel Committee shall be responsible for evaluating the request for a new position and determining whether the request shall move to the Board of Commissioners. If the request is approved by the Board of Commissioners, the decision shall then be communicated to the responsible Department Head/Elected Official/Chief Judge.
- C. Upon approval of the position, the responsible Department Head/Elected Official/Chief Judge will be asked to further explain or document in writing the position's job duties and responsibilities and minimum qualification requirements through the completion of a Job Analysis Questionnaire. The questionnaire and other job-related documentation should be forwarded to the Human Resources Generalist.
- D. The Human Resources Generalist shall forward the JAQ to the consultant for review. The Department Head/Elected Official/Chief Judge will be responsible for developing a job description. The consultant will be responsible for evaluating the new position and recommending grade placement within the compensation structure to the Personnel Committee. Comparable salary information should also be collected, when possible, to assist in the determination of the pay grade placement of the position. The Personnel Committee will then refer to the Board of Commissioners for the final approval of the pay grade assignment.
- E. The responsible Department Head/Elected Official/Chief Judge will be notified of the results.

Reclassification Procedures

A reclassification is a change in the grade placement as a result of a redefinition of the duties and/or qualification requirements of the position. If the duties/responsibilities and/or qualifications of an established position are permanently and significantly changed, the following action should be taken:

- A. The responsible Department Head/Elected Official/Chief Judge shall initiate the process by submitting a request for a position reclassification to the Personnel Committee, documenting completely the reasons for the position reclassification request.

- B. The position incumbent and the incumbent's immediate supervisor may be asked to further explain or document in writing the position's job duties and responsibilities and minimum qualification requirements through the completion of a Job Analysis Questionnaire. The questionnaire and other job-related documentation should be forwarded to the Human Resources Generalist. The Human Resources Generalist will forward in the JAQ to the consultant.
- C. The consultant will be responsible for evaluating the new position and recommending grade placement in the position within the compensation structure to the Personnel Committee. Comparable salary information should also be collected, when possible, to assist in the determination of the pay grade placement of the position. An upgraded job description will be prepared as warranted. The Personnel Committee will then recommend the grade placement to the Board of Commissioners for final approval of the pay grade placement of the position.
- D. The responsible Department Head/Elected Official/Chief Judge will be notified of the results.
- E. Should an existing position be reclassified to a higher pay grade, the pay of the incumbent(s) whose current salary is less than the minimum of the new assigned salary range will be placed on the step closest to but not less than his/her current salary.
- F. In instances when a job is reclassified to a lower pay grade because a re-evaluation indicated reduced duties, a pay reduction may occur. The pay will remain the same and become red-circled.

Determination of Starting Rates of Pay

New employees will be placed in the appropriate pay grade per the Manistee County Classification and Compensation Study Grade Structure that was adopted by the Manistee County Board of Commissioners on July 19, 2022.

For new employees, placement in any position will ideally be made at the minimum rate of the suggested pay range. Each new hire will inevitably be unique and may represent a situation in which greater experience and expertise were objectives in recruitment. Therefore, each new hire should be assessed individually and placed at a range level consistent with the County's needs and market demands. Each Department Head/Elected Official/Chief Judge will have up to a 3% latitude in each new employee starting wage greater than the "minimum range" level stated in the Manistee County Classification and Compensation Study Grade Structure as long as the wage falls within the department's budget.

The Pay Grade structure will be adjusted on a yearly basis by utilizing the Consumer Price Index -U (CPI-U). The County will consider the CPI-U as it is used for the Midwest Region. The County will also survey the ten comparable county governments that were used in the 2020 Nottley study to attain the percentage they are using. The County will use both percentages to determine an affordable and appropriate percentage.

Note: Care should be taken to avoid establishing the new employee's rate of pay in an amount that exceeds the salary of any existing staff member in the same job classification with comparable years of relevant work experience, education and training. Maintaining appropriate internal equity between a new employee and current job incumbents is critical to the integrity and functionality of the County's compensation system.

Movement within the Pay Structure

A. Annual Pay Increases/Step Increases

Employees will receive a one-step pay increase bi-annually on their anniversary date. In no instance should an increase to an employee's pay rate be such that the new pay rate exceeds the maximum of their assigned pay range.

Additionally, employees may receive an economic adjustment to their rate of pay each year equal to any adjustment made to the pay structure when the budget allows. This adjustment is granted to every employee whose current rate of pay is at or below the salary range maximum of their assigned pay grade.

B. "Red Circled" Employees

If the pay of an individual employee is above that of their assigned salary range, that employee is considered to be "red-circled." Because the maximum of the salary range represents the upper end of the relevant range for a particular pay grade. When the budget allows for a COLA increase, any "red-circled" employee will receive a COLA increase equal to the COLA increase for all non-union staff which will be added to their current salary.

Transfer or Reassignment of an Individual

A. Promotion

A promotion occurs when an individual is transferred or reassigned to a job in a higher pay grade than his or her existing pay grade. An increase in the rate of pay of the individual being promoted should be determined jointly by the respective Department Head/Elected Official/Chief Judge and Human Resources Generalist and should take into consideration:

- The individual's qualifications to perform the new job and his or her relevant experience, and
- The rates of pay, qualifications, and experience levels of any other employees assigned to the same job classification, and
- The percentage differential between the existing and new pay grades.

The new rate of pay of the individual being promoted should be at least equal to the minimum of the new salary range and/or the closest step. Special pay will be considered when setting the rate of pay for a promoted

individual to the extent that that the employee should not suffer a loss in pay by accepting the promotion if the special pay is to be discontinued. Promotional increases generally should be granted concurrently with the employee's assumption of his/her new job duties.

B. Transfer

A transfer can occur when an individual accepts a position within Manistee County. When the transfer is to a position that is in a lower pay grade than his or her existing pay grade, the County will take into consideration the employee's years of service, work experience, and knowledge of new position. The starting wage shall not be greater than what the position is budgeted for in the current budget year.

C. Lateral Transfer

A lateral transfer occurs when an individual is transferred or reassigned to a position in the same pay grade as his or her existing job. Generally, no adjustment in the rate of pay should occur.

Temporary Internal Transfer

To temporarily assign an employee to a different role or department to maintain continuity of public services, address staffing needs, support special projects, or respond to emergencies.

Employees considered for a temporary internal transfer would be all regular full-time and part-time employees across all departments. Any employee represented by a Union would be subject to applicable collective bargaining agreements.

A Department Head, Elected Official, or Chief Judge may request a temporary transfer within their department by submitting a written request to the County Controller/Administrator's Office prior to the transfer occurring. Temporary transfers may be authorized when needed to cover a vacancy resulting from an absence of three or more working days.

Employees temporarily transferred into a higher-classified position shall be compensated at the current wage of the incumbent they are replacing. Employees temporarily transferred into a lower-graded position shall maintain their regular rate of pay for the duration of the temporary assignment.

At end of assignment, the employee will return to their permanent position unless otherwise approved. Temporary assignments do not guarantee permanent placement. Permanent transfers must follow standard hiring processes.

Annual Pay Structure Analysis

In response to market trends, the salary structure should be reviewed and updated annually, as appropriate. Based upon a market analysis and financial considerations of

the County, a percentage factor should be determined and applied to the salary ranges to update the compensation structure. All ranges should be adjusted consistently by a percentage rate as opposed to a flat dollar amount to assure the integrity of the characteristics of the structure (e.g., range widths, pay grade differentials).

Guidelines for Appealing Compensation Classification

If an individual or their supervisors feel that the placement of a job within the classification (grade) structure is incorrect, an appeal can be made to the Human Resources Generalist to reevaluate the position. Appeals require the following:

1. The employee and/or the supervisor shall review the existing JAQ and make any changes that are deemed appropriate. Supervisors will approve any changes.
2. The appeal will be forwarded to the Human Resources Generalist with the revised JAQ, including a cover letter outlining the reason for the appeal and any additional documentation.
3. Human Resources Generalist will review the new JAQ and any supporting material.
4. Upon completion of the review, Human Resources Generalist will present a recommendation to the Personnel Committee.
5. The Personnel Committee may accept, refuse or modify the recommendation from the Human Resources Generalist. The Personnel Committee will then make a recommendation to the Board of Commissioners. The Board of Commissioners decision will be final.
6. Further appeals require a six-month waiting period and evidence of significant job function changes.

**2026 POLICY/PERSONNEL COMMITTEE
MEETING SCHEDULE**

To comply with the Michigan Open Meetings Act 267 of 1976

The **Manistee County Personnel Committee** will meet on the following dates in the **Board of Commissioners Meeting Room** located in the Manistee County Courthouse and Government Center, located at 415 Third Street, Manistee, Michigan 49660:

Friday	January 9, 2026	9:00 A.M. (1 st Friday)
Friday	February 6, 2026	9:00 A.M. (1 st Friday)
Friday	March 6, 2026	9:00 A.M. (1 st Friday)
Friday	April 3, 2026	9:00 A.M. (1 st Friday)
Friday	May 1, 2026	9:00 A.M. (1 st Friday)
Friday	June 5, 2026	9:00 A.M. (1 st Friday)
Friday	July 10, 2026	9:00 A.M. (2 nd Friday)
Friday	August 7, 2026	9:00 A.M. (1 st Friday)
Friday	September 4, 2026	9:00 A.M. (1 st Friday)
Friday	October 2, 2026	9:00 A.M. (1 st Friday)
Friday	November 6, 2026	9:00 A.M. (1 st Friday)
Friday	December 4, 2026	9:00 A.M. (1 st Friday)
Friday	January 8, 2027	9:00 A.M. (2 nd Friday)

This meeting will be conducted remotely and live streamed using Zoom and in person in the Board of Commissioners Meeting Room. Live meeting can be viewed using Zoom:

Join Zoom Meeting
<https://us06web.zoom.us/j/86075657711> Password: 4153
 Find Your Local Number:
<https://us06web.zoom.us/j/86075657711>
 Meeting ID: 860 7565 7711 Password: 4153

Manistee County will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered at the meeting, to individuals with disabilities at the meeting upon two weeks' notice to the Manistee County Administrator. Individuals with disabilities requiring auxiliary aids or services should contact Manistee County by writing or calling Lisa Sagala, County Administrator, Manistee County Courthouse, 415 Third Street, Manistee, Michigan 49660; (231) 398-3504.

This notice was posted by Lindsey Marquardt, Administrative Secretary, to comply with Sections 4 and 5 of the Michigan Open Meetings Act (P.A. 267 of 1976) on February 11, 2025 at 10:00 A.M. on the bulletin board located in the main lobby area of the Courthouse and Government Center, 415 Third Street, Manistee, Michigan 49660; giving notice for a regular meeting, posted at least 18 hours prior to the start of the meeting.

Signed: _____
Lindsey Marquardt
Administrative Secretary