

COUNTY OF  
**manistee**  
MICHIGAN



Manistee County Courthouse  
415 Third Street · Manistee, Michigan 49660

**CLERK**

Lindsey Marquardt  
(231) 723-3331

**CONTROLLER/ADMINISTRATOR**

Lisa Sagala  
(231) 398-3504

**Board of Commissioners**

**CHAIRPERSON**

Jeffrey Dontz

**VICE-CHAIRPERSON**

Karen Goodman

Margaret Batzer

Eric Gustad

Nikki Koons

Janice McCraner

Richard Schmidt

**POLICY COMMITTEE**

Friday, November 3, 2023  
3:30 p.m.

Manistee County Planning Department  
Conference Room

**MINUTES**

Members Present: Margaret Batzer and Karen Goodman, Chairperson

Members Absent: Nikki Koons

Others Present: Sheriff Brian Gutowski; Undersheriff Jason Torrey (zoom); Susan Zielinski, Finance Officer (zoom); Corbin Nickelson, Equalization (zoom); Loren VanAlstine, Chief Deputy Register of Deeds (zoom); Julie Griffis, HR Generalist; Lisa Sagala, Controller/Administrator; Lindsey Marquardt, County Clerk

The meeting was called to Order at 3:30 p.m.

**NOTE – Items requiring Board Action are indicated in BOLD**

**PUBLIC COMMENT**

None.

**NEW BUSINESS**

**DIVERSITY, EQUITY, AND INCLUSION POLICY**

Lisa Sagala presented the Diversity, Equity and Inclusion Policy. (APPENDIX A) This is the first draft of the policy. The County needs to have a policy in place now that the County is applying for grants, specifically Federal grants. Federal grants require that applicants have a Diversity, Equity and Inclusion policy in place.

Moved by Batzer, seconded by Goodman to recommend approval of the Diversity, Equity and Inclusion Policy, with changes, for Manistee County. Ayes: All. Motion Carried.

OLD BUSINESS

WAGE POLICY


PERFORMANCE MERIT PROGRAM GUIDELINE POLICY  
EMPLOYEE PERFORMANCE APPRAISAL FORM

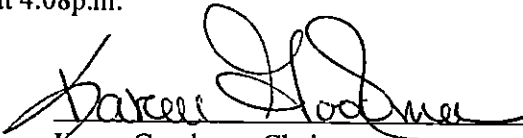
Julie Griffis presented the Wage Policy (APPENDIX B), the Performance Merit Program Guideline Policy (APPENDIX C) and the Employee Performance Appraisal Form (APPENDIX D). This is the first time having all three policies together for review. Lisa indicated that the goal in providing all policies together is to be able to send all three to the department to review the process as a whole. Julie Griffis, HR Generalist, will be meeting with all Department Heads and Elected Officials to discuss the Performance Merit Program. Discussion Followed.

OTHER ITEMS FROM COMMITTEE MEMBERS

None.

The meeting was adjourned at the Call of the Chair at 4:08p.m.

ABSENT  
Nikki Koons  
  
Margaret Batzer

  
Karen Goodman, Chairperson



## DIVERSITY, EQUITY, AND INCLUSION POLICY

Manistee County is committed to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion.

Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and company's achievement as well.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

Manistee County's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

All employees of Manistee County have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity policy and initiatives should seek assistance from a supervisor or Administration.

## Wage Policy

### Starting Wage

The policy will allow Manistee County Department Heads/Elected Officials the latitude to recruit new employees and place them above the minimum range. The goal is to improve employee recruitment/retention of the newly hired employee who demonstrates greater experience and expertise above the "minimum range" levels.

### Structure

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 to 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 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.

The pay system will be revised and updated as needed, no longer than a period of ten years from the previous update.

### Performance and Salary Review

#### Purpose

The performance appraisal process provides a means for discussing, planning, and reviewing the performance of each employee.

Performance appraisals influence salaries, promotions, and transfers, and it is critical that supervisors are objective in conducting performance reviews and in assigning overall performance ratings.

**Eligibility**

All full- and part-time employees are provided with an annual performance review and consideration for merit pay increases as warranted.

**Performance Review Schedule**

Performance appraisals are conducted annually on employee's anniversary date in respect to their current position. Each department head/Elected Official is responsible for the timely and equitable assessment of the performance and contribution of subordinate employees.

**Salary Increases**

A performance appraisal does not always result in an automatic salary increase. The employee's overall performance and salary level relative to position responsibilities must be evaluated to determine whether a salary increase is warranted. Out-of-cycle salary increases must be preapproved by the Board of Commissioners.

**Salary Equity Reviews**

A department head/Elected Official may request an analysis of an employee's salary at any time that it's deemed appropriate. This request should be made to the HR Generalist, who will review the employees' salary in comparison to other employees in comparable positions and within the guidelines of the County's compensation policy and take to the Personnel Committee.

**Processes**

Administration will establish the format and timing of all review processes. The completed evaluations will be retained in the employee's personnel file.

Salary increase requests must be supported by a performance appraisal for salary change processing.

The administration will review all salary increase/adjustment requests to ensure compliance with County policy and that they fall within the provided guidelines.

# Performance Merit Program Guidelines Policy

## Overview

On <insert date> the Manistee County Board of Commissioners approved the Performance Merit Program for all employees. The amount of the budget will be determined prior to each fiscal year. The merit program implements salary increases based on an individual's performance and contributions. The program recognizes and rewards outstanding performance based on employee accomplishments.

## Purpose

The purpose of the policy is to assure that employees receive periodic performance feedback, recognition, and corrective instructions to promote effective job performance. The function of a performance evaluation is to provide staff with positive recognition of strengths and special abilities, and the opportunity to correct poor performance. Evaluations also provide an ongoing performance record, which may be used in making personnel actions. The performance evaluation provides staff with a structured opportunity to discuss means for improvement and assists in keeping job descriptions current. The performance evaluation provides probationary staff with a report of their progress and allows for the correction of deficiencies.

The performance evaluation process should be used to set a positive tone for department heads by having a defined system which treats department heads in a uniform manner. It should also be used to emphasize the skills and activities that department heads must demonstrate to ensure the success of the County and their respective departments.

Evaluations should be used as a tool to provide a plan for improvement of performance where performance problems are identified. The evaluation process should also provide feedback as to what is expected on the job and provide an opportunity to identify performance problems in a cooperative controlled manner. The process should also provide for recognition of strengths and good performance.

It is intended that the performance evaluation process be a meaningful and productive experience where administration, department heads, elected officials, Judges, and staff openly discuss job performance and expectations. The County expects that positive and constructive relationships be maintained between administration, department heads, elected officials, and staff to foster open communication regarding job performance.

## Eligibility Requirements

Employees eligible for the merit program include individuals who:

- Have a current appraisal completed by their supervisor with a rating of "Effective" or above.
- Are employed as full-time or part-time employees.
- Are still on the payroll as full-time or part-time employees as of the merit increase date.
- Have successfully completed a probationary period.
- Individuals with contract appointments are only eligible for the merit if it is stipulated in the terms of the contract.
- Not included, Elected Officials

## Structure

The merit program seeks to proportionally recognize and reward individuals with salary increase based on performance. The following guidelines are recommended to determine an individual's salary increase.

- Effective or greater performance rating is \_\_\_% to \_\_\_%.
- Recommend a minimum of \_\_\_% increase for performance ratings of Effective or greater.
- Allocation must balance within the overall budgeted amount.

Performance Rating:	Unsatisfactory Scoring (8-15)	Inconsistent/Needs Improvement Scoring (16-23)	Effective Scoring (24-31)	Highly Effective Scoring (32-39)	Exceptional Scoring (40)
Recommended Increase:	0%	0%	up to ___%	up to ___%	up to ___%

Information about funding staff salary merit increases can be found in the Manistee County Budget Handbook.

Each Department will need to work within the allocated amount budgeted for merit increases. This information is important to ensure that good performers receive sufficient bottom-line increases to effectively recognize and reward performance.

Appraisals received after the due dates may result in a delay in pay to the employees.

## **Salary Increase Determination Process**

The recommended increase ranges provide guidelines for individual increases. Departments must allocate the increases within the overall budgeted amount. Any deviations from the budgeted amount must be approved by the Board of Commissioners.

We request that Department Heads/Elected Officials promptly provide the letter to their respective employees and Administration to ensure that they are notified prior to the payroll date. The distribution of the letter should be accompanied by a discussion of the merit increase to recognize individual contributions and motivate future efforts. A copy of the merit increase letter will be placed in the personnel file by the Administration.

DRAFT



Date

Employee Full Name  
Address

Dear Employee:

I am pleased to inform you that you have been awarded a performance-based merit increase for your contributions to Manistee County during the (current year) merit period.

Details of your increase are as follows:

Current Salary: \$ enter annual amount

Merit Level:

Merit increase %:

New Salary: \$ enter annual amount

Your new salary will be effective (insert date) and will be reflected on your (insert date) paycheck.

Thank you for your continuing contributions to Manistee County. I appreciate your ongoing commitment to our team's success.

If you have any concerns or feedback, please feel free to reach out to me prior to (insert date).

Sincerely,

Department Head/Elected Official

cc: Employee Personnel File

Manistee County 2023 - Employee Performance Merit Increase Letter



## Employee Performance Appraisal Form

<b>Employee Name:</b>		<b>Position:</b>	
<b>Supervisor:</b>		<b>Department:</b>	
<b>Hire Date:</b>		<b>Position Date:</b>	
<b>Appraisal Period:</b>		<b>Date Delivered:</b>	

**INSTRUCTIONS:** In completing this appraisal, the following sequence should be followed:

- Review the attached Job Description. Notify Human Resources of any changes/additions to the Job Description.
- Complete the following pages by checking the appropriate ratings, providing supporting comments, and indicating the overall rating.
- After review noted above, the appraisal will be returned for discussion with the employee. The current Job Description will also be included. Have the employee sign and date the Job Description.
- Once you discuss the appraisal with the employee and obtain their signature, sign and return the Performance Appraisal and the Job Description to Human Resources for placement in their personnel file.

### JOB KNOWLEDGE

**Knowledge of services, policies and procedures, techniques, skills, equipment, and materials**

Has in-depth grasp of all phases of job; very well informed; a "go-to" person for others.	5 <input type="checkbox"/>
Has thorough grasp of most phases of job; seldom requires assistance and instruction beyond consultation.	4 <input type="checkbox"/>
Satisfactory job knowledge; understands and performs most phases of job well; occasionally requires assistance or instruction beyond expected consultation.	3 <input type="checkbox"/>
Limited knowledge of job; further training required; frequently requires assistance or instruction beyond expected consultation.	2 <input type="checkbox"/>
Lacks knowledge to perform job properly.	1 <input type="checkbox"/>

### QUALITY OF WORK

**Freedom from errors and mistakes. Accuracy, quality of work in general**

Outstanding quality with consistent accuracy and attention to detail.	5 <input type="checkbox"/>
Quality very satisfactory, usually produces error free work.	4 <input type="checkbox"/>
Quality average; often accurate.	3 <input type="checkbox"/>
Room for improvement, frequent errors; work requires checking & re-doing.	2 <input type="checkbox"/>
Excessive errors and mistakes, very poor quality.	1 <input type="checkbox"/>

### QUANTITY OF WORK

**Work output of the employee**

Consistently does more than is expected or required; consistently exceeds expectations for productivity; consistently produces more than most.	5 <input type="checkbox"/>
Routinely does more than is expected or required; often exceeds expectations for productivity; often produces more than is expected.	4 <input type="checkbox"/>



## Employee Performance Appraisal Form

Handles a satisfactory volume of work; consistently meets expectations for productivity; occasionally does more than is required.	3 <input type="checkbox"/>
Minimally acceptable, low output, below average.	2 <input type="checkbox"/>
Extremely low output; not acceptable.	1 <input type="checkbox"/>

### RELIABILITY

**The extent to which the employee can be depended upon to be available for work, do it properly, and complete it on time...The degree to which the employee is reliable, trustworthy, and persistent**

Highly reliable, always gets the job done on time.	5 <input type="checkbox"/>
Very reliable, consistently gets the job done on time, communicates timely when deadlines may be missed.	4 <input type="checkbox"/>
Reliable; often gets the job done on time and communicates timely when deadlines may be missed.	3 <input type="checkbox"/>
Minimally reliable; seldom gets the job done on time and seldom communicates timely when deadlines may be missed.	2 <input type="checkbox"/>
Usually unreliable, does not accept responsibility; gives up easily.	1 <input type="checkbox"/>

### INITIATIVE AND CREATIVITY

**The ability to plan work and to go ahead with a task with minimal direction/guidance, and the ability to make constructive suggestions**

Self-starter; displays exceptional drive and perseverance; anticipates needed actions, frequently suggests better ways of doing things; ideas are often implemented.	5 <input type="checkbox"/>
Consistently high initiative; regularly displays drive and perseverance; anticipates needed actions, regularly provides suggestions for improvement.	4 <input type="checkbox"/>
Average initiative; proceeds on own with little or no direction; makes some suggestions for improvement.	3 <input type="checkbox"/>
Minimal initiative; waits for direction.	2 <input type="checkbox"/>
Lacks initiative, less than satisfactory performance.	1 <input type="checkbox"/>

### JUDGMENT

**The extent to which the employee makes decisions which are sound...Ability to remain objective**

Uses exceptionally good judgment when analyzing facts and solving problems in most situations.	5 <input type="checkbox"/>
Consistently handles situations well and makes sound decisions in sometimes unusual circumstances.	4 <input type="checkbox"/>
Handles most situations well and usually makes sound decisions under normal circumstances.	3 <input type="checkbox"/>
Uses questionable judgment at times, room for improvement.	2 <input type="checkbox"/>
Uses poor judgment often.	1 <input type="checkbox"/>

### COOPERATION

**Willingness to work harmoniously with others in getting a job done...Readiness to respond positively to instructions and procedures**

Extremely cooperative; consistently displays collaborative/cooperative behaviors in situations; consistently evokes teamwork and promotes a positive culture.	5 <input type="checkbox"/>
Very cooperative; regularly displays collaborative/cooperative behaviors in situations; often evokes teamwork and a positive culture.	4 <input type="checkbox"/>
Cooperative; gets along well with others.	3 <input type="checkbox"/>
Makes little effort to cooperate and/or display collaborative/cooperative behaviors in situations.	2 <input type="checkbox"/>
Negative; detracts from a positive culture/contributes to a negative culture.	1 <input type="checkbox"/>



## Employee Performance Appraisal Form

### ATTENDANCE

**Committed to coming to work daily and working scheduled hours.**

Consistently regular and prompt for work, meetings, etc.; impeccable attendance; exceptional planning for coverage during absence.	5 <input type="checkbox"/>
Routinely regular and prompt; few unplanned absences; doesn't spend too much time out of the office doing non-work related activities.	4 <input type="checkbox"/>
Usually present and on time; normally pre-planned absences.	3 <input type="checkbox"/>
Lax in attendance and/or reporting on time; improvement needed to meet expectations.	2 <input type="checkbox"/>
Often absent without sufficient notice and/or frequently reports to work late or leaves early.	1 <input type="checkbox"/>

### SUPERVISOR COMMENTS

Noteworthy strong areas of present performance:

Areas requiring improvement in job performance:

Developmental Plans (there should be at least 3 goals to promote development):

Goal/Activity	Expected Results	Timing
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.



## Employee Performance Appraisal Form

Click here to enter text. Click here to enter text.	Click here to enter text. Click here to enter text.	Click here to enter text. Click here to enter text.
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What is the progress status for plans from the past year?

Click here to enter text.

### PERFORMANCE LEVELS

- (5) Exceptional – Significantly and consistently exceeds performance expectations; consistently demonstrates exceptional behaviors; serves as a role model
- (4) Highly Effective – Consistently achieves and often exceeds performance expectations;
- (3) Effective – Consistently demonstrates good performance with incumbent fulfilling all position requirements and may, at times, generate results above those expected of the position.
- (2) Inconsistent – Inconsistently achieves performance expectations. Needs improvement. This performance level may be the result of a new or inexperienced incumbent on the job or an incumbent not responding favorably to instruction.
- (1) Unsatisfactory – rarely achieves expected performance level; requires significant and immediate corrective action.

<b>Overall Rating</b>	<input type="checkbox"/> Exceptional – 40 total score <input type="checkbox"/> Highly Effective – 32-39 total score <input type="checkbox"/> Effective – 24-31 total score <input type="checkbox"/> Inconsistent/Needs Improvement 16-23 total score <input type="checkbox"/> Unsatisfactory 8-15 total score	<i>If employee receives an overall rating of "Inconsistent" or "Unsatisfactory" there must be formal documented efforts aimed at improving performance on file and a formal performance improvement plan is required.</i>
<b>Employee Name</b>	<b>Signature</b>	<b>Date</b>
<b>Supervisor Name</b>	<b>Signature</b>	<b>Date</b>

Signatures acknowledge that this form was discussed and reviewed.



# Employee Performance Appraisal Form

Employee Comments:

[Empty text area for Employee Comments]

Employee Self Evaluation:

[Empty text area for Employee Self Evaluation]

Supervisor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_