



**CLERK**

Shelli Johnson  
(231) 723-3331

**CONTROLLER/ADMINISTRATOR**

Lisa Sagala  
(231) 398-3504

**POLICY/PERSONNEL COMMITTEE**

Monday, March 9, 2026  
1:00 p.m.

Manistee County Courthouse & Government Center  
Board of Commissioners Room

**MINUTES**

Members Present: Shayne Machen, and Eric Gustad  
Members Absent: Karen Goodman  
Others Present: Julie Griffis, HR Generalist; Lisa Sagala, Administrator/Controller;  
Loren VanAlstine, Chief Deputy ROD (Zoom); and Shelli  
Johnson, County Clerk

The meeting was called to Order at 1:00 p.m.

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

**PUBLIC COMMENT**

None

**OLD BUSINESS**

**RECRUITING, SCREENING AND SELECTION POLICY – APPENDIX A**

Julie Griffis, HR Generalist, reviewed the Recruiting, Screening, and Selection Policy. A recommendation was made by the committee to have the policy reviewed and sent to legal counsel at minimal times to save on expenses. One minor clerical adjustment was noted. The individual policies are distributed to department heads for input, the Committee reviews changes, and then makes the decision on what gets forwarded to legal counsel. When the policy returns from legal, the Committee reviews for final time before forwarding it to the full Board for approval.

**Moved by Machen, seconded by Gustad to recommend approving the Recruiting, Screening, and Selection Policy with the clerical adjustment. Ayes: All Absent: Goodman Motion Carried.**

**NEW BUSINESS**

**RECRUITING, SCREENING, AND SELECTION PROCEDURE – APPENDIX B**

Ms. Griffis presented the Recruiting, Screening, and Selection Procedure. There was discussion on what needs to go through Legal Counsel and what doesn't. Procedures are an administrative process, and each office has its own administrative process. Procedures change and the Committee shouldn't be required to review a procedure each time it changes. Certain procedures may need to be sent to Legal Counsel for review. It was recommended to review the By-Laws to confirm that the Committee isn't required to review the procedures.

**OTHER ITEMS FROM COMMITTEE MEMBERS**

None.

The meeting was adjourned at 1:20 p.m.

\_\_\_\_\_  
Eric Gustad

\_\_\_\_\_  
ABSENT  
Karen Goodman, Chairperson

\_\_\_\_\_  
Shayne Machen



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(231) 723 3331

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**Board of Commissioners**

**CHAIRPERSON**

Jeffrey Dontz

**VICE-CHAIRPERSON**

Karen Goodman

Eric Gustad

Nikki Koons

Shayne Machen

Janice McCraner

Richard Schmidt

**POLICY/PERSONNEL COMMITTEE**

Monday, March 9, 2026  
1:00 P.M.

Courthouse & Government Center  
Board of Commissioner's Room

**AGENDA**

1. Call to Order
2. Public Comment
3. Old Business
  - a. Recruiting, Screening, and Selection Policy – APPENDIX A
4. New Business Recruiting, Screening, and Selection Procedure – APPENDIX B
5. Other items from Committee members
6. Adjournment

## **RECRUITING, SCREENING, AND SELECTION POLICY**

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### **Purpose**

The purpose of this policy is to establish uniform standards governing the recruitment, screening, and selection of employees to ensure fair, consistent, and legally compliant hiring practices.

### **Applicability**

This policy applies to all Manistee County employees subject to the Manistee County Personnel Policy Manual, unless otherwise provided by law, conflicting terms of collective bargaining agreements, or County ordinance, and those Offices of Elected Officials who have not adopted this Policy.

### **Equal Employment Opportunity**

Manistee County is an Equal Employment Opportunity employer. The County recruits, hires, trains, promotes, compensates, disciplines, and administers all other terms and conditions of employment without discrimination or harassment on the basis of religion, race, color, national origin, age, sex (including pregnancy and sexual orientation and gender identity), height, weight, and marital status, or any other status protected by federal or state law.

The County is committed to providing equal access to employment opportunities and maintaining a workplace free from unlawful discrimination, harassment, and retaliation.

### **ADA Accommodation**

In accordance with the Americans with Disabilities Act (ADA) and applicable state law, the County will provide reasonable accommodations to qualified applicants with disabilities. Accommodations are designed to enable participation in the application and interview process, unless doing so would create an undue hardship to the County.

### **Internal Opportunities**

The County supports employee career development and may provide internal posting opportunities. Nothing in this policy guarantees interview, selection, or promotion.

For positions covered by a collective bargaining agreement, recruitment and selection processes shall comply with the terms of the applicable agreement. In the event of a conflict, the collective bargaining agreement shall govern.

### **Selection Authority**

The County reserves the right, at its sole discretion, to determine recruitment methods and to select based on merit the candidate it determines to be most qualified using on job-related criteria, operational needs, and budgetary considerations.

### **Background Screening**

The County may require background checks, reference checks, license verification, driving record checks, or other lawful screening methods when determined to be job-related and consistent with business necessity, and in compliance with applicable federal and state law.

### **Employment Offers**

All employment offers must be made in writing by an authorized County representative. Offer letters do not create a contract of employment and do not alter the at-will nature of employment unless specifically stated in a written agreement signed by an authorized County official.

### **Employment Eligibility**

The County will comply with all federal employment eligibility verification requirements, including completion of Form I-9 in accordance with the Immigration Reform and Control Act (IRCA).

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## Procedure: Recruiting, Screening, and Selection Process

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### Authority and Relationship to Policy

This procedure implements the County's Recruiting, Screening, and Selection Policy.

All recruitment and hiring activities must comply with that Policy, including requirements related to Equal Employment Opportunity, ADA accommodation, interviewer training standards, background screening, offer letters, employment eligibility verification, and applicant integrity.

In the event of any conflict between this procedure and the adopted Policy, the Policy shall govern.

### Purpose

This procedure establishes standardized steps for recruiting, screening, interviewing, and selecting employees in a manner consistent with County policy, applicable law, and collective bargaining agreements.

### Responsibility

The County Controller/Administrator's Office and Human Resources oversee recruitment and selection procedures.

Department Heads, Elected Officials, and designees participate in the process consistent with this procedure, the Recruiting, Screening, and Selection Policy, and any applicable collective bargaining agreements.

### Application Collection

Applicants must complete the County's official employment application.

Applications for posted positions shall be collected by the County Controller/Administrator, Human Resources, Elected Official, Department Head, or designee.

### Applicant Review and Interview Selection

Applications shall be reviewed to determine whether applicants meet minimum qualifications.

Applicants selected for interviews will be those whose qualifications best meet the operational needs of the County, as determined in accordance with the Recruiting, Screening, and Selection Policy.

Selection for interview does not guarantee further consideration or employment.

### Interview Preparation

Prior to conducting interviews:

A standardized set of job-related questions shall be developed in compliance with the Policy.

Core questions shall be asked of each applicant to the extent practicable.

Interviewers may ask additional job-related follow-up questions.

Interview documentation shall be prepared and retained.

## **Interviewer Training Requirements**

Employees who are not serving in a Human Resources role must complete County-approved interviewer training before participating in interviews, except in a limited or observational role authorized by the County Controller/Administrator's Office, as required by the Policy. All interviewers conduct and selection decisions must be consistent with the County's Equal Employment Opportunity policy.

Training shall include:

Equal Employment Opportunity and anti-discrimination laws

Prohibited interview questions

Evaluation of job-related qualifications

Bias awareness

Confidentiality

## **Documentation and record-keeping expectations**

The County Controller/Administrator's Office or Human Resources shall maintain documentation of completed training.

## **Reference and Background Screening**

Following a conditional offer of employment, and as authorized by the Policy:

The County may conduct job-related background or reference checks where permitted by law.

Required notices and authorizations must be obtained.

Results must be reviewed before final approval.

## **Final Selection and Approval**

Upon satisfactory screening results and consistent with the Policy:

The Department Head, Elected Official, or designee may recommend selection.

Any required approvals and budget authorization must be obtained before hire.

## **Offer Letter Issuance**

Written offer letters shall be issued only by authorized County representatives and must comply with the Recruiting, Screening, and Selection Policy.

No verbal or written employment commitments may be made outside the official offer process.

## **Employment Eligibility Verification**

New employees must complete Form I-9 documentation and present required work authorization within legally required timeframes, consistent with Policy requirements.

## **Applicant Notification**

Applicants who are not selected may be notified by the Department Head, Elected Official, or designee in accordance with the Policy.

Cross-Reference: See Recruiting, Screening, and Selection Policy.

Adopted: \_\_\_\_\_

Last Revised: \_\_\_\_\_

Responsible Office: County Controller/Administrator's Office / Human Resources

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