

Human Resources

• ANNUAL REPORT

gwinnettcounty
2013

A word cloud featuring various business and human resources terms. The words are arranged in different sizes and orientations, with some being more prominent than others. The colors used are shades of purple, green, and orange. The background is white with green horizontal bars at the top and bottom.

benefits
lead
training
human resources
fairness
operations
responsiveness
systems
wellness
development
growth
administration
teamwork
integrity
reporting
innovation
excellence
volunteer
management
merit
employees
excel

Board of Commissioners



Charlotte Nash
Chairman



Jace Brooks
District 1



Lynette Howard
District 2



Tommy Hunter
District 3



John Heard
District 4

County Administration



Glenn Stephens
County Administrator

Mission, Vision, Values

Board Members

Jason **Thompson**
Post 1

Michael **Murphy**
Chairman
Post 2

Kim **Walton**
Post 3

Larry **Still**
Post 4

William **Yurevich**
Post 5

Board Attorney

Richard A. **Carothers**

Executive Secretary to the Board

Harry G. **Mason**



Letter from the Director	1
Mission, Vision, Values	2
Merit Board Summary	3
Organizational Chart	5
Management and Administration	7
Volunteer Gwinnett	16
Training/Organizational Development	18
Human Resources Operations	22
Human Resources Systems and Reporting	28
Benefits	32
2013 Budget Summary	35

Letter from the Director



Gwinnett County Board of Commissioners
Gwinnett County Merit System Board

SUBJECT: 2013 Annual Report of Human Resources Activity

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2013. Listed below are our major accomplishments for the year:

- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 92% completion
- Launched Volunteer Gwinnett in February 2012 resulting in 55,314 volunteer participants logging 1,025,942 hours by the end of 2013
- Hired 39 deputy sheriffs, 60 firefighters, 49 police officers, and 18 correctional officers
- Monitored and managed the 2013 budget required 90-day vacancy freeze process
- Implemented upgrade of Employer Self-Service
- Began pilot for Electronic Time-Sheet entry
- Began rollout of the Employee Interaction Center module in SAP
- Conducted a RFP for a Dental Insurance
- Conducted a RFP for Wellness Partner
- Retired 86 employees

I extend my appreciation to the staff of Human Resources for their commitment, dedication, and professionalism in reaching our goals.

Many thanks to the Board of Commissioners, County Administrator, and the Merit System Board for their continued confidence and support to improve the Human Resources management program.

Sincerely,

A handwritten signature in black ink that reads "Scott Fuller". The signature is written in a cursive style.

Scott Fuller, Acting Director of Human Resources



Mission, Vision, Values

To provide quality Human Resources services to attract, develop, motivate, and retain a strategically aligned workforce within a supportive work environment.

Through collaborative efforts and excellent customer service, we will continue to build a culturally diverse and high-caliber workforce that contributes to the overall success of Gwinnett County Government.

Integrity: We commit to acting truthfully, ethically, and professionally. We will treat everyone with dignity, courtesy, and respect. We will be personally responsible and accountable for the services we deliver to our customers and develop their trust in us as competent, professional service providers.

Teamwork: We foster and promote an organizational climate where all facets of County government can work closely together. We will accomplish this by encouraging and supporting the individual talents and contributions of all team members.

Responsiveness: We provide timely, relevant, and comprehensive services to meet the organization's needs to include ongoing development, implementation, and evaluation of all of our services to address changing needs.

Innovation: We challenge ourselves to be open-minded and creative, and to realize that the ability to disagree helps identify options and resolve differences constructively. We support reasonable risk-taking.

Fairness: We are committed to merit-based employment principles and equal employment opportunity. We advocate fair treatment in our behaviors, our policies, and our practices.

Excellence: We strive for the highest levels of individual and organizational achievement by providing opportunities for all employees to contribute ideas, develop their potential, and make the best use of their talents and abilities. We strive to keep abreast of and implement best practices for our service delivery processes.

Mission
Vision
Values



Letter from the Merit Board



Human Resources Director
Merit Board Members

SUBJECT: 2013 Annual Report

The following table summarizes the grievance activity from 2008 – 2013:

	2013	2012	2011	2010	2009	2008
Grievances carried over from prior years	3	0	1	0	2	2
New grievance received	15	14	5	5	7	12
Executive secretary meetings	16	9	5	4	8	11
Hearings	2	1	0	0	3	3

The following table summarizes the grievance activity for 2013:

Total	Action
2	Merit Board Hearings: 1 – Upheld action of department 0 – Overturned action of department 1 – Settlement reach at Merit Board hearing
16	Executive Secretary Meetings: 5 – Grievance resolved at meeting 1 – Withdrawn after Executive Secretary meeting, before recommendation issued 4 – Executive Secretary recommendation not appealed to Merit Board 4 – Carried over to 2014 0 – Executive Secretary recommendation appealed to Merit Board 2 – Settled or Withdrawn before Executive Secretary meeting

My sincere thanks to the Board of Commissioners, County Administrator, the Merit System Board, and the Department of Human Resources for continued commitment to fair and equitable personnel administration for all employees.

Sincerely,

Harry G. Mason, Executive Secretary

Merit Board Summary



The Gwinnett County Merit Board has five members. The Board of Commissioners selects four candidates, one from each commission district, to serve staggered, four-year terms. The fifth member is elected by the classified employees of the County for a four-year term.

A vacancy on the Merit Board caused by a member's death, resignation, disqualification, or other condition is filled by appointment of the governing authority for the unexpired term of the fifth member.

The board represents the public interest in improving personnel administration and policy direction for a comprehensive County Merit System of employment administered by the Human Resources Director. The board hears employee grievances and appeals.

The Executive Secretary of the Merit Board is appointed by the Board of Commissioners to conduct meetings with grievants and department representatives in an effort to reach a mutual agreement between the parties. In the event that an agreement cannot be reached, the Executive Secretary issues a recommendation of resolution to the parties.

Merit Board Members 2013

Post	Name	Term
1	Jason Thompson	01.01.09 – 12.31.16
2	Michael Murphy	01.01.95 – 12.31.14
3	Kim Walton	01.01.13 – 12.31.16
4	Larry Still	05.05.12 – 12.31.14
5	William Yurevich	01.01.10 – 12.31.13
Executive Secretary	Harry G. Mason	Appointed 04.15.03

Department of Human Resources

Department Director

Office Service Coordinator

Admin Support Associate III

Admin Support Associate II

Admin Support Associate I (PT)

Human Resources Associate II (PT)

Volunteer Gwinnett & HRC Coordinator

Human Resources Program Coordinator

HR Systems & Reporting Section Manager

HRIS Analyst

HR Associate II

HR Associate II

Training/Org Development HR Program Coordinator

HR Associate III

Employee Service Team 1 Section Manager

HR Associate III

HR Associate III

HR Associate III

HR Associate II

HR Associate II (PT)

HR Operations Deputy Director

Employee Service Team 2 Section Manager

HR Associate III

HR Associate III

HR Associate III

HR Associate II

HR Associate II (PT)

Employee Service Team 3 Section Manager

HR Associate III

HR Associate III

HR Associate III

HR Associate II

HR Associate II (PT)

HR Specialist

Employee Service Team 4 Division Director

Admin Support Associate II

Pension HR Specialist

Great West Representative

DC/OPEB HR Specialist

W/C, Disability, Life Plans HR Specialist

ASC Contractor WC Claims Processor

Health & Wellness Health Plans Manager

Health & Wellness HR Specialist

Health & Wellness HR Associate II

Staff as of December 31, 2013



Department of Human Resources

Acting Human Resources Director
Office Services Coordinator
Administrative Support Associate III
Administrative Support Associate II
Human Resources Associate II (PT)
Human Resources Program Coordinator (PT)
Administrative Support Associate I (PT)
Volunteer Gwinnett and HRC Coordinator

Scott **Fuller**
Reneé **Schoenfeld**
Tandy **Krogh**
Vacant
Jill **Friedman**
Korie **Brashears**
Gail **Berube**
Kay **Sibetta**

Human Resources Operations

Deputy Director

Sandra **Sheppard**

Team 1 – Services the following departments:

Clerk of Court • Community Services • Police • Water Resources

Human Resources Manager
Human Resources Associate III
Human Resources Associate III
Human Resources Associate III
Human Resources Associate II
Human Resources Associate II (PT)

Elizabeth **Bailey**
Donna **Pratt**
Adrienne **McAllister**
Yvonne **Boon**
Janice **Cepeda**
Joann **Allensworth**

Team 2 – Services the following departments:

Clerk of Recorder's Court • Corrections • District Attorney
Human Resources • Juvenile Court • Recorder's Court Judges
Sheriff • Solicitor • Support Services • Transportation

Human Resources Manager
Human Resources Associate III
Human Resources Associate III
Human Resources Associate III
Human Resources Associate II
Human Resources Associate II (PT)

Michele **Westerfield**
Vacant
Erica **Queen**
Chris **Henschel**
Dwane **Bennett**
Rebecca **Waites**

Team 3 – Services the following departments:

County Administration • Court Administration • Financial Services
Fire and Emergency Services • Information Technology Services • Law
Law Department • Planning and Development • Probate Court
Tax Commissioner

Human Resources Manager
Human Resources Associate III
Human Resources Associate III
Human Resources Associate III
Human Resources Specialist
Human Resources Associate II
Human Resources Associate II (PT)

Vicki **Casella**
Jame **Pearson**
Linda **Budd**
Cathy **Canfield**
Dianne **Darcy**
Linda **Hulsey**
Ruth **Conner**

Training/Organizational Development

Human Resources Program Coordinator
Human Resources Associate III

Sara **Cloud**
Janell **Snipes**

HR Systems and Reporting

Human Resources Manager
HRIS Analyst
Human Resources Associate II
Human Resources Associate II

Stephen **Hart**
Kathy **Martin**
Kathy **Curbelo**
Alicia **Reid**

Health, Retirement, and Leave Plans, Safety, and Workers' Comp

Division Director
Health Plans Manager
Human Resources Specialist
Human Resources Specialist
Human Resources Specialist
Human Resources Specialist
Human Resources Associate II
Administrative Support Associate II

Debbi **Davidson**
Nancy **Purves**
Shirley **Richardson**
Sue **Rooks**
Megan **Ward**
Dawn **Jones**
Megan **Butler**
Sandi **Barber**

Management and Administration



In 2013, Human Resources continued its efforts to provide efficient, effective, and comprehensive services to our customers. Human Resources service teams provide full-service support to employees from one department. This consolidation of services allows for more efficient service delivery for human resources and benefits functions and provides an opportunity to streamline the organization. The department has three departmental service teams providing generalist human resources and benefits support to County departments and their employees.

The official *Volunteer Gwinnett* program was chartered in February 2012 as a countywide volunteer program designed to involve more residents in volunteer activities associated with County government. Volunteers have been an

important part of some County departments and agencies for many years, and the County is expanding the volunteer program with a bold goal of reaching 1 million volunteer hours by 2015.

Human Resources also has an administrative/management team, a benefits planning, design, and implementation team for health, life, disability, safety, wellness, and workers' compensation programs, a human resources information systems team, and a program and contract management team to round out organizational, planning, and program maintenance needs.



Scott Fuller
Acting Director



René Schoenfeld
Office Services Coordinator



Korie Brashears
Program Coordinator

Under the guidance of the Human Resources Director, Management and Administration is responsible for:

- Overseeing the management of the County's human resources by developing vision, mission, and strategic plans to implement the Board of Commissioners' goals and objectives
- Administering policies and procedures including the Merit System Rules and Regulations, Human Resources management policies, federal and state employment and labor laws, and all other policies deemed appropriate and necessary by the County Administrator and Board of Commissioners
- Assisting in the reorganization of various County departments
- Conducting performance analysis reports and other management information regarding current and future program changes, organizational consulting, and climate surveys
- Assisting the County Administrator's Office with special projects
- Providing administrative support to the director
- Managing day-to-day activities of the Human Resources Department including the preparation and administration of the annual departmental budget
- Managing the County's various employee programs including education/tuition reimbursement, service awards, Most Valuable Person Award (MVP), charitable contributions, United Way campaign, American Red Cross blood drives, and the Employee Assistance Program (EAP)
- Providing administrative support to the Executive Secretary and the Merit Board
- Perform year-end audits and maintain all records of elected/principal officials and monthly paid employees
- Conduct annual countywide and County Administrator's compensation surveys
- Administering the coordination of the County's volunteer program

Significant Accomplishments

- Coordinated the 2013 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 742 employees received gifts for their years of service to Gwinnett County
- Coordinated reserved parking recognition for 63 employees with 25 or more years of service
- Coordinated the distribution of \$85,415 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 745 donations
- Processed tuition reimbursements for 123 employees in the amount of \$373,769.54
- Facilitated and participated in various salary surveys
- Exceeded 2013 goal of 725,000 volunteer hours by reaching 1,025,942 hours in 2013
- Coordinated the annual United Way Campaign for Gwinnett County, resulting in \$10,939 in contributions by Gwinnett County employees
- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 92 percent completion.



2012 Most Valuable Person – Humberto Garcia

The 2013 MVP is someone who not only meets the criteria, but exceeds in each area of this award. Humberto Garcia is outstanding at promoting team spirit, shows compassion to fellow employees, is enthusiastic, and goes above and beyond the normal call of duty. He sets an example that others want to follow by having a positive and humble attitude.

As a Gwinnett County Police officer, Humberto builds trust between residents and law enforcement. He participated in the Books and Badges program, reading to elementary school students, assisted in teenager self-defense programs such as RadKids, and worked to provide senior citizens with basic necessities through the Save Our Seniors program.

As a bilingual police officer, he has been able to network with property managers and non-English speaking residents to build trust with law enforcement and remove unsavory elements from apartment complexes. He often works after hours and on weekends to ensure that the public is aware of the positive changes being implemented through public service projects and the Crime Free Multi-Housing Program.

To further assist the community and foster a good relationship between citizens and law enforcement, he teamed up with Sylvia Black in the Sheriff's Jail Division to create a report that assists property managers in identifying and evicting recently arrested individuals living in their complexes. Under his leadership, the Crime Free Multi-Housing program was credited with decreasing calls for service by 50 percent in 2013.

Humberto earned his certification as a Crime Free Multi-Housing inspector and practitioner in 2013. He worked from the ground up to build the Crime Free Multi-Housing program by creating the forms, meeting with community members, and completing training.



The Most Valuable Person Award (MVP)

The Most Valuable Person Award (MVP) was implemented in 1991. The program is designed to recognize and reward the outstanding contributions of County employees. Regular full-time merit employees and non-merit employees working for elected officials are eligible to be nominated for the MVP based on their excellence in organizational commitment, community service/community involvement, contribution to government service, job performance/productivity, and professional/personal development.

Each year, nomination forms are sent to each department director and elected official to nominate one of their employees for this prestigious award. The nominees are selected by either their department director or an elected official, and a panel from the Leadership Gwinnett Alumni Association judges the candidates. The MVP recipient receives a certificate, plaque, \$1,000 award, and a reserved parking space for one year. The recipient's name is also added to a Most Valuable Person plaque displayed in the Gwinnett Justice and Administration Center.

Year	Employee	Department
2013	Humberto Garcia	Police Services
2012	Amanda Alexander	Tax Commissioner's Office
2011	Thomas Rutledge	Fire and Emergency Services
2010	Catherine Montgomery	Community Services
2009	Sandy Moore	Community Services
2008	Randy Stamper	Support Services
2007	Rodney Dawson	Fire and Emergency Services
2006	Melissa Black	Financial Services
2005	Laura M. Bardugon	Police
2004	Amanda Reed	Transportation
2003	John T. McDowell	Police Services
2002	Marco A. Silva	Police Services
2001	Charlie W. Sheffield	Community Services
2000	Ronald Dobbins	Sheriff
1999	Mindy Bayreuther	Police Services
1998	Eric Horne	Community Services
1997	John Irvine	Sheriff
1996	Donna Mitchell	Fire and Emergency Services
1995	Jan Byers	Financial Services
1994	Anna Garneau	Law
1993	Lynn Smith	Administrative Services
1992	Ronda Davis	Public Utilities
1991	Patrick Larson	Planning and Development

Service Awards

Government services in Gwinnett County are enhanced by the professionalism, dedication, and productivity of its employees. Gwinnett County Government and the Board of Commissioners believe in recognizing and rewarding long-term County employees. Since 1972, County employees with five or more years of service have been honored and awarded a token of appreciation for their tenure.

Each of these outstanding employees receives a round service award lapel pin embossed with the shape of Gwinnett County. Within the shape of the county is a colored stone that corresponds with the years of service to the County.

Service awards for employees with 5, 10, 15, 20, 25, 30, 35, and 40 years are sent to department directors to distribute. In 2013, 742 employees were eligible to receive awards for their years of service to Gwinnett County and its residents.

Service Awards 2013

Years of Service	Total
5	315
10	168
15	127
20	59
25	63
30	8
35	2
40	0
Total Employees Eligible	742

Charitable Contributions Program

The Charitable Contributions Committee is comprised of 10 people:

- Human Resources Director or designee
- Employee representative to the Merit Board
- Eight committee members

The eight committee members represent the employee population and are chosen at-large from their employee group to serve on the committee. Only the eight committee members and the employee representative to the Merit Board are voting members.

Committee Purpose

- Establish policies and procedures by which the Charitable Contributions Program will operate
- Distribute donated funds annually to approved charitable organizations, ensuring that all undesignated donations are disbursed in a manner acceptable to the employee population to the best of their knowledge and ability
- Distribute charitable contributions funds on a biweekly basis
- Communicate the Charitable Contributions Program and committee activities to all employees

Committee Policies and Procedures

- Committee will meet at least twice a year, once in the fall and once in the spring
- Employee contributions will be completely voluntary with no pressure applied in solicitation of contributions
- Employee contributions must be made in the sum of at least \$1 per pay period
- Recommended charities must meet the Internal Revenue Services (IRS) criteria for 501(c)(3) organizations
- Employees must annually contribute a minimum of \$50 in order for a charity to remain on the approved list
- Preference for donation consideration will be given to charities that are located in or directly support Gwinnett County

Employee Charitable Contributions Disbursement Recommendations 2013

Organization	Total
AMC Cancer Research Center	\$ 2,065.50
American Cancer Society	4,363.50
American Diabetes Association	2,350.50
American Heart Association	1,260.50
American Red Cross	1,886.00
Boy Scouts of America	1,763.00
Childkind	384.00
Children's Healthcare of Atlanta	3,922.50
Children's Shelter	2,975.50
CHRIS Kids	351.00
Community Health Charities of Georgia	94.00
Creative Enterprise	390.00
Cystic Fibrosis Foundation	338.00
EarthShare	542.50
Epilepsy Foundation of Georgia	234.00
Family Promise of Gwinnett County	604.00
FearThis	44.00

Gwinnett Fire Employee Benevolent Fund	18,573.50
Gwinnett Police Employee Benevolent Fund	18,973.50
Gwinnett Sheriff Employee Benevolent Fund	6,272.00
Hemophilia of Georgia	442.00
Hi-Hope	356.00
Leukemia and Lymphoma Society	891.00
March of Dimes	1,023.00
Muscular Dystrophy Association	1,425.00
National Kidney Foundation	911.88
Partnership Against Domestic Violence	1,134.00
SafeKids Gwinnett	270.00
Salvation Army	1,007.00
Special Olympics Georgia	1,983.00
United Cerebral Palsy of Atlanta	410.00
United Way of Gwinnett County	8,175.00
Total	85,415.38

Tuition Reimbursement

In March 1986, the Gwinnett County Board of Commissioners initiated the Tuition Reimbursement Program to reimburse employees for course work related to their current position or to positions into which they could reasonably expect to transition. The purpose of the program is to encourage employees to broaden their educational backgrounds, to become more proficient in their current jobs, and/or to increase their knowledge and skill base to qualify them as internal candidates for future opportunities within the organization.

This program covers tuition costs, books up to \$100 per class, and mandatory fees. Reimbursement for employees attending private institutions is limited to the cost for a comparable program at a state-supported school. In 2013, the cost of the program was budgeted through the participants' respective departments.

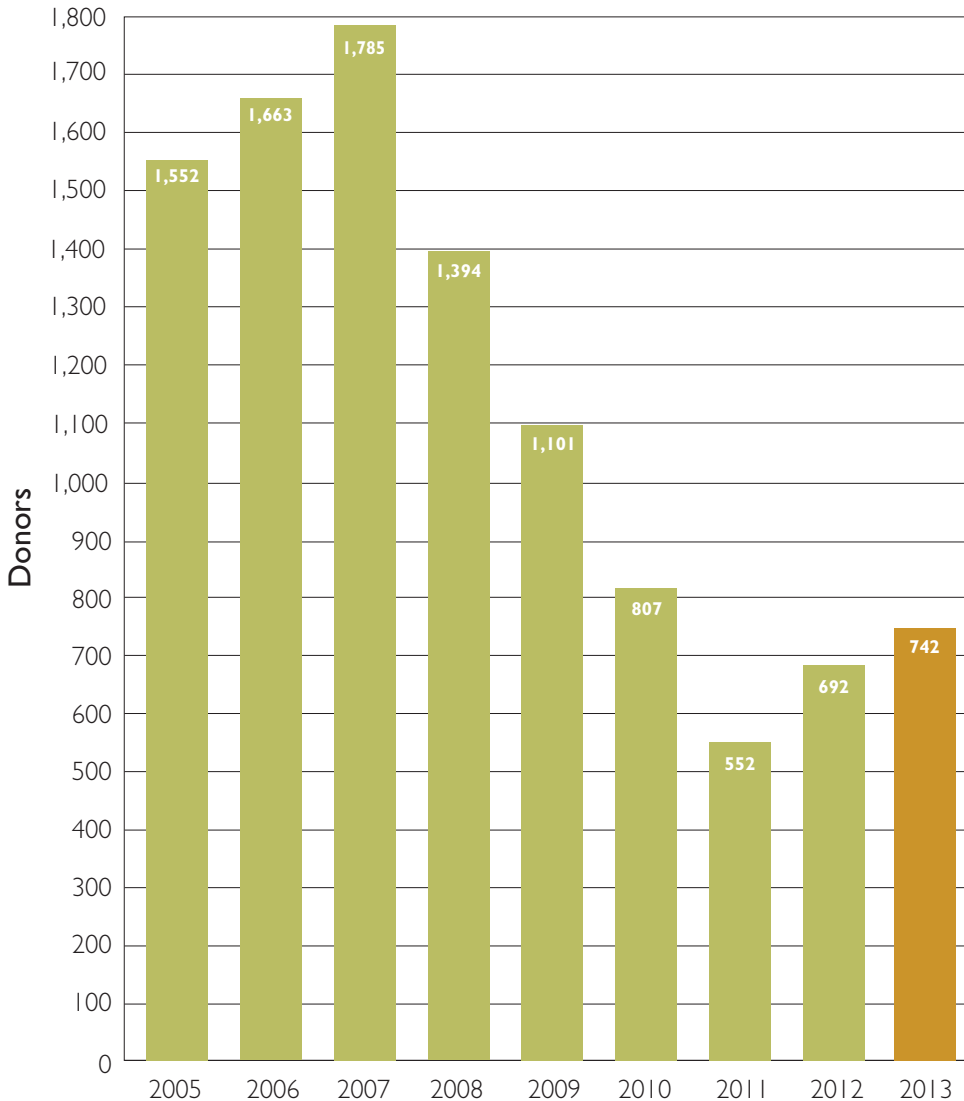


Tuition Reimbursement Program 2013

Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Clerk of Recorders Court	1	4	\$ 4,296.38
Community Services	6	28	16,087.05
Correctional Services	5	13	9,319.34
County Administration	2	3	5,347.10
Court Administration	2	4	3,646.09
Financial Services	5	25	28,360.75
Fire Services	66	264	178,359.49
Human Resources	2	3	2,439.00
Information Technology Services	6	27	25,606.05
Sheriff	17	60	45,793.74
Solicitor	1	6	6,936.00
Tax Commissioner	1	1	457.37
Transportation	2	15	10,638.60
Water Resources	7	42	36,482.58
Totals	123	495	373,769.54

Employee Blood Drives

In 1975, Gwinnett County Government began holding employee blood drives in conjunction with the American Red Cross. Support for these blood drives has grown each year, not only among employees, but also in the local community.



A sincere thank you goes out to all those employees and citizens who donated and/or participated in the blood drives and elected officials, department and division directors, managers, and supervisors who adjusted work schedules to permit employees to participate. Their continued support is essential to the overall success of the blood drives and contribution to American Red Cross.

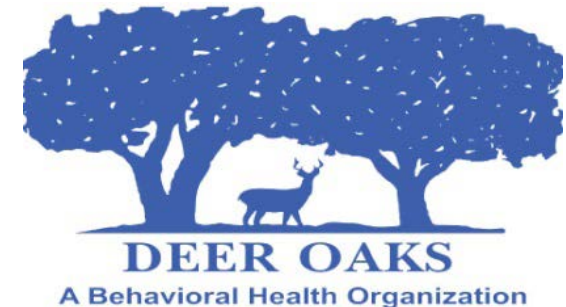
Employee Assistance Program

The Board of Commissioners established the Employee Assistance Program (EAP) to provide confidential, professional assistance to employees and their families when personal difficulties arise. The EAP offers solutions to problems associated with alcohol, drugs, marital or family problems, legal problems, job-related issues, or financial problems. The program also provides managers and supervisors with a constructive way to aid employees and reduce any adverse impact to the County that occurs when an employee's personal problems interfere with his or her job performance.

In June 2011, Gwinnett County established its contract agreement with Deer Oaks, to provide confidential counseling services to County employees. During 2013, 10.79 percent of the workforce used the services offered by the EAP provider. Deer Oaks provides a web-based resource center for employees and supervisors at www.deeroaks.com. More than 179 visits were made to the site during 2013, indicating that it is a very important resource in the employee assistance program.

Gwinnett County Government currently pays \$1.39 per month for each eligible County employee. This premium also covers counseling benefits for employee dependent coverage and coverage for up to 6 months after an employee retires or terminates.

Statistics provided by Deer Oaks.



Employee Assistance Program Utilization 2013

Program Utilization	2013 Report period: January 1, 2013 through December 31, 2013	Participants	Grand Total
Clients served during reporting period	Employees	274	
	Retirees	0	
	Dependents	29	303
Gender	Male	120	
	Female	182	
	Unknown	1	303
Problem Category	Relational Problems	72	
	Child/Adolescent Problems	8	
	Anxiety/Stress	45	
	Emotional/Personal Problems	2	
	Depression	24	
	Addictions	7	
	Legal Problems	31	
	Grief	15	
	Work-Related Problems	7	

Problem Category	Anger Management Problems	13	
	Financial Problems	12	
	Eating Disorder	1	
	Medical/Health Related Issues	10	
	Childcare/Eldercare Resources	12	
	Supervisor Related Problems	0	
	Harassment/Sexual Harassment	1	
	Provided Information	32	
	Safe Taxi Ride	11	303
Knowledge of Service	Supervisor	6	
	Promotional Material	37	
	Colleague	6	
	Website	12	
	Other	10	
Total Employee Assistance Program Expense for 2013:			\$ 74,625.49

Volunteer Gwinnett



Volunteer Gwinnett is a countywide volunteer program designed to involve more residents in volunteer activities associated with County government. Volunteers have been an important part of some County departments and agencies for many years. The County is expanding the volunteer program with a bold goal of reaching 1 million volunteer hours by 2015.

Gwinnett County depends on volunteers to help provide residents with the best services and programs possible. Our volunteers directly contribute to the excellent quality of life residents enjoy in our community.



Significant accomplishments:

- Won 2 National Awards : NACO and NACIO
- Exceeded 2013 goal by 1,025,942 and engaged 55,314 volunteers
- Created new additions to website to highlight volunteer engagement and appreciation (www.volunteergwinnett.net)
- Designated departmental volunteer liaisons who met on a quarterly basis

Category	January – December 2013	2013 Goals	Variance	Financial Impact
# of Hours	1,025,942	725,000	+300,942	\$25,596,853.44
# of Volunteers	55,314	N/A	N/A	\$22.14 per hour*

**Source: Independent Sector www.independentsector.org/volunteer_time
Estimated dollar value for volunteer time in 2013 was \$22.14 per hour*



*Kay Sibetta
Volunteer Gwinnett and
Human Relations Commission Coordinator*

Participation by Department

Department	Number of hours
Overall	1,025,942
County Administration	705
Community Services	965,930
Corrections	3,365
Elected Official Departments*	6,457
Financial Services	264
Fire and Emergency Services	3,147
Human Resources	354
Information Technology Services	318
Law	1,263
Planning and Development	549
Police	18,799
Support Services	1,117
Transportation	9,005
Water Resources	14,671

*Includes Clerk of Court, Clerk of Recorder's Court, Court Administration, District Attorney, Juvenile Court, Probate Court Judges, Recorder's Court Judges, Sheriff, Solicitor, and Tax Commissioner



Training/Organizational Development

Employee Development aims to increase County effectiveness by working to develop leadership within the organization. Training and development programs such as management development, team building, leadership, interpersonal effectiveness, and new employee orientation enable us to achieve our mission. We also provide support for the Human Resources teams by providing facilitation of specialized programs to meet the training needs unique to particular departments.

Significant Accomplishments

- Successfully completed the 11th Senior Management Development Program session, EXCEL; program graduates totaled 16 and represented various departments throughout the County
- Successfully completed three sessions of the LEAD Academy (Leadership, Education, and Development), the County's supervisory development program; a total of 65 employees participated
- Trained 1,009 County employees
- 829.75 hours of training were provided to County employees



Sara Cloud
Human Resources Program Coordinator



Self-Paced Library

Employees use a variety of self-paced training and development resources from the Learning Center's lending library. The library includes instructional videos, compact discs, audiocassette tapes, and a variety of books.

Services, Courses, and Programs

Programs and courses are specifically designed for employee development and to enhance employee skill levels as determined by the County's performance standards. Classroom instruction facilitated in 2013 totaled 829.75 hours.

EXCEL – Management Development Program

The EXCEL Program is a management development program designed especially for Gwinnett County's current and future management employees that provides structure and support for ongoing professional development.

The program's name, EXCEL, represents key components of the program's curriculum:

EXecutive
Competence
Excellence
Leadership



Purpose and Objectives

The objectives of the EXCEL Program are to provide structured support and development to competent and informed leaders, encourage continuous professional growth of management, and develop a pool of managers with skills for senior leadership consideration.

The 11th group of County employees to successfully complete the EXCEL program graduated in 2013. The group consisted of 16 program participants who represented various departments throughout the County.

2013 EXCEL Program Graduates

Name	Department
Alesia Hudson	Corrections
Anthony Winter	Information Technology
Carol Nauth	Police Department
Christopher Rafanelli	Police Department
Darlene Poellnitz	Support Services
Frances Peugh	Police Department
Jennifer Mitchell	Probate Court
Jesse Jones	Police Department
Jodi Meaders	Corrections
Karen Kelley	Water Resources
Lori Hernandez	Tax Commissioner
Mark Morrison	Information Technology
Mary Waller	Community Services
Matthew Burke	Dept. of Transportation
Yvonne Shannon	Fire and Emergency Services
Rebecca Shelton	Water Resources

LEAD Academy – Supervisory Development Program

The LEAD Academy was developed to support Gwinnett County supervisors and is customized to form the foundation of management development within Gwinnett County Government. The County's culture, general expectations, policies, and procedures have all been carefully incorporated into the program's curriculum. The LEAD Academy was designed to be results-oriented and structured to provide County leaders with practical skills and knowledge to perform their jobs in an efficient, effective, and ethical manner.

The program requires completion of courses over a three-month period in which participants are required to attend one full-day course on a weekly basis.

The program's name, LEAD, represents key components of the program's curriculum:

Leadership
Education
And
Development

Intended Audience

- New supervisors
- Strategic non-supervisory employees

Purpose and Objectives

The purpose of the LEAD Academy is to develop County supervisory personnel with the following objectives:

- Provide high-quality services to Gwinnett County's diverse customers and employees
- Desire to make a significant leadership contribution to the County and the community
- Motivate employees to achieve superior levels of performance and productivity
- Value lifelong learning and professional development

A total of 65 supervisors and LEAD personnel participated in and successfully completed the LEAD Academy Program in 2013.



LEAD Academy Graduates – Spring 2013



LEAD Academy Graduates – Summer 2013



LEAD Academy Graduates – Fall 2013

LEAD 26: Spring 2013

Brook Shepherd	Financial Services
Candice Whitfield	Fire and Emergency Services
Deirdre Reilly	Solicitor
Fernando Duarte	Community Services
James Phillips	Support Services
Joe Johnson	Financial Services
John Butler	Water Resources
Joyon Hare	Police Department
Lisa Howell	Community Services
Lori Hackney	Community Services
Mark Bayles	Transportation
Misti Holbrook	Fire and Emergency Services
Nancy Mutchler	Community Services
Paula Marsh	Magistrate Court
Richard Rosser	Information Technology
Richard Turner	Support Services
Sarah Sover	Water Resources
Sherry Burd	Probate Court
Steven Seachrist	Water Resources
Timothy Tullis	Information Technology
Tommy McCullers	Fire and Emergency Services
William (Joe) Hill	Transportation
Randy Taylor	Transportation

LEAD 27: Summer 2013

Abigail DeReimer	County Administration
Brandi Everett	Planning and Development
Brian Doan	Police Department
Brook Davidson	Probate Court
Casey Graham	Dept. of Transportation
Clinton Davis	Water Resources
David Gregg	Water Resources
David Mogge	Support Services
David Moon	Transportation
Eric Harris	Financial Services
Eva (Faith) McDonald	Police Department
Jeffrey Legg	Police Department
James (Jim) McIntosh	Police Department
Jonathan Saffen	Police Department
Katherine Ferm	Community Services
Michael Adams	Water Resources
Michael Barrett	Fire and Emergency Services
Nazanin Weck	Community Services
Pooja Sharma	Information Technology
Randy Long	Water Resources
Scott Sanders	Community Services
Steven Sheets	Water Resources

LEAD 28: Fall 2013

Ava Camejo-Douglas	Community Services	John Dean	Water Resources
Bruce Minor	Information Technology	Joseph Weatherford	Finance
Charles (Chuck) Graham	Water Resources	Kimberly Jeffers	Finance
Colin Rhoden	Fire and Emergency Services	Leia Warren	Support Services
Craig Tisdale	Fire and Emergency Services	Marlene Frazier	Community Services
Danica Porter	Juvenile Court	Melissa Bramlett	Support Services
Dominic Aquila	Fire and Emergency Services	Robert Phillips	Information Technology
Donna White	Support Services	Shane Roberts	Water Resources
Doris Dietrich	Community Services	Sylvia Goalen	Fire and Emergency Services
Joe James	Corrections	Zachary Sosebee	Water Resources

Human Resources Operations



The department has three generalist teams that are assigned several departments to support. The teams consist of a team leader, three professional staff members, and one support staff member. Each team handles all functional and specialty areas as combined HR services for their assigned departments. Through working with the departments in these various areas, the HR staff has a comprehensive understanding of the departments' needs and is able to fully assess situations presented to them. The Human Resources Department provides customer service through a one-stop approach, uses a team approach to tasks, builds business partner relationships with departments, and better uses HR resources.

HR Operations manages a full range of services including:

- Conducting all phases of the employment process, which include position postings, recruitment, application screening, background checks, and conditional/final job offers
- Facilitating testing and promotional processes
- Providing information concerning fair employment practices, Merit System Rules and Regulations, County Administrator Policies, and the Employee Handbook
- Reviewing and analyzing the County's Non-Discrimination Plan
- Assisting employees in the day-to-day performance of their job duties and responsibilities
- Counseling employees at all levels in the organization
- Investigating employee problems, complaints, and/or appeals
- Providing special purpose employee training and new employee orientation
- Maintaining the Compensation and Classification Systems within the County
- Maintaining an equitable and competitive salary administration program, which is the formal system for classifying positions and compensating employees
- Assessing career progression promotions, demotions, reallocation of vacant positions to ensure proposed classification, and salary recommendations coincide with applicable policies
- Maintaining information on laws governing compensation of elected/principal officials and monthly paid employees
- Responding to inquiries concerning salary and compensation policies and procedures



Sandra Sheppard
Deputy Director



Elizabeth Bailey
Team 1 Section Manager



Michele Westerfield
Team 2 Section Manager



Vicki Casella
Team 3 Section Manager

Significant Accomplishments

- Hired 49 Police Officers, 39 Deputy Sheriffs, 18 Correctional Officers, and 60 Firefighters
- Participated in twelve public safety promotions processes resulting in 417 employees becoming qualified for promotional registers at the ranks of Fire Captain, Lieutenant and Driver/Engineer; Sheriff Corporal, Sergeant, and Lieutenant; and Communications Officer III, IV, and Communications Supervisor; and Police Corporal, Sergeant, and Lieutenant.
- Accepted and screened 52,367 applications for employment; hired 1,025 new employees
- Successfully completed federally mandated drug/alcohol testing for commercial drivers' license holders; as required, 50 percent of the required covered employees were randomly drug and alcohol tested
- Processed and reviewed approximately 728 Family and Medical Leave Act requests
- Completed 3 workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated policies as required
- 460 separated full-time employees received an exit interview survey
- Successfully represented Gwinnett County in 10 unemployment insurance eligibility appeal hearings and responded to 64 claims
- Calculated costing for various pay initiatives
- Participated in developing strategic objectives for the Balance Scorecard initiative in HR
- Updated and presented employee training programs on employment law issues and County policies
- Participated in training activities for LEAD Academy, FileNet, and all Human Resources area cross-training initiatives
- Provided training for 286 supervisory and management staff on the following topics: management and leadership; diversity; Drug and Alcohol Policy; unlawful harassment; and workers' compensation processes
- Engaged in discussions regarding the Human Resources department reorganization
- Submitted articles and interest stories regarding County policies and procedures to the GC Insider employee newsletter
- Assisted departments in revising staffing plans to align with new business plans

- Participated in benefits open enrollment for County employees
- Conducted actuarial studies to prepare rate increases for health care plan premiums and plan design
- Tracked personnel actions via staffing plans and request-to-fill forms as cost-containment measures
- Developed and coordinated the implementation processes for unpaid furlough holidays for the entire workforce
- Monitored and managed the 2013 budget required 90-day vacancy freeze process



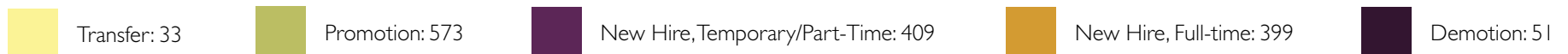
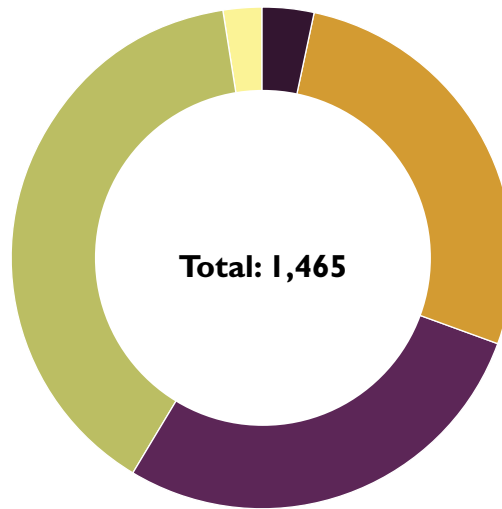
Total Applications and Resumés Processed 2008 – 2013



Total Positions Filled 2008 – 2013



Vacancies Filled (by job status) 2013



Testing and Assessment Activities 2013

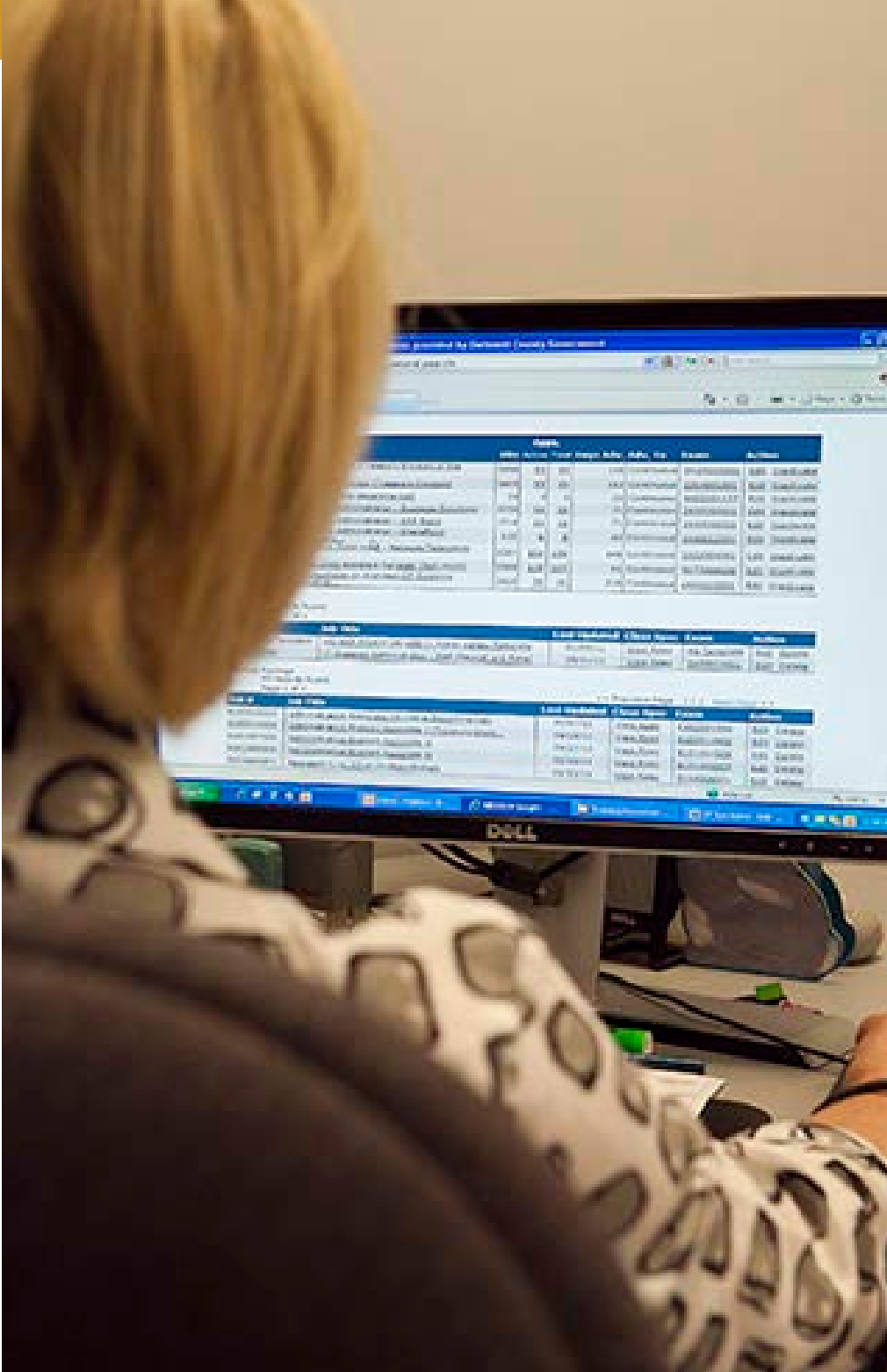
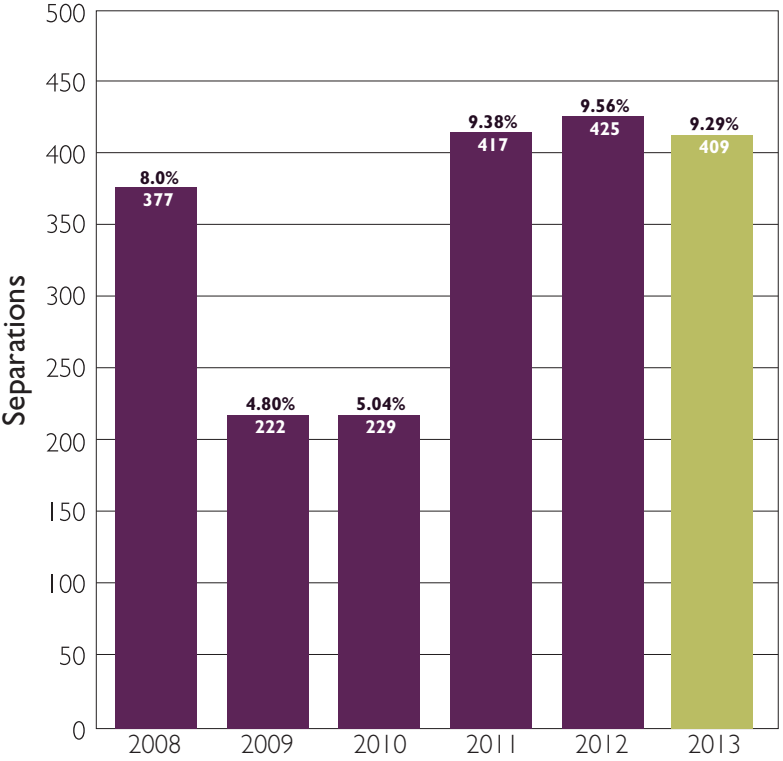
2013 Promotional Testing				
Position	Written Exam	Assessment	Participants	Successful Candidates
Sheriff Corporal	October	N/A	78	24
Sheriff Sergeant	October	N/A	14	9
Sheriff Lieutenant	October	N/A	9	6
Sheriff Lieutenant	N/A	November	6	6
Fire Captain	April	April	54	40
Fire Lieutenant	July	July	32	22
Fire Driver/Engineer	September	September	107	74
Police Corporal	April	N/A	208	157
Police Sergeant	March	May	45	41
Police Lieutenant	March	May	54	33
Communications Officer III	N/A	April	9	9
Communications Officer IV	N/A	April	4	4
Communications Officer Supervisor	N/A	April	3	3

*Fire Captain promotional is no longer a "hurdle" process. Both written test and assessment are used to determine success.

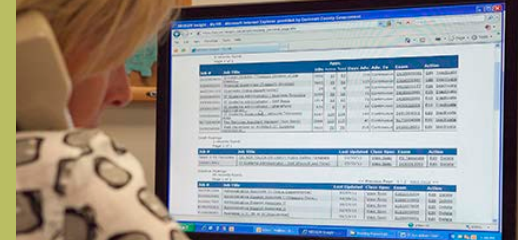
Full-Time Separation/Turnover (by department) 2013

Departments	Number of Employees (as of Dec 31, 2013)	Employment Separations	Turnover Percent
Community Services	233	18	7.73%
Corrections	126	8	6.35%
County Administration	26	10	25.71%
District Attorney	104	8	7.69%
Financial Services	107	5	7.76%
Fire and Emergency Services	784	49	6.25%
Human Resources	28	7	22.22%
Information Technology Services	92	18	20.69%
Law Department	12	2	25.00%
Planning and Development	64	4	15.79%
Police Services	950	89	10.80%
Sheriff	655	60	7.22%
Solicitor	54	10	18.52%
Support Services	101	15	14.85%
Transportation	132	6	4.55%
Water Resources	522	49	9.39%
Clerk of Court	101	15	14.85%
Clerk of Recorder's Court	16	1	6.25%
Judiciary – Other	98	9	9.18%
Juvenile Court	56	3	5.36%
Probate Court Judges	19	5	26.32%
Recorder's Court Judges	9	0	0.00%
Tax Commissioner	112	18	16.07%
2013 Totals	4,401	409	9.29%

Total Number of Separations/Turnover Rate 2008 – 2013



Human Resources Systems and Reporting



The HR Systems and Reporting section is responsible for managing the Human Resources Information (HRIS) system and maintaining the official personnel files for County employees. This section also assists other divisions and departments with automation projects as needed.

The HR Systems and Reporting staff is responsible for the following functions:

- Administration of the County's leave plans
- Maintenance of the position control system
- Preparation of various HRIS management reports
- Proper maintenance of all personnel records
- Administration of the County's HRIS system and other software systems

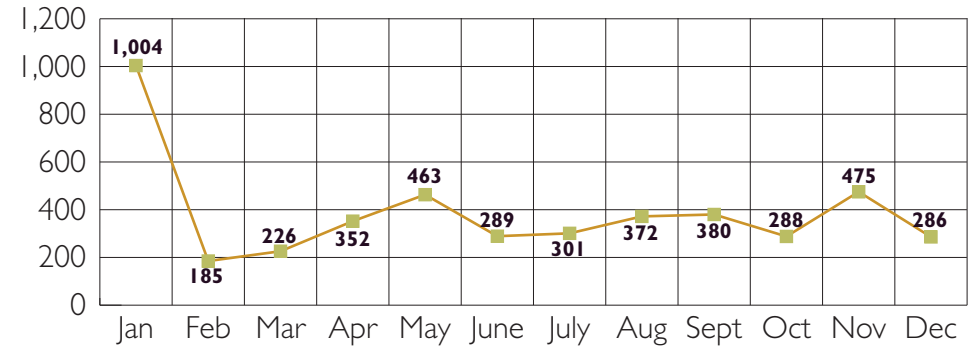
Significant accomplishments:

- Began rollout of the Employee Interaction Center module in SAP
- Implemented upgrade of Employer Self-Service
- Supported 2013 Benefits Open Enrollment
- Continued rollout of Manager Self-Service and additional functionality
- Began pilot for Electronic Time-Sheet Entry

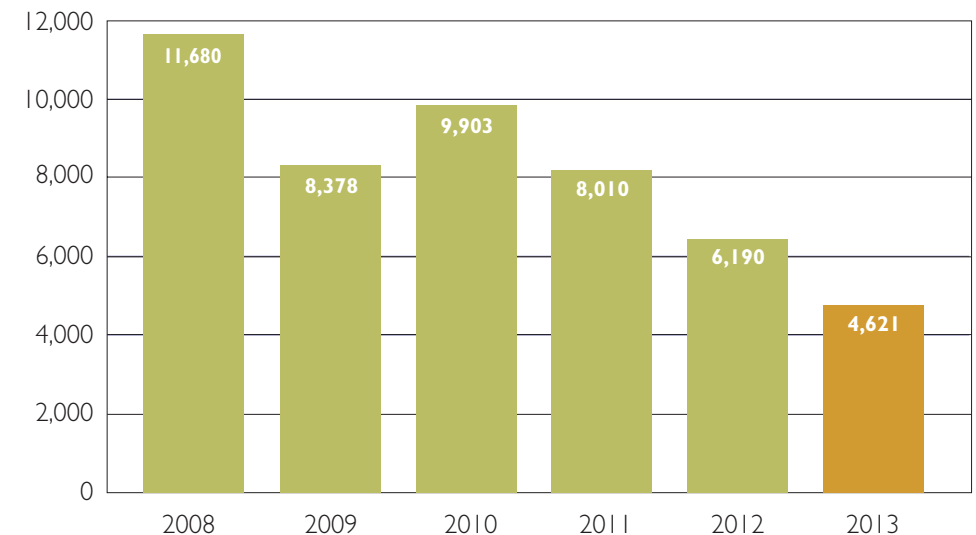


Stephen Hart
Human Resources Manager

Total Personnel Actions Processed 2013



Personnel Actions Processed 2008 – 2013



Performance Appraisal Statistics (by department) 2013

Department	Employees Evaluated	Average Rating <i>(Based on five-point scale)</i>	CA Support Dept Ap- pointed Employees	Average Rating <i>(Based on three-point scale)</i>
Board of Commissioners/County Administration	0	0	0	0
Community Services	238	2.47	NA	NA
Corrections	115	2.68	NA	NA
District Attorney	40	2.38	NA	NA
Financial Services	85	2.27	23	3.25
Fire and Emergency Services	779	2.58	NA	NA
Human Resources	23	2.47	7	3.54
Law	0	0	NA	NA
Planning and Development	37	2.49	NA	NA
Fire Planning and Development	4	2.62	NA	NA
Police Services	906	2.64	NA	NA
Sheriff	634	2.60	NA	NA
Solicitor	44	2.38	NA	NA
Support Services	92	2.47	6	3.33
Transportation	122	2.30	NA	NA
Water Resources	454	2.40	NA	NA
Clerk of Court	93	2.74	NA	NA
Clerk of Recorder's Court	7	2.63	NA	NA
Court Administration	26	2.95	NA	NA
Juvenile Court	21	2.99	NA	NA
Probate Court	3	2.56	NA	NA
Recorder's Court Division 1 Recorder's Court Division 2 Recorder's Court Division 3	5	3.00	NA	NA
Tax Commissioner	107	2.70	NA	NA
Information Technology Services	92	2.28	8	3.28
Total	3927	2.55	44	3.35

Active Employee Census by Age and Years of Service December 31, 2013

Age	<1	1	2	3	4	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	84	19	15	5	2	0	0	0	0	125	2.54%
20 – 24	107	82	27	13	11	16	0	0	0	256	5.20%
25 – 29	113	77	55	110	34	187	1	0	0	577	11.72%
30 – 34	61	51	28	75	38	304	84	6	0	647	13.15%
35 – 39	33	41	25	24	25	235	171	98	0	652	13.25%
40 – 44	50	35	13	21	20	178	163	118	29	627	12.74%
45 – 49	36	23	27	26	17	140	131	105	191	696	14.14%
50 – 54	28	28	19	21	9	135	101	82	126	549	11.15%
55 – 59	34	24	17	17	12	104	96	51	68	423	8.59%
60 – 64	16	13	10	8	5	81	49	37	35	254	5.16%
65 – 69	7	12	3	4	2	15	20	6	4	73	1.48%
>70	1	6	5	0	1	14	14	2	0	43	0.87%
Total	570	411	244	324	176	1409	830	505	453	4922	100.00%
Percentage of Labor Force	11.58%	8.35%	4.96%	6.58%	3.58%	28.63%	16.86%	10.26%	9.20%	100.00%	

Active Employee/Authorized Positions (by department) 2013

Departments	Full-Time Merit Employees	Full-Time Merit Positions	Nonmerit, Appt/Elected Employees	Nonmerit, Appt/Elected Positions	Temporary/Part-Time Employees**	Total Employees	Total Full-Time Authorized Positions
Commissioners	10	16	16	19	0	26	35
Community Services	207	215	23	25	357	587	240
Community Services Subsidy	0	0	0	0	0	0	0
Corrections	119	127	7	7	7	133	134
Financial Services	78	85	29	31	1	108	116
Fire and Emergency Services	753	813	31	31	1	785	844
Human Resources	23	25	11	11	6	40	36
Information Technology	82	101	10	15	1	93	116
Law	6	6	6	10	0	12	16
Planning and Development	58	67	6	9	1	65	76
Fire Planning and Development	0	0	0	0	0	0	0
Police	927	1,042	23	23	6	956	1065
Support Services	90	102	11	14	9	110	116
Transportation	109	129	12	14	11	132	143
Water Resources	502	553	20	26	3	525	579
Clerk of Court*	0	0	101	105	0	101	105
Clerk of Recorder's Court*	15	16	1	1	4	20	17
Court Administration***	0	0	98	98	67	165	98
District Attorney	22	22	82	83	3	107	105
Juvenile Court	37	42	19	19	14	70	61
Probate*	0	0	19	21	7	26	21
Recorder's Court	0	0	9	9	8	17	9
Sheriff	628	676	28	30	17	673	706
Solicitor	23	24	31	31	5	59	55
Tax Commissioner*	0	0	112	118	0	112	118
Unallocated Positions							15
Total	3,689	4,061	705	750	528	4,922	4,826

* Nonmerit

** Most temporary/part-time employees do not occupy regular positions included in the County's authorized strength. Temporary/part-time positions are contingent upon funding, which is reviewed each year during the annual budgeting process

*** Includes Administrative Office of the Courts, Magistrate, State, and Superior Courts

Benefits

The Benefits Division of Human Resources is responsible for delivering benefits to more than 4,800 active employees and 1,500 retirees. These benefits include four health insurance plans, three dental insurance plans, two vision plans, three life insurance products, and two disability insurance plans. This division also administers the retirement plans offered to employees consisting of a Defined Benefit Retirement Plan, a Defined Contribution Retirement Plan, a Deferred Compensation Plan, and a Retiree Medical Savings Account. Workers' compensation benefits are administered by Alternative Service Concepts, which partners with this division to provide this benefit. A state-of-the-art Wellness program is administered by this division.

Significant Accomplishments

- Processed 86 retirement applications and 32 Deferred Vested Pension applications
- Conducted Annual Enrollment sessions with assistance from HR Teams for each Department for:
 - 4,800 active employees
 - 1,500 retirees
- Attended the following training seminars or received certifications:
 - SHRM Conference
 - Health Benefits Conference and Exposition



Debbie Davidson
Division Director

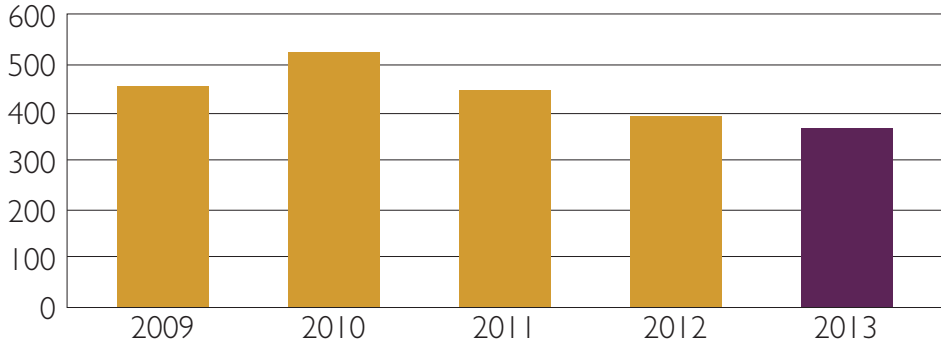


Nancy Purves
Health Plans Manager

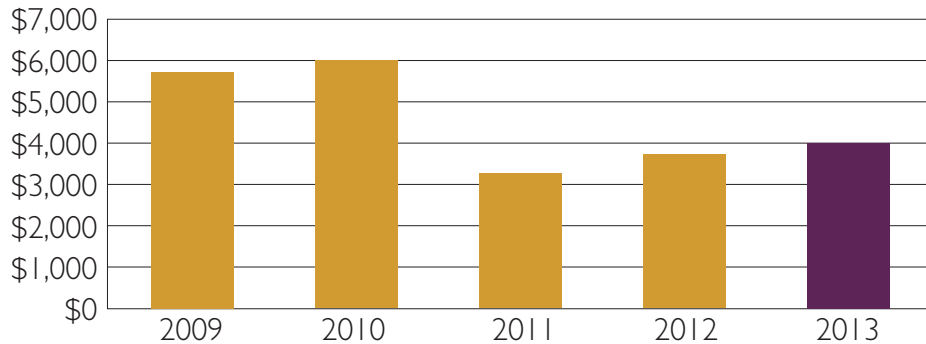


- Professional and CWCC certified WC coordinator designation
 - Health Benefits Conference and Exposition
- Conducted a RFP for a Dental Insurance
- Conducted a RFP for Wellness Partner
- Participation in the Wellness Program was 45 percent; 1,986 employees received Wellness incentives
- Administered annual flu shots in a joint effort with Fire and Emergency Services personnel to employees, dependents, and retirees
- Conducted the annual Wellness Fair with additional exhibits and vendors
- Conducted six Retirement Process Seminars for prospective retirees
- Annual enrollment – 1.8 percent increase in enrollment of most cost-effective health plans or waived health coverage
- Fully implemented a program to have an Athletic Trainer present during Police Academy for assessments and onsite triage
- Continued the use of a physical therapy network to control costs
- Settled seven Worker's Compensation Claims
- Provided training for supervisors on Workers' Compensation and Disability using third party administrator and outside counsel

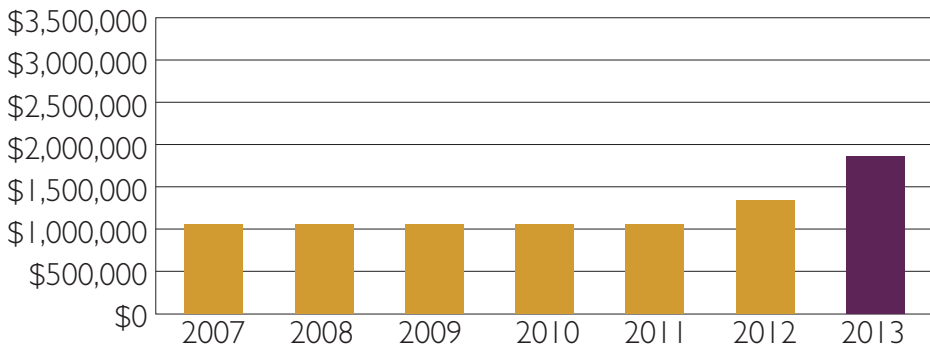
Number of Workers' Compensation Claims 2009 – 2013



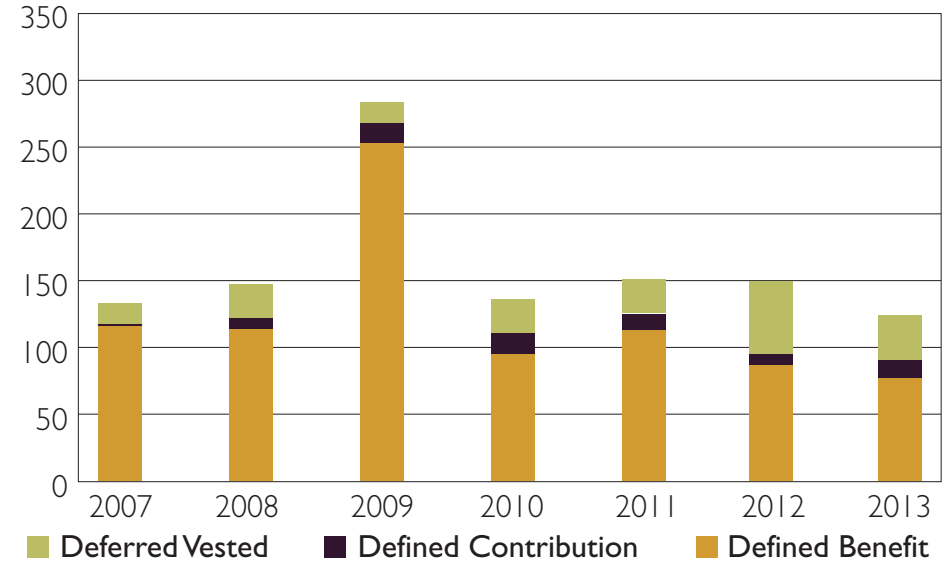
Average Incurred Loss 2004 – 2013



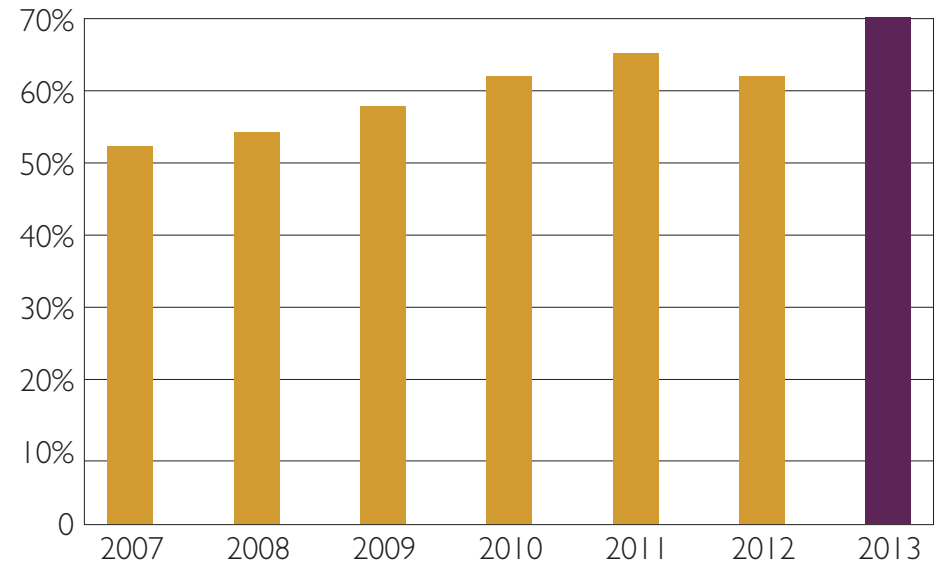
Total Dollars Loss – Workers' Compensation Claims 2007 – 2013



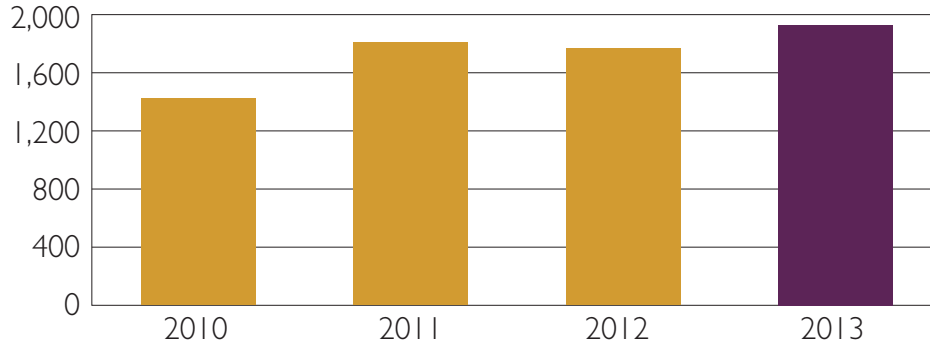
Retirements 2007 – 2013



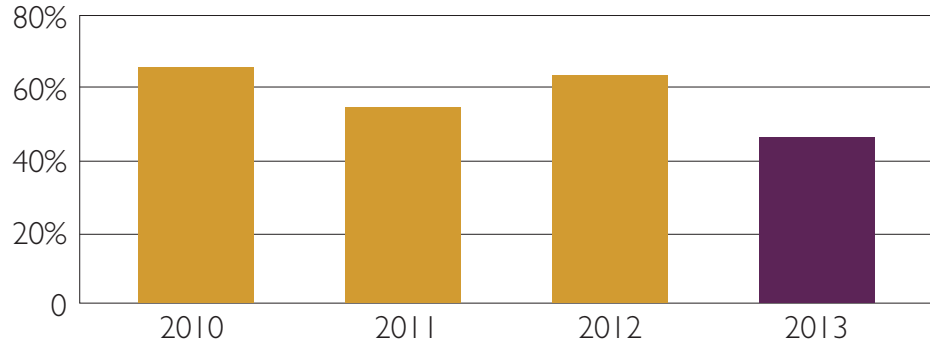
Deferred Compensation Plan 457 Participation 2007 – 2013



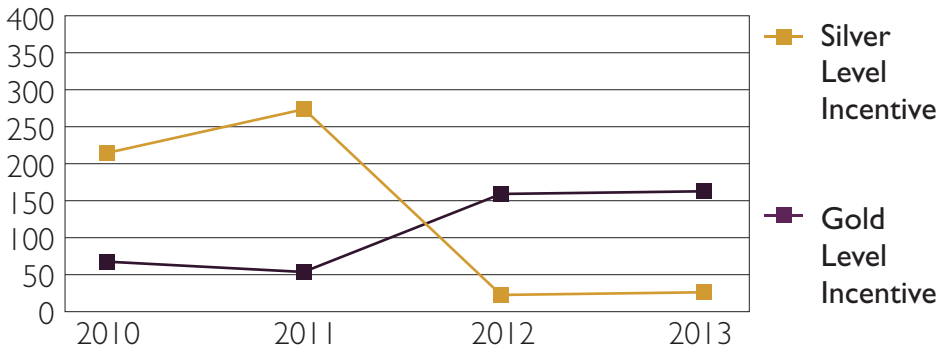
Wellness Assessments Completed 2010 – 2013



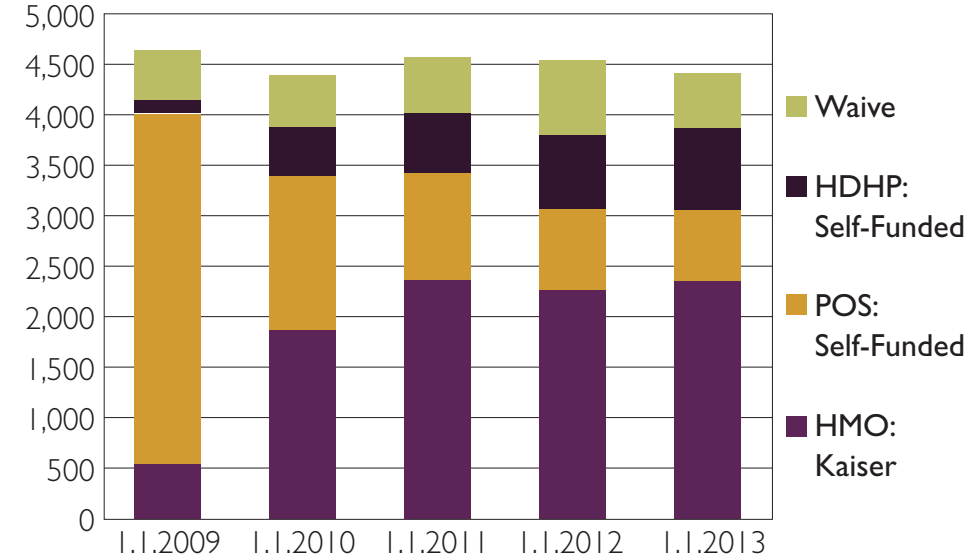
Wellness Plan Participation 2010 – 2013



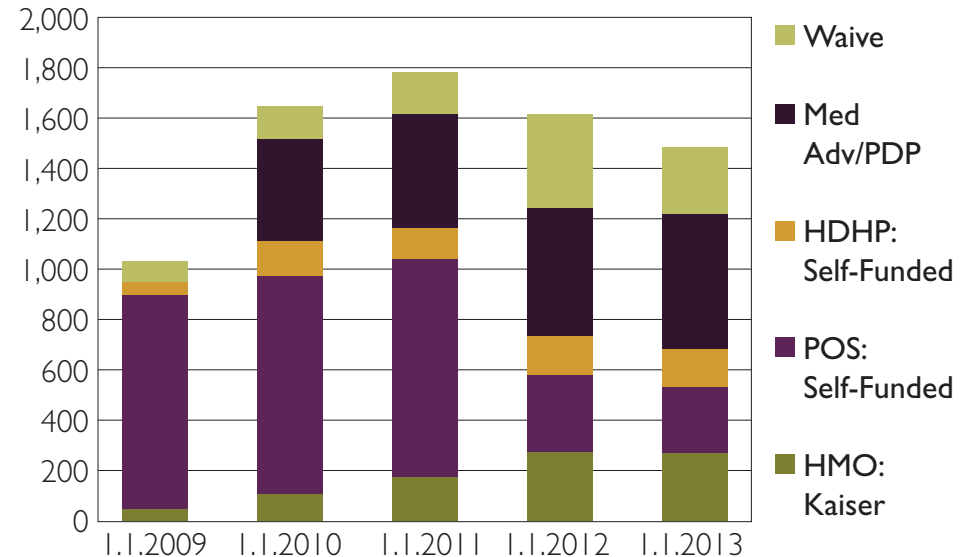
Number of Wellness Incentives Received 2010 – 2013



Health Plan Enrollment: Active Employees 2009 – 2013



Health Plan Enrollment: Retirees 2009 – 2013



2013 Budget Summary



Human Resources (General Fund)

Appropriations (\$'s)	2010 Actual	2011 Actual	2012 Unaudited **	2013 Budget* *
Personal Services	2,325,648	2,145,329	—	—
Operations	327,098	361,523	—	—
Contributions to Other Funds	24,188	11,134	—	—
Total	2,676,934	2,517,986	—	—
Authorized Positions – Human Resources	28	31	—	—

** Moved to the Administrative Support Fund, a new internal service fund

Human Resources (Risk Management Fund)

Appropriations (\$'s)	2010 Actual	2011 Actual	2012 Unaudited *	2013 Budget*
Personal Services	26,045	42,425	—	—
Operations	7,606	970	—	—
Contributions to Other Funds	455	—	—	—
Total	34,106	43,395	—	—
Authorized Positions – Human Resources	3	3	—	—

* Moved to Financial Services (Risk Management Fund)

2013 Budget Summary (cont'd)

Human Resources (Workers' Compensation Fund)

Appropriations (\$'s)	2010 Actual	2011 Actual	2012 Unaudited	2013 Budget
Personal Services	–	45,923	60,921	61,275
Operations	3,710,092	3,230,638	2,722,521	5,152,742
Contributions to Other Funds	–	10,484	15,122	15,479
Total	3,710,092	3,287,045	2,798,564	5,229,496
Authorized Positions – Human Resources	–			

Human Resources (Group Self-Insurance Fund)

Appropriations (\$'s)	2010 Actual	2011 Actual	2012 Unaudited	2013 Budget
Personal Services	418,298	241,062	299,743	289,721
Operations	49,153,591	39,610,678	40,096,378	41,029,952
Contributions to Other Funds	3,988	245,021	255,025	260,209
Total	49,575,877	40,096,761	40,651,146	41,579,882
Authorized Positions – Human Resources	5	3	4	3

FY 2013 Decision Packages (\$)

	2013 Budget
I. Mobile Mammography	33,400

Human Resources (Administrative Support Fund)

Appropriations (\$'s)	2010 Actual	2011 Actual	2012 Unaudited	2013 Budget
Personal Services	–	–	2,324,420	2,359,162
Operations	–	–	383,569	507,480
Contributions to Other Funds	–	–	13,391	19,128
Total	–	–	2,721,380	2,885,770
Authorized Positions – Human Resources	–	–	28	28



Please consider the environment before printing this report.

gwinnettcounty
Department of Human Resources
75 Langley Drive
Lawrenceville, GA 30046
www.gwinnettcounty.com