

ANNUAL REPORT  
2011





# Board of Commissioners



Charlotte **Nash**

Commission Chairman



Jace **Brooks**

District 1 Commissioner



Lynette **Howard**

District 2 Commissioner



Tommy **Hunter**

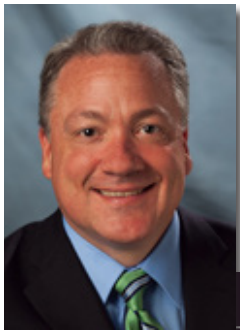
District 3 Commissioner



John **Heard**

District 4 Commissioner

# County Administration



Glenn **Stephens**

County Administrator



Aaron **Bovos**

Deputy County Administrator/CFO

*Jace Brooks was elected in August 2012 and assumed office on September 17, 2012. Shirley Lasseter served District 1 in 2011. Tommy Hunter was elected in November 2012 and assumed office on January 1, 2013. Mike Beaudreau served District 3 in 2011.*

# Merit Board

## Board Members

Jason **Thompson**  
**Post 1**

Michael **Murphy**  
**Chairman**  
**Post 2**

A. Richard **Lowing**  
**Vice-chairman**  
**Post 3**

Vacant  
**Post 4**

William **Yurevich**  
**Post 5**

## Board Attorney

Richard A. **Carothers**

## Executive Secretary to the Board

Harry G. **Mason**





02

**Mission, Vision, Values**



04

**Merit Board  
Summary**



05

**Staff**



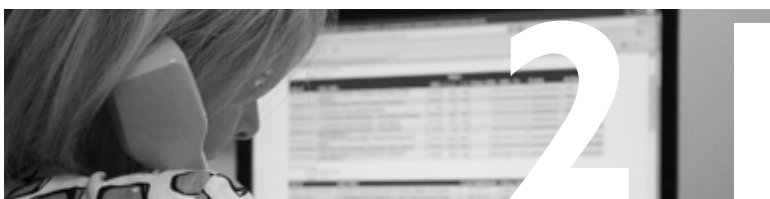
08

**Management and  
Administration**



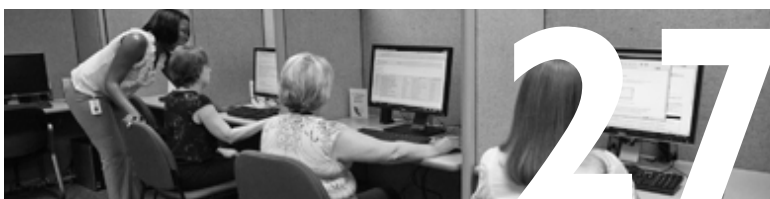
17

**Employee  
Development**



21

**Human Resources  
Operations**



27

**Human Resources  
Systems and Reporting**



31

**Benefits**



36

**2011 Budget Summary**



37

**Engage Gwinnett  
Update**

**Department of Human Resources**

75 Langley Drive • Lawrenceville, GA 30046-6935  
(tel) 770.822.7900 • www.gwinnettcounty.com



May 1, 2012

Gwinnett County Board of Commissioners  
Gwinnett County Merit System Board

**SUBJECT: 2011 Annual Report of Human Resources Activity**

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2011. Listed below are our major accomplishments for the year:

- Assisted departments in revising staffing plans to align with new business plans.
- Implemented a contract with the new employee assistance program provider, DeerOaks.
- Hired 36 deputy sheriffs, 33 firefighters, 29 police officers, and seven correctional officers.
- Developed and coordinated the implementation processes for unpaid furlough holidays for the entire workforce.
- Launched an intranet webpage dedicated to Gwinnett County retirees.
- Successfully integrated SAP with the NEOGOV system.
- Successfully completed SAP upgrade.
- Implementation of volunteer registration and tracking software.
- Monitored and managed the 2011 budget required 90-day vacancy freeze process.
- Implemented an enhanced employee Wellness Program.
- Increased participation in 457 Deferred Compensation Program.
- Participated in coordination of H1N1 vaccinations.
- Retired 130 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,

Kenneth **Poe**  
Director of Human Resources



# Mission

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

# Vision

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.

# Values

## 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.





## The Merit System Board

75 Langley Drive • Lawrenceville, GA 30046-6935  
 (tel) 770.822.7939 • (fax) 770.822.7929  
 www.gwinnettcounty.com

gwinnettcounty

December 31, 2011  
 Human Resources Director  
 Merit Board Members

Subject: **2011 Annual Report**

The year 2011 proved to be another productive year for the Merit Board.

The following table summarizes the grievance activity from 2007 – 2011.

	2011	2010	2009	2008	2007
Grievances carried over from prior years	1	0	2	2	1
New grievance received	5	5	7	12	9
Executive secretary meetings	5	4	8	11	9
Hearings	0	0	3	3	1

The following table summarizes the grievance activity for 2011:

Total	Action
0	Merit Board Hearings: 0 – Upheld action of department 0 – Overturned action of department 0 – Settlement reach at Merit Board hearing
6	Executive Secretary Meetings: 2 – Grievance resolved at meeting 1 – Settled or withdrawn before Merit Board meeting 0 – Withdrawn after Executive Secretary meeting, before recommendation issued 2 – Executive Secretary recommendation not appealed to Merit Board 0 – Carried over to 2012 0 – Executive Secretary recommendation appealed to Merit Board 1 – 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.

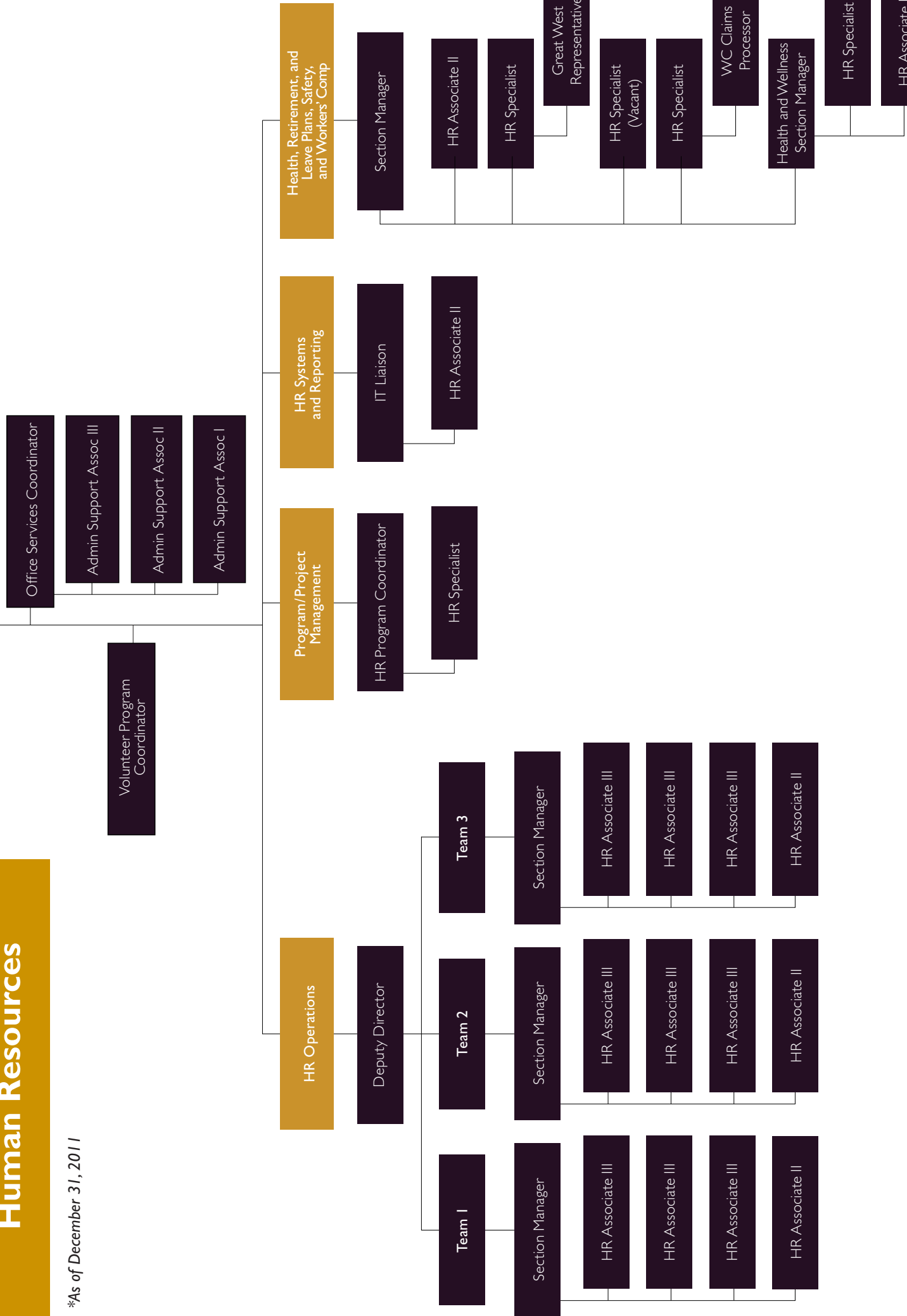
## Merit Board Members 2011

Post	Name	Term
1	Jason Thompson	01.01.09 – 12.31.12
2	Michael Murphy	01.01.95 – 12.31.14
3	A. Richard Lowing	01.01.05 – 12.31.12
4	Vacant	01.01.11 – 12.31.11
5	William Yurevich	01.01.10 – 12.31.13
Executive Secretary	Harry G. Mason	Appointed 04.15.03

# Department of Human Resources

\*As of December 31, 2011

## Department Director



## Department of Human Resources

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

Kenneth **Poe**  
Reneé **Schoenfeld**  
Tandy **Krogh**  
Doris **Tucker**  
Gail **Berube**  
Kay **Sibetta**

## Human Resources Operations

Deputy Director

Hazel **McMullin**

### 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

Michele **Westerfield**  
Donna **Pratt**  
Elizabeth **Hammond**  
Janell **Snipes**  
Kristan **Harris**

### 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

Johnanna **Weathers**  
Yvonne **Boon**  
Erica **Queen**  
Chris **Henschel**  
Dwane **Bennett**

# Staff as of December 31, 2011

## Team 3 – Services the following departments:

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

Human Resources Manager	Sandra <b>Sheppard</b>
Human Resources Associate III	Vicki <b>Casella</b>
Human Resources Associate III	Linda <b>Budd</b>
Human Resources Associate III	Cathy <b>Canfield</b>
Human Resources Associate II	Dianne <b>Darcy</b>

## Program/Project Management

Human Resources Program Coordinator	Korie <b>Brashears</b>
Human Resources Specialist	Diane <b>Boone</b>
Administrative Support Associate II	<i>Vacant</i>

## HR Systems and Reporting

Human Resources Manager	Tina <b>Henry</b>
HRIS Analyst	Kathy <b>Martin</b>
Human Resources Associate II	Kathy <b>Curbelo</b>
Human Resources Associate II	Linda <b>Hulsey</b>

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

Human Resources Manager	Debbi <b>Davidson</b>
Human Resources Manager	Nancy <b>Purves</b>
Human Resources Specialist	Shirley <b>Richardson</b>
Human Resources Specialist	Sue <b>Rooks</b>
Human Resources Specialist	<i>Vacant</i>
Human Resources Specialist	Dawn <b>Jones</b>
Human Resources Associate II	Sandi <b>Barber</b>

# Management and Administration

In 2011, Human Resources continued its efforts to provide efficient, effective, and comprehensive services to our customers. Human Resources service teams now 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.

In 2011, the countywide volunteer program, Volunteer Gwinnett, was added to Human Resources as a result of an Engage Gwinnett initiative. 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.

## **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



*Kenneth Poe  
Director*



*Renee Schoenfeld  
Office Services Coordinator*



*Korie Brashears  
Program Coordinator*

# Significant Accomplishments

- Coordinated the 2011 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 872 employees received gifts for their years of service to Gwinnett County
- Coordinated reserved parking recognition for 57 employees with 25 or more years of service
- Coordinated the distribution of \$ 98,615.09 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 552 donations
- Processed tuition reimbursements for 194 employees in the amount of \$587,849.17
- Facilitated and participated in various salary surveys

## 2011 Most Valuable Person – Thomas Rutledge

The 2011 MVP has been a Gwinnett County employee for 25 years and not only meets but exceeds the criteria for this award. Captain Rutledge makes it his goal to help anyone – whether a fellow staff member or a citizen – with whatever needs that person may have. Every day, he brings diligence and dedication to the tasks at hand.

As a 21-year staff member in the Fire and Emergency Services Department, Captain Rutledge is tasked with aggressively promoting fire and life safety and distributing accurate and factual information to the community. He was instrumental in launching the original Public Education Section for the department and designed the curriculum and training. Because of his efforts, the Community Risk Reduction Division delivered more than 1,000 fire and life safety programs to more than 112,000 residents last year.

Captain Rutledge also launched the department's Fire Explorer Cadet Program, which has cultivated the spirit of service and leadership in 125 teens. He also started the Citizens Fire Academy and Alumni Group that now has 300 graduates and donated more than 4,000 volunteer hours in 2011 alone.

In addition, he consistently pursues education and training opportunities on his own time to develop the necessary skills to be an effective Public Information Officer and educator. Off the clock, he keeps very busy with his family and, as an active member of his church, assisting with youth and adult ministry groups.

Aside from being an excellent Public Information Officer and community educator, he is a first-class person who is an overall outstanding employee, citizen, and friend to everyone he meets. He is a man of virtue and is passionate in all that he does, and the County is grateful for his service.



# 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 MVP recipient receives a certificate, trophy of achievement, \$1,000 award to be distributed on a payroll check following the announcement of the winner, and a reserved parking space for one year. The recipient's name is also added to a Most Valuable Person plaque.

Year	Employee	Department
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, and 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 2011, 872 employees were eligible to receive awards for their years of service to Gwinnett County and its residents.

## Service Awards 2011

Years of Service	Total
5	390
10	218
15	134
20	56
25	57
30	15
35	2
40	0
<b>Total Employees Eligible</b>	<b>872</b>





# 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 semi-annual 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 2011

Organization	Total
AMC Cancer Research Center	\$ 2365.84
American Cancer Society	\$ 4968.59
American Diabetes Association	\$ 2830.83
American Heart Association	\$ 1388.09
American Red Cross	\$ 2089.43
Boy Scouts of America	\$ 2285.37
Childkind	\$ 591.37
Children's Healthcare of Atlanta	\$ 5267.05
Children's Shelter	\$ 3867.37
CHRIS Kids	\$ 374.37
Community Health Charities of Georgia	\$ 125.87
Creative Enterprise	\$ 568.83
Cystic Fibrosis Foundation	\$ 374.37
EarthShare	\$ 695.37
Epilepsy Foundation of Georgia	\$ 296.83
Family Promise of Gwinnett County	\$ 577.37
Fear This	\$ 213.37
Foster Children's Foundation	\$ 491.37
Gwinnett Fire Employee Benevolent Fund	\$ 21368.14
Gwinnett Police Employee Benevolent Fund	\$ 20313.64
Hemophilia of Georgia	\$ 447.37
Hi-Hope	\$ 379.05
HealthMPowers	\$ 135.37
Leukemia and Lymphoma Society	\$ 878.83
March of Dimes	\$ 831.59
Muscular Dystrophy Association	\$ 1443.37
National Kidney Foundation	\$ 603.37
Partnership Against Domestic Violence	\$ 1913.37
SafeKids Gwinnett	\$ 157.05
Salvation Army	\$ 1199.86
Sheriff Benevolent Fund	\$ 6373.64
Special Olympics Georgia	\$ 1965.37
UGA Arch Foundation/Embrace Georgia	\$ 52.49
United Cerebral Palsy of Atlanta	\$ 484.19
United Way of Gwinnett County	\$ 10696.70
<b>Total</b>	<b>\$ 98,615.09</b>

# 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 2011, the cost of the program was budgeted through the participants' respective departments.



## Tuition Reimbursement Program 2011

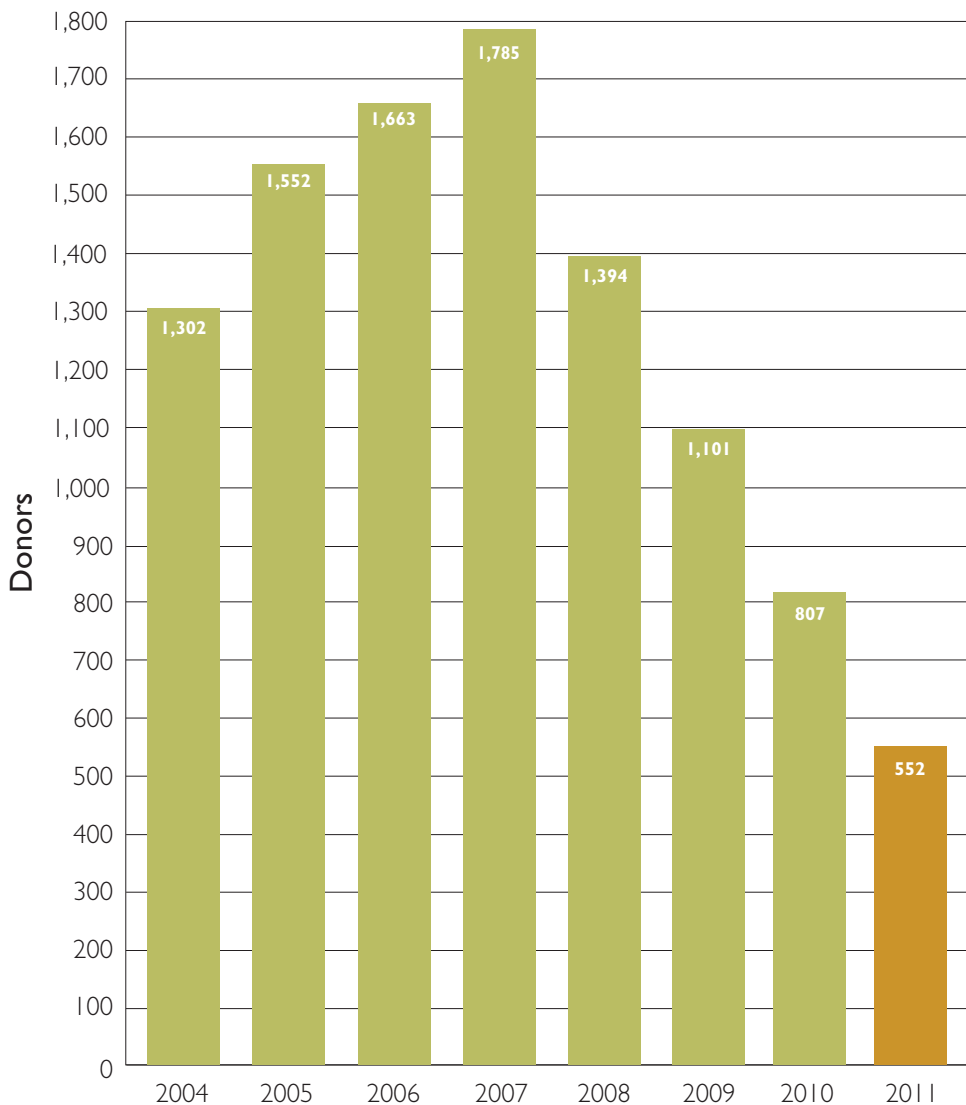
Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Administrative Office of the Courts	2	3	\$ 3,111.50
Clerk of Court			
Community Services	9	21	17,077.38
Corrections	7	19	32,214.55
County Administration			
District Attorney	2	4	7,292.60
Financial Services	11	40	32,556.60
Fire and Emergency Services	78	262	197,824.77
Human Resources	2	6	3,884.05
Information Technology Services	3	11	15,471.80
Juvenile Court	1	4	9,693.46
Planning and Development	0	0	0.00
Police Services	47	151	168,654.44
Probate Court	0	0	0
Sheriff	16	39	40,424.19
Solicitor	0	0	0
Support Services	1	2	1,140.00
Tax Commissioner	2	5	3,281.23
Transportation	2	9	9,280.70
Water Resources	10	29	41,905.88
<b>Totals</b>	<b>194</b>	<b>607</b>	<b>\$ 587,849.17</b>

# 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.

## Blood Drive Participation 2004 – 2011



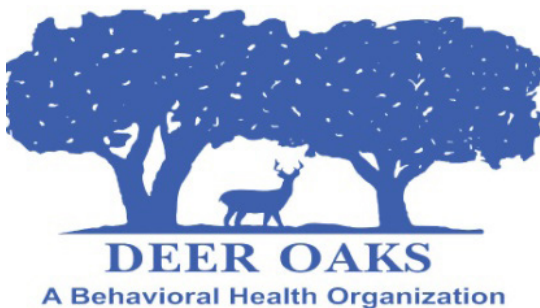
# Employee Assistance Program

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 2011, 7 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](http://www.deeroaks.com). More than 325 visits were made to the site during 2011, 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 2011

Program Utilization	2011 Report period: January 1, 2011, through December 31, 2011	Participants	Grand Total
Clients served during reporting period	Employees	166	
	Retirees	1	
	Dependents	90	290
Gender	Male	129	
	Female	161	290
Problem Category	Relational Problems	101	
	Child/Adolescent Problems	29	
	Anxiety/Stress	21	
	Emotional/Personal Problems	53	
	Depression	19	
	Addictions	17	
	Legal Problems	16	
	Grief	9	
	Work-Related Problems	9	
	Anger Management Problems	7	
	Financial Problems	4	
	Eating Disorder	1	
	Medical/Health Related Issues	1	
	Childcare/Eldercare Resources	2	
	Supervisor Related Problems	1	290
Referral Source	Self	273	
	Manager/Supervisor	3	
	Human Resources	0	
	Family Member	10	
	Missing	4	290
<b>Total Employee Assistance Program Expense for 2011:</b>			<b>\$ 82,432.63</b>

# Employee Development

Employee Development aims to increase County effectiveness by working to develop leadership within the organization. Training and development programs such as management development, teambuilding, 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 ninth Senior Management Development Program session (EXCEL); program graduates totaled 18 from various departments throughout the County
- Successfully completed two sessions of the LEADacademy (Leadership, Education, and Development), the County's supervisory development program; a total of 46 employees participated
- Oriented the County Workforce to its new Employee Assistance Provider, DeerOaks; DeerOaks facilitated three customized training programs that were adopted as part of the LEADacademy curriculum
- Trained 2,228 County employees
- 1,278.5 hours of training were provided to County employees

## 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 2011 totaled 1,278.5 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:

**EX**ecutive  
**C**ompetence  
**E**xcellence  
**L**eadership



## 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 ninth group of County employees to successfully complete the EXCEL program graduated in 2011. The group consisted of 25 program participants who represented various departments throughout the County.

## 2011 EXCEL Program Graduates

Name	Department
Dana Baites	Planning and Development
Matt Bornhorst	Tax Commissioner
Lewis Cooksey	Transportation
Lisa Fowler	Recorder's Court
Jeff Hairston	Support Services
Bill Hallman	Water Resources
Victoria Jones	Water Resources
Catherine Long	Community Services
Todd Moulder	Community Services
Ann Porter	Financial Services
Donna Pratt	Human Resources
John Ray	Transportation
Joel Rodriguez	Planning and Development
Wilson Shirley	Support Services
LaQuina Smith	Police
Randy Stamper	Support Services
William Watkins	Water Resources
Natalie Williams	Financial Services

# 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 and 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 (mandatory)
- 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 46 supervisors and LEAD personnel participated in and successfully completed the LEAD Academy Program in 2011.



*LEAD Academy Graduates – Spring 2011*



*LEAD Academy Graduates – Fall 2011*



**LEAD 20  
Spring 2011**

Jessica Bixby	Community Services
Tom Blevins	Information Technology Services
Natoshia Burney	Police
Pat Carithers	Police
Vivian Chambers	Police
Alan Crider	Fire and Emergency Services
Vince Edwards	Transportation
Missy Evans	Tax Commissioner
Marilyn Farnsworth	Community Services
Dawn Jones	Human Resources
Keens Leconté	Corrections
Atinuke Fawole	Solicitor's Office
Bryan Fulford	Information Technology Services
Aprial Martin	Corrections
Rhonda Moore	Tax Commissioner
Lisa Moultrie	Solicitor's Office
Gil Osmer	Fire and Emergency Services
Jennifer O'Steen	Tax Commissioner
Clyde Patrick	Support Services
Richard Platto	Water Resources
Pamela Schultz	Recorder's Court
Jeff Smith	District Attorney's Office
Michelle Swanner	Support Services
Kelly Torch	Information Technology Services
Gregory Swanson	Police
Anthony Winter	Information Technology Services

**LEAD 21  
Fall 2011**

Charles Anschutz	Water Resources
Darlesa Barron	Corrections
Tracie Cason	District Attorney
Douglas Edwards	Transportation
Dale Foster	Community Services
Valerie Hobbs	Support Services
Tanikia Jackson	Financial Services
Donny Kelly	Solicitor's Office
Steve Loggins	Information Technology Services
Chuck Maxey	Transportation
Michael McGrath	Corrections
Regina Montgomery	Solicitor's Office
Mark Morrison	Information Technology Services
Gail Persell	Water Resources
Kristal Riggins	Tax Commissioner
Jennifer Reed	District Attorney
Sara Redmond	Fire and Emergency Services
Yvonne Shannon	Fire and Emergency Services
Rebecca Shelton	Water Resources
Adrien Watkins	Sheriff

# 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

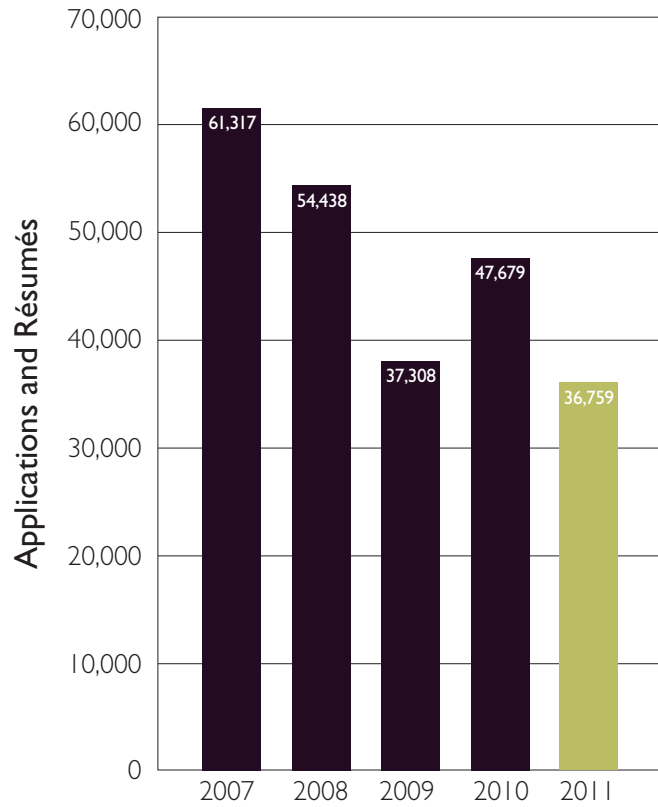


# Significant Accomplishments

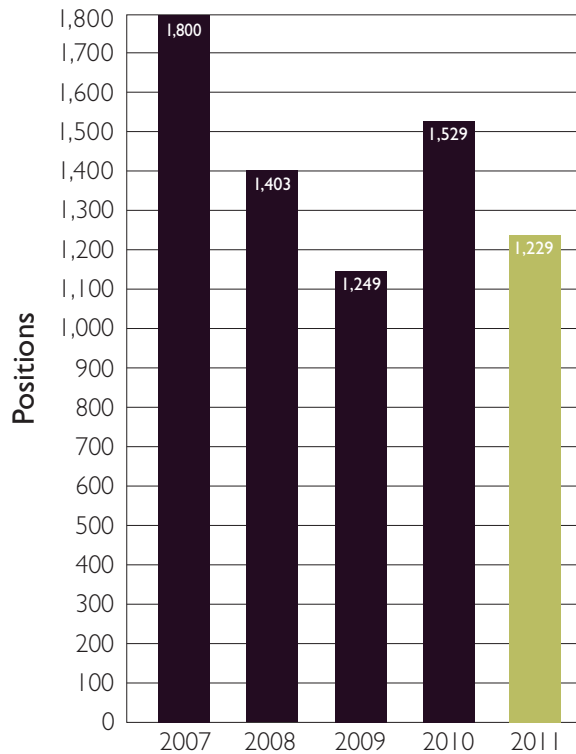
- Hired 29 Police Officers, 36 Deputy Sheriffs, seven Correctional Officers, and 33 Firefighters
- Participated in eight public safety promotions processes resulting in 359 employees becoming qualified for promotional registers at the ranks of Fire Driver/Engineer, Captain and Lieutenant; Sheriff Corporal, Sergeant, and Lieutenant; and Police Corporal, Sergeant and Lieutenant
- Accepted and screened 36,759 applications for employment; hired 610 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 680 *Family and Medical Leave Act* requests
- Completed 16 workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated policies as required
- 417 separated full-time employees received an exit interview survey
- Successfully represented Gwinnett County in six unemployment insurance eligibility appeal hearings and responded to 102 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 766 supervisory and management staff on the following topics: Management and Leadership; Diversity; Drug and Alcohol Policy; Unlawful Harassment; Retirement Processes and Planning; 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* newsletter
- Assisted departments in revising staffing plans to align with new business plans
- Participated in benefits open enrollment for County employees
- Participated in coordination of H1N1 vaccinations
- 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
- Coordinated the annual United Way Campaign for Gwinnett County resulting in \$11,301 in contributions by Gwinnett County employees
- Developed and coordinated the implementation processes for unpaid furlough holidays for the entire workforce
- Monitored and managed the 2011 budget required 90-day vacancy freeze process



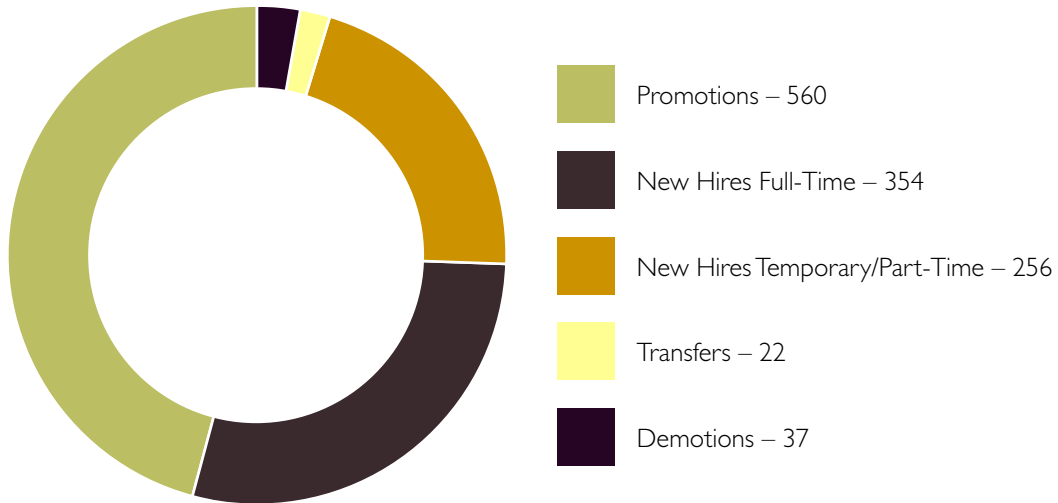
# Total Applications and Résumés Processed 2007 – 2011



# Total Positions Filled 2007 – 2011



# Vacancies Filled (by job status) 2011



## Testing and Assessment Activities 2011

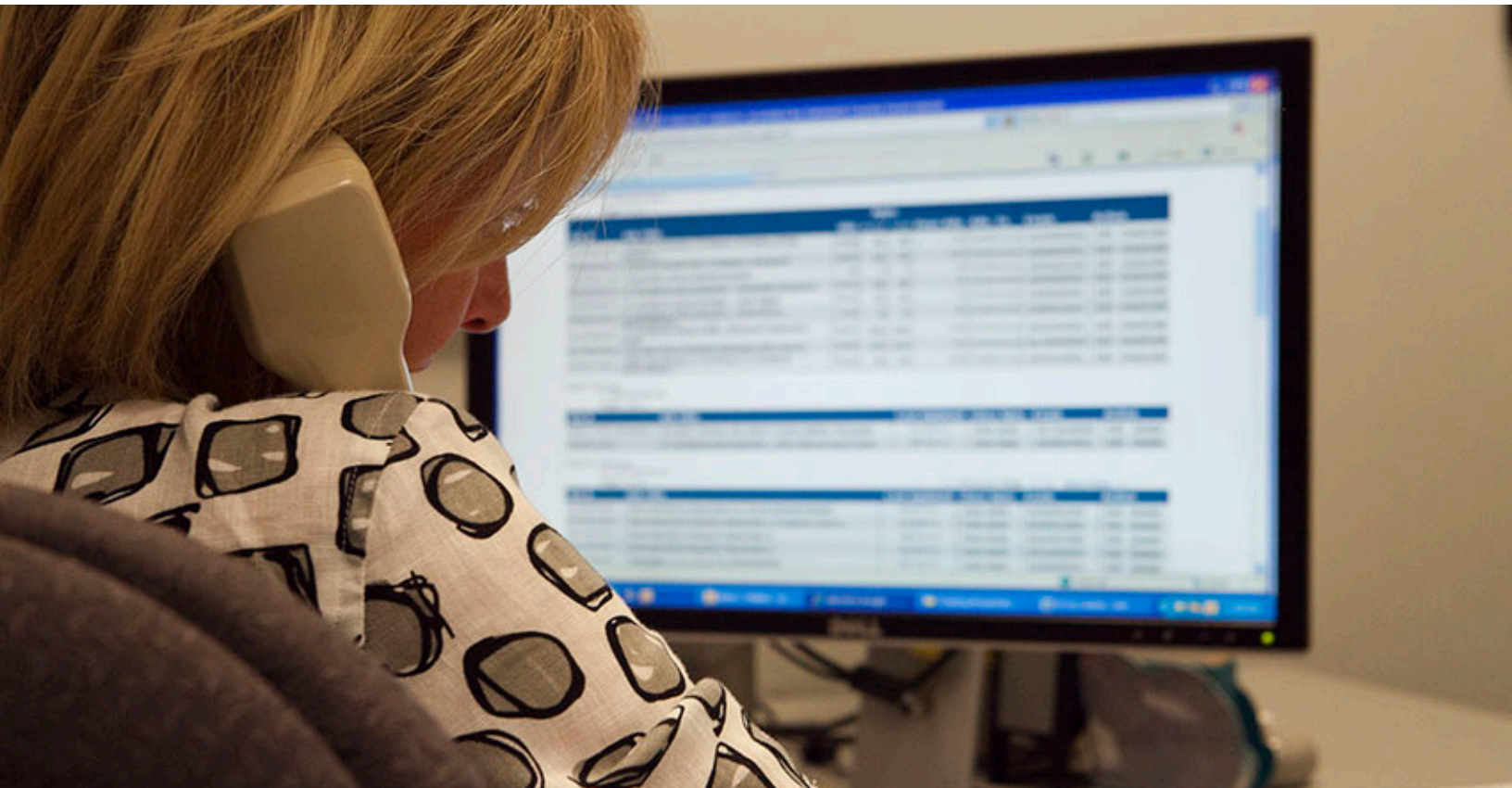
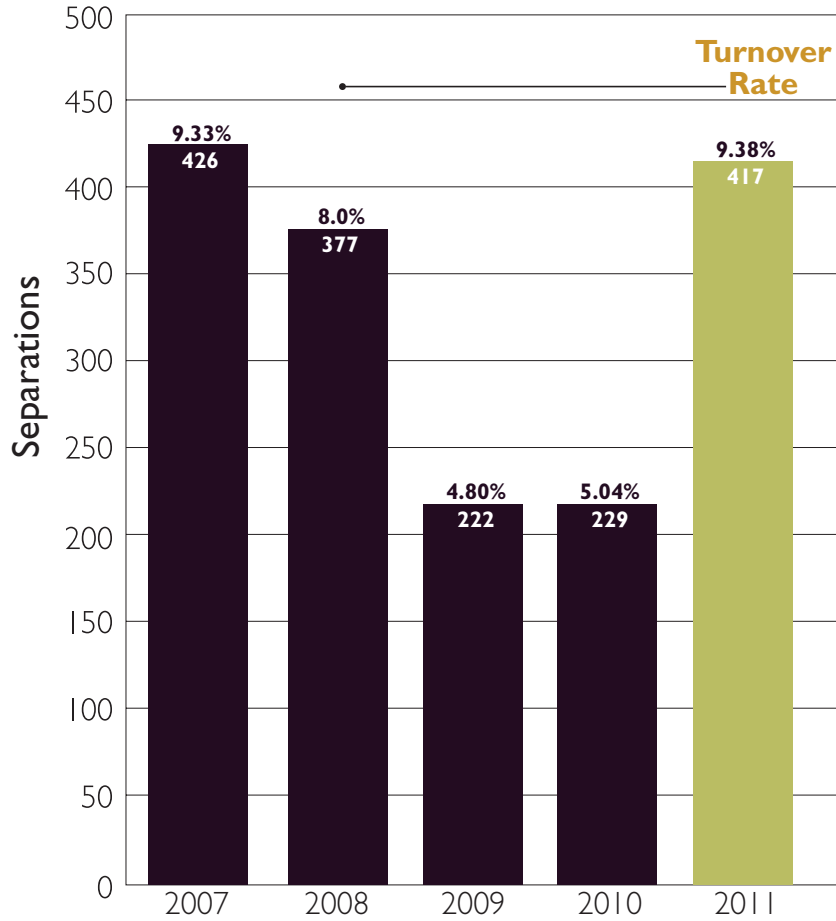
2011 Promotional Testing				
Position	Written Exam	Assessment	Participants	Successful Candidates
Sheriff Corporal	October	N/A	86	71
Sheriff Sergeant	October	N/A	15	13
Sheriff Lieutenant	October		11	9
Sheriff Lieutenant	N/A	November	9	5
Fire Engineer	July	N/A	83	59
Fire Lieutenant	June		19	15
Police Sergeant	September	N/A	72	48
Police Sergeant	N/A	October	43	42
Police Corporal	April	N/A	227	105
Police Lieutenant	September	N/A	60	15
Police Lieutenant	N/A	October	14	13

\*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) 2011

Departments	Number of Employees (as of Dec 31, 2011)	Year-End Terminations	Turnover Percent
Community Services	224	23	10.27%
Corrections	122	8	6.56%
County Administration	30	3	10.00%
District Attorney	99	9	9.09%
Financial Services	109	10	9.17%
Fire and Emergency Services	756	73	9.66%
Human Resources	34	4	11.76%
Information Technology Services	101	17	16.83%
Law Department	12	3	25.00%
Planning and Development	70	3	4.29%
Police Services	990	87	8.79%
Sheriff	685	45	6.57%
Solicitor	46	6	13.04%
Support Services	98	15	15.31%
Transportation	135	10	7.41%
Water Resources	523	61	11.66%
Clerk of Court	102	15	14.71%
Clerk of Recorder's Court	15	2	13.33%
Judiciary – Other	96	5	5.21%
Juvenile Court	55	1	1.82%
Probate Court Judges	21	1	4.76%
Recorder's Court Judges	9	1	11.11%
Tax Commissioner	114	15	13.16%
<b>2011 Totals</b>	<b>4,446</b>	<b>417</b>	<b>9.38%</b>

# Total Number of Separations/Turnover Rate 2007 – 2011



# 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.

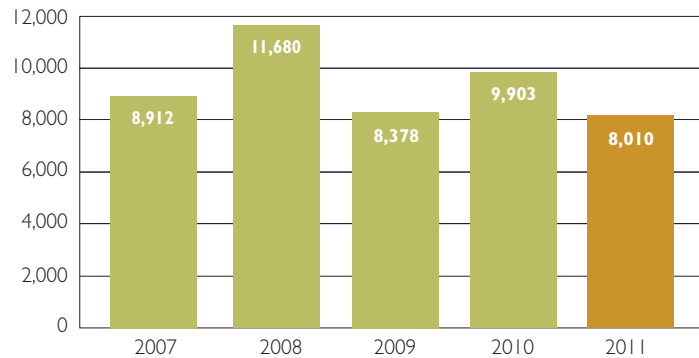
The HR Systems and Reporting staff is responsible for the following functions:

- 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

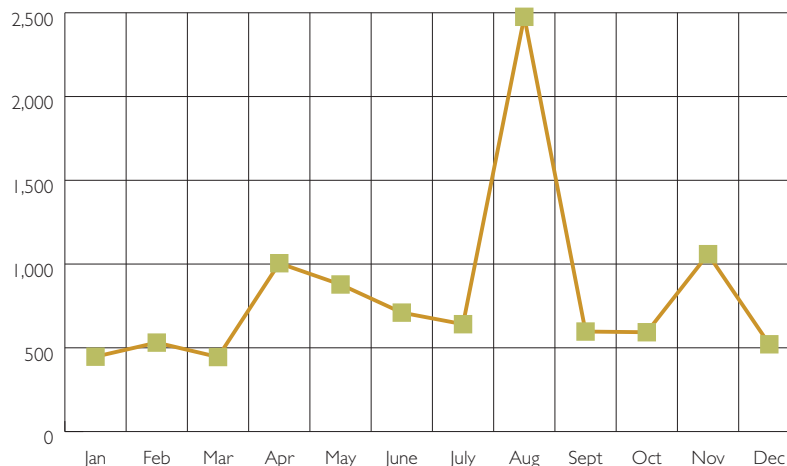
Significant accomplishments:

- Launched an intranet webpage dedicated to Gwinnett County Retirees
- Successfully integrated SAP with the NEOGOV system
- Supported 2011 Benefits Open Enrollment
- Successfully completed SAP upgrade
- Implementation of Volunteer Software

## Personnel Actions Processed 2007 – 2011



## Total Personnel Actions Processed 2011





# Performance Appraisal Statistics (by department) 2011

Department	Employees Evaluated	Average Rating
Board of Commissioners/ County Administration	9	2.68
Community Services	236	2.45
Corrections	128	2.67
District Attorney	65	2.31
Financial Services	85	2.30
Fire and Emergency Services	802	2.54
Human Resources	20	2.33
Law	2	2.8
Planning and Development	62	2.41
Fire Planning and Development	4	2.48
Police Services	1016	2.56
Sheriff	628	2.60
Solicitor	41	2.34
Support Services	90	2.37
Transportation	139	2.31
Water Resources	535	2.38
Clerk of Court	95	2.70
Clerk of Recorder's Court	13	2.68
Court Administration	61	2.98
Juvenile Court	47	2.91
Probate Court	15	2.55
Recorder's Court Division 1 Recorder's Court Division 2 Recorder's Court Division 3	4	3.00
Tax Commissioner	107	2.74
Information Technology Services	96	2.31
<b>Total</b>	<b>4,300</b>	<b>2.52</b>



# Active Employee Census by Age and Years of Service December 31, 2011

Age	<1	1	2	3	4	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	47	18	9	2	0	0	0	0	0	76	1.56%
20 – 24	86	84	30	34	27	4	0	0	0	265	5.45%
25 – 29	81	143	54	102	102	144	5	0	0	631	12.98%
30 – 34	45	61	48	63	73	260	87	1	0	638	13.13%
35 – 39	19	32	15	44	67	195	185	55	2	614	12.63%
40 – 44	24	31	28	39	35	185	172	106	66	686	14.12%
45 – 49	36	30	20	22	32	159	123	92	239	753	15.49%
50 – 54	22	23	10	34	33	122	92	55	98	489	10.06%
55 – 59	19	14	9	19	29	90	88	51	64	383	7.88%
60 – 64	15	12	4	17	16	75	47	20	26	232	4.77%
65 – 69	6	2	2	5	1	24	11	1	1	53	1.09%
>70	3	1	2	3	5	13	10	0	3	40	0.82%
Total	403	451	231	384	420	1271	820	381	499	4860	
Percentage of Labor Force	8.29%	9.28%	4.75%	7.90%	8.64%	26.15%	16.87%	7.84%	10.27%		100.0%



# Active Employee/Authorized Positions (by department) 2011

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	11	11	19	24	0	30	35
Community Services	194	216	22	23	285	501	238
Community Services Subsidy	0	0	0	0	0	0	0
Corrections	115	127	7	7	5	127	134
Financial Services	79	92	30	32	3	112	124
Fire and Emergency Services	730	813	26	31	1	757	844
Human Resources	24	27	9	9	4	37	36
Information Technology	91	106	10	10	1	102	116
Law	5	7	7	9	0	12	16
Planning and Development	64	67	6	9	0	70	76
Fire Planning and Development	0	0	0	0	0	0	0
Police	963	1041	24	24	2	989	1065
Support Services	88	94	10	12	2	100	106
Transportation	122	129	13	14	0	135	143
Water Resources	509	560	13	16	3	525	576
Clerk of Court*	0	0	102	105	1	103	105
Clerk of Recorder's Court*	13	16	1	1	5	19	17
Court Administration***	0	0	92	98	70	162	98
District Attorney	21	22	78	81	1	100	103
Juvenile Court	37	42	18	19	14	69	61
Probate*	0	0	21	21	4	25	21
Recorder's Court	0	0	9	9	11	20	9
Sheriff	653	675	29	31	18	700	706
Solicitor	21	25	25	29	3	49	54
Tax Commissioner*	0	0	114	118	1	116	118
Unallocated Positions	0	10	0	0	0	0	10
<b>Total</b>	<b>3,740</b>	<b>4,080</b>	<b>685</b>	<b>731</b>	<b>434</b>	<b>4,860</b>	<b>4,811</b>

\* 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

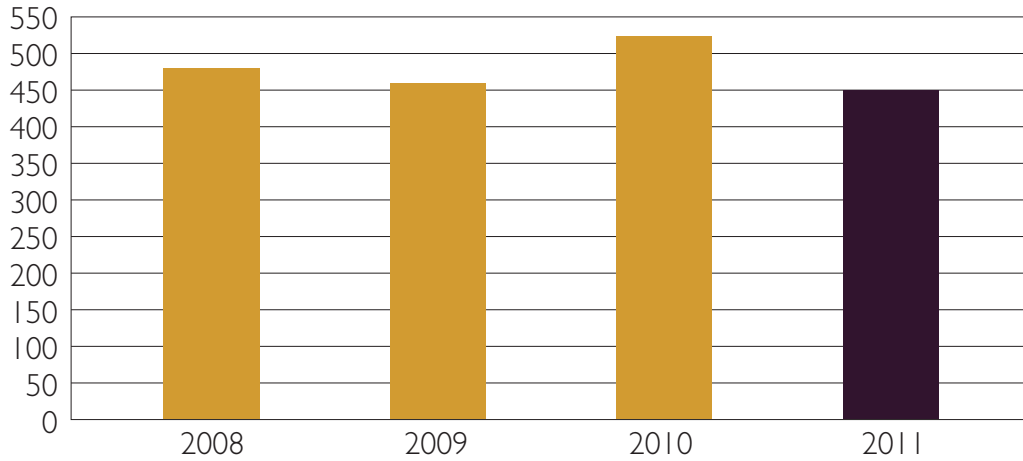
The Benefits Section of Human Resources is responsible for delivering benefits to more than 4,800 active employees and 1,400 retirees. These benefits include four health insurance plans, three dental insurance plans, vision coverage, three life insurance products, and two disability insurance plans. This Section 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 section to provide this benefit. A state-of-the-art Wellness program is administered by this section.

## Significant Accomplishments

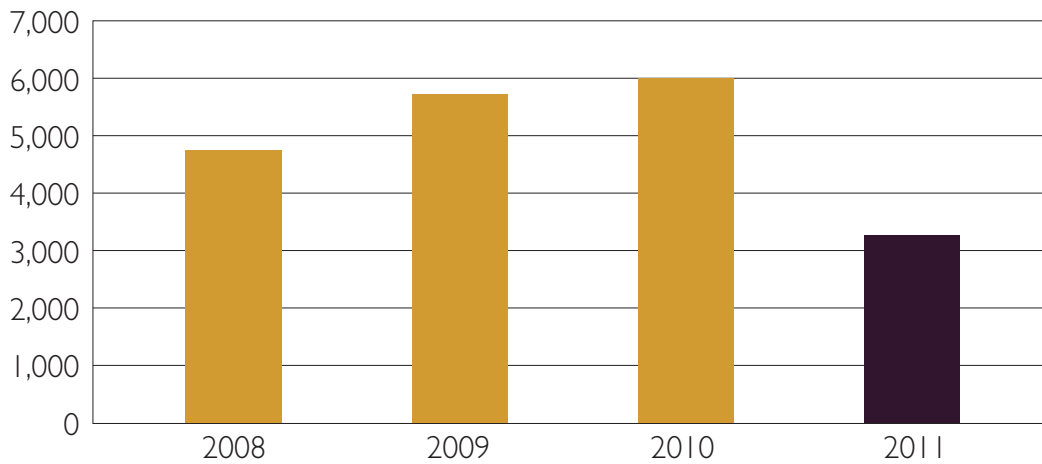
- Processed 130 retirement applications and 23 Deferred Vested Pension applications
- Conducted two Annual Enrollment sessions with assistance from benefit-counselors and a call center for:
  - 4,800 active employees
  - 1,300 retirees
- Attended the following training seminars or received certifications:
  - Workers' Compensation Specialist received a CWCP certified WC professional and CWCC certified WC coordinator designation
  - Health Benefits Conference and Exposition
- Conducted a RFP for a Broker which resulted in a \$5,000,000 in savings on Benefit plans
- Conducted a RFP for the High-Deductible Health Plan, POS Health Plan, HMO Health Plan, Flexible Spending Account administrator, Medicare Advantage Plan, Pharmacy Benefits Manager, Life and Disability vendor and selected vendors for all RFP's
- Participation in the Wellness Program was 55.3 percent; 2,106 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 seven Retirement Process Seminars for prospective retirees
- Annual enrollment – 7 percent increase in enrollment of most cost-effective health plans or waived health coverage
- Started a pilot program to have an Athletic Trainer present during Police-Academy for assessments and onsite triage
- Implemented the use of a physical therapy network to control costs
- Settled four Worker's Compensation Claims
- Provided training for supervisors on Workers Compensation and Disability-using third party administrator and outside counsel



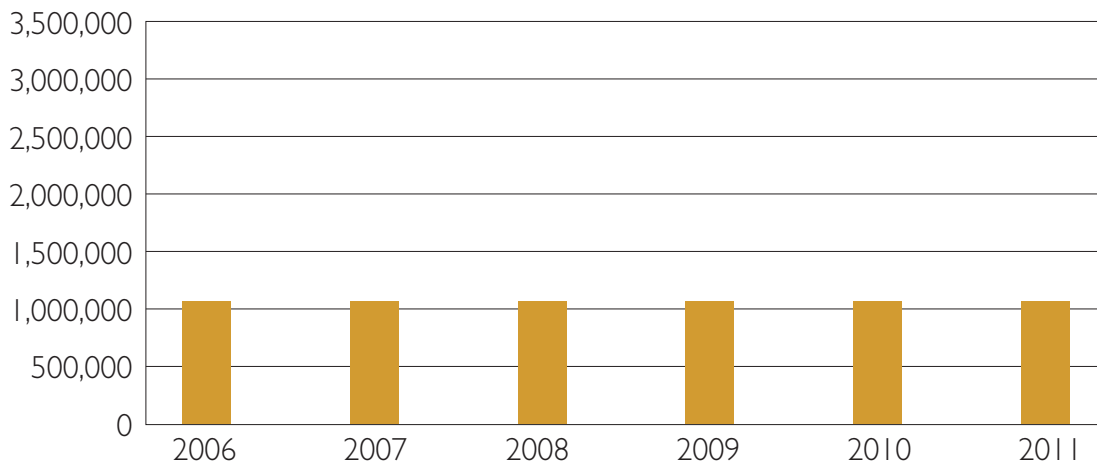
## Number of Workers' Compensation Claims 2008 – 2011



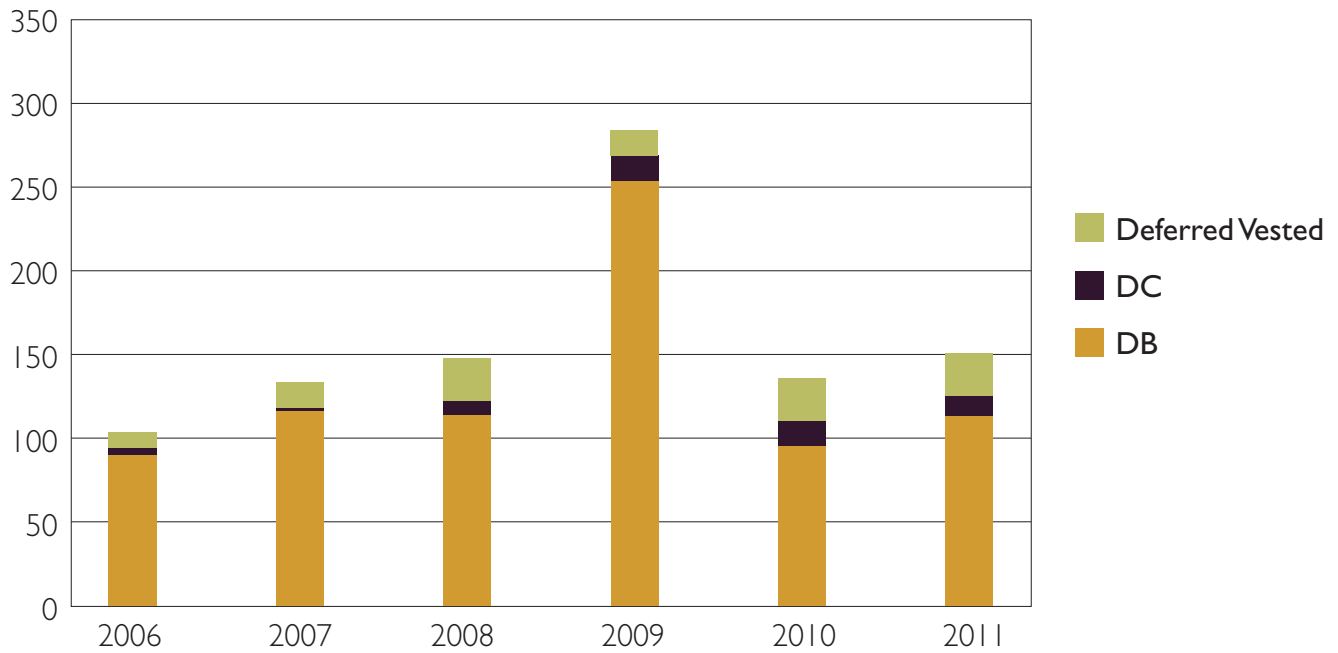
## Average Incurred Loss 2003 – 2011



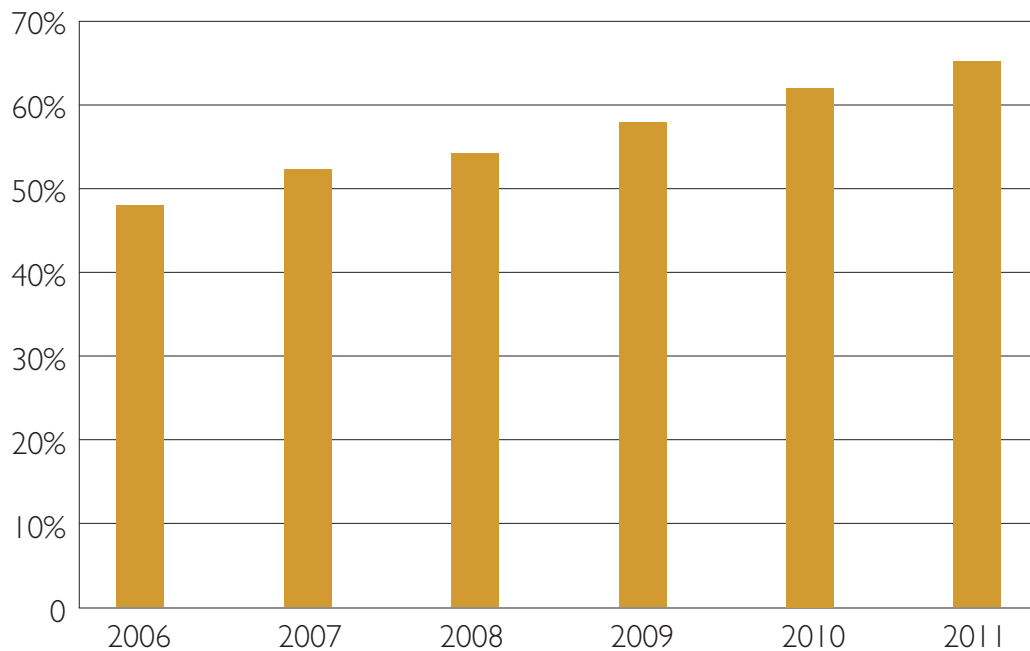
## Workers' Compensation Claims 2003 – 2011



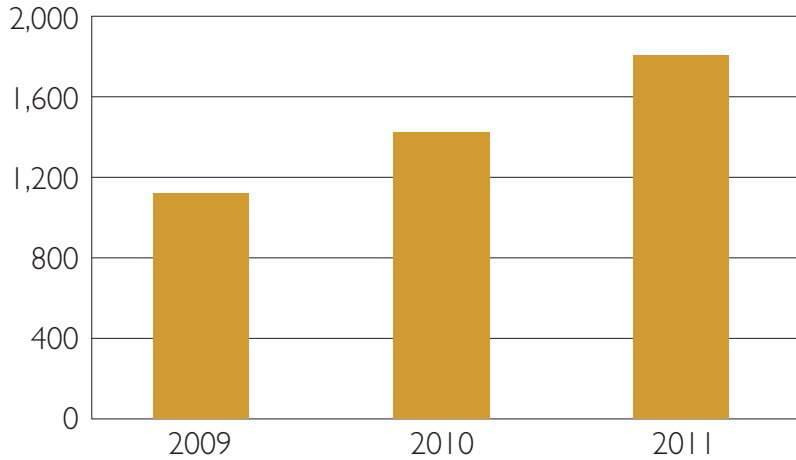
# Retirements 2006 – 2011



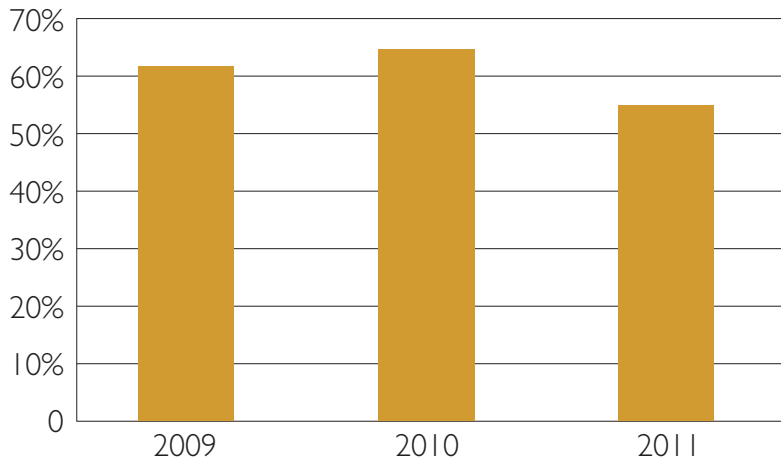
# 457 Participation 2006 – 2011



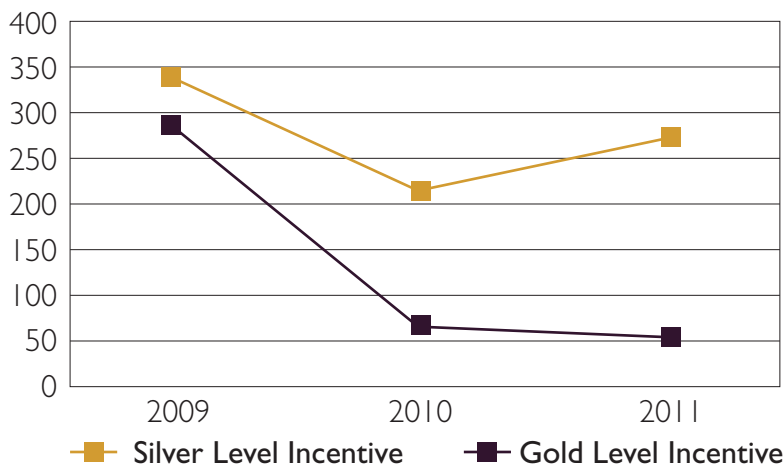
## Wellness Assessments Completed 2009 – 2011



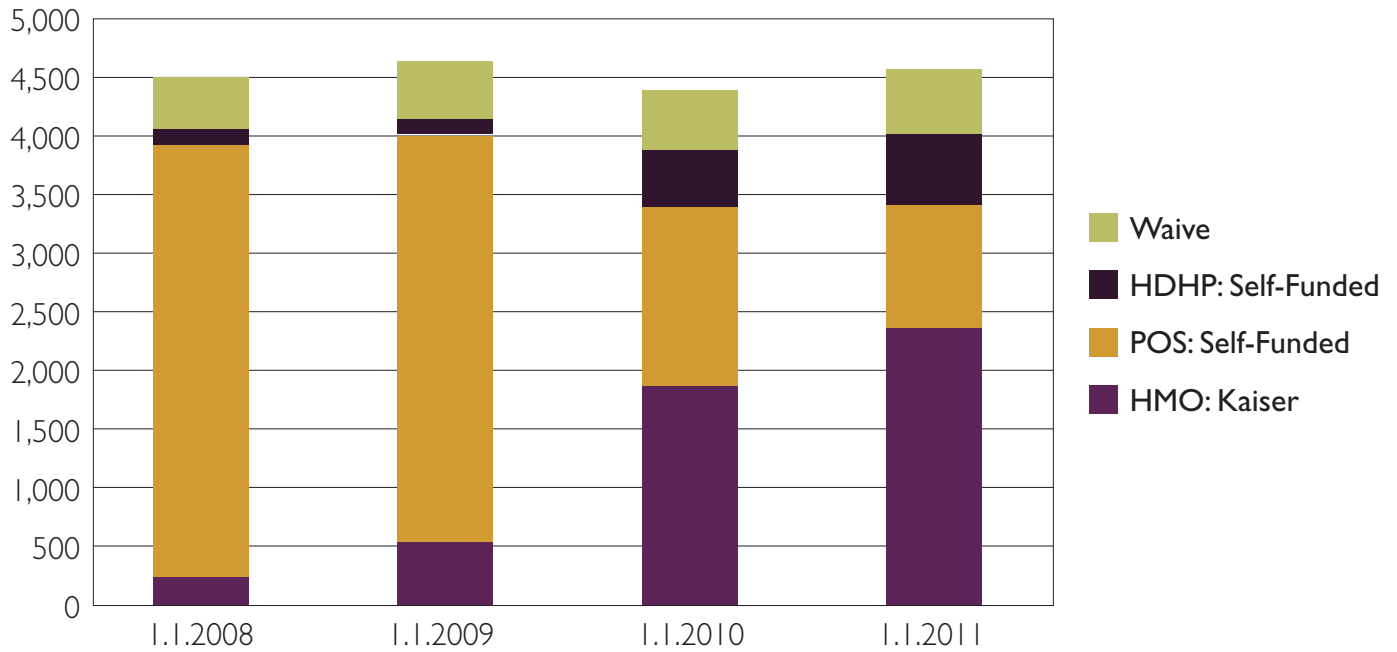
## Wellness Participation 2009 – 2011



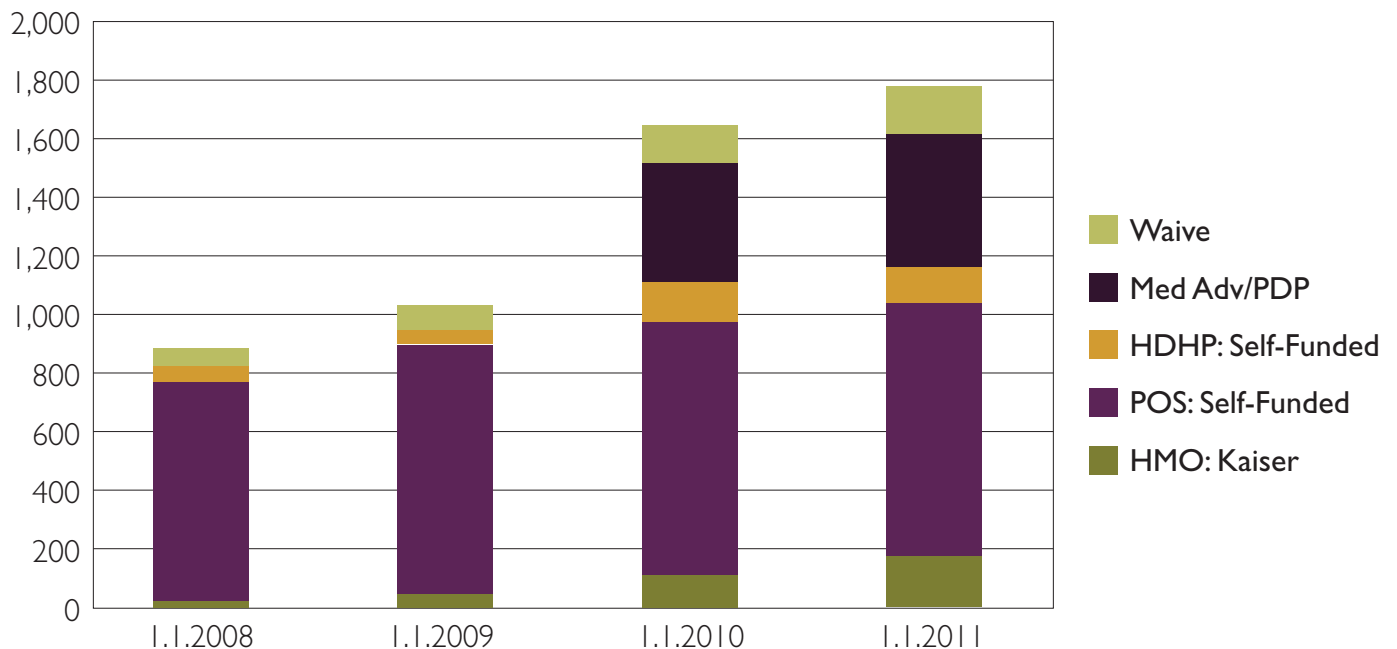
## Wellness Incentive 2009 – 2011



# Health Plan Enrollment: Active Employees 2008 – 2011



# Health Plan Enrollment: Retirees 2008 – 2011





# 2011 Budget Summary

## Human Resources (General Fund)

Expenditures/Appropriations (\$'s)	2008 Actual	2009 Actual	2010 Unaudited	2011 Budget
Personal Services	2,535,516	2,422,629	2,325,648	2,369,773
Operations	587,351	409,562	327,098	466,069
Contributions to Other Funds	21,134	23,769	24,188	17,457
<b>Total</b>	<b>3,144,001</b>	<b>2,855,960</b>	<b>2,676,934</b>	<b>2,853,299</b>
Authorized Positions – Human Resources	32	25	28	28

## Human Resources (Risk Management Fund)

Expenditures/Appropriations (\$'s)	2008 Actual	2009 Actual	2010 Unaudited	2011 Budget
Personal Services	N/A	N/A	24,927	109,372
Operations	N/A	N/A	7,606	20,520
Contributions to Other Funds	N/A	N/A	455	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>32,988</b>	<b>129,892</b>
Authorized Positions – Human Resources			3	3

## Human Resources (Workers' Compensation Fund)

Expenditures/Appropriations (\$'s)	2008 Actual	2009 Actual	2010 Unaudited	2011 Budget
Personal Services	N/A	N/A	-	43,937
Operations	N/A	N/A	2,908,729	4,689,642
Contributions to Other Funds	N/A	N/A	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>2,908,729</b>	<b>4,733,579</b>
Authorized Positions – Human Resources				

## Human Resources (Group Self-Insurance Fund)

Expenditures/Appropriations (\$'s)	2008 Actual	2009 Actual	2010 Unaudited	2011 Budget
Personal Services	N/A	N/A	421,519	267,327
Operations	N/A	N/A	45,176,931	55,586,085
Contributions to Other Funds	N/A	N/A	3,988	1,978
<b>Total</b>	<b>-</b>	<b>-</b>	<b>45,602,438</b>	<b>55,855,390</b>
Authorized Positions – Human Resources			5	5



Citizens Committee  
on the Future of  
Gwinnett County

# Human Resources Update

## Gwinnett County's final update on Engage Gwinnett recommendations

On August 15, 2012, Gwinnett County released a final update to the recommendations made by both Engage Gwinnett and its technology-focused offshoot, the Excellence Through Innovation Task Force. Although formal reporting is ending, the valuable contributions by these citizens and their ideas will live on.

By the time of the final report, Gwinnett County had taken action on approximately three-quarters of the recommendations made by Engage Gwinnett and pledged that progress will continue on the remaining recommendations. Those actions reduced annual spending by millions of dollars and created new sources of income for county government, offsetting declining tax revenues.

Another significant result of Engage Gwinnett was a follow-up review of the County's computer systems, policies, and processes conducted by a group of outside volunteers with relevant knowledge and experience. The Excellence Through Innovation recommendations were aimed at maximizing efficiency and prioritizing long-term information technology goals. The County had accepted and acted on approximately one-third of those suggestions by the publication of the final report; progress will continue on the remaining recommendations.

Together, these two teams of citizen volunteers had a significant impact on County operations and finances. They donated countless hours of valuable time and brought a variety of outside perspectives and priorities to the table. Yet again, the Gwinnett County community pulled together to weather a perfect storm of global recession and falling tax revenues with a steadily growing population and increased needs for services.

For many years to come, we will continue to feel the impact of budget cuts resulting from these recommendations. Gwinnett is now on a more sustainable path of less costly and increasingly efficient government that provides a firm foundation for future growth of our local economy.

This was a very challenging and time-consuming process, and the Board of Commissioners has expressed deep appreciation for the support of everyone involved.

To view Gwinnett County's final report on  
Engage Gwinnett and Excellence Through Innovation recommendations, please visit

[www.EngageGwinnett.com](http://www.EngageGwinnett.com)



**Please consider the environment before printing this report.**