



gwinnettcounty
GEORGIA

20
14

HUMAN RESOURCES
ANNUAL REPORT

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



Phil Hoskins
Deputy County Administrator



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Letter from the Director



Gwinnett County Board of Commissioners
Gwinnett County Merit System Board

SUBJECT: 2014 Annual Report of Human Resources Activity

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2014. Listed below are our major accomplishments for the year:

- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 94 percent completion
- Launched Volunteer Gwinnett in February 2012 resulting in 54,681 volunteer participants logging 1,054,467 hours by the end of 2014
- Hired 65 Police Officers, 70 Deputy Sheriffs, 12 Correctional Officers, and 79 Firefighters
- Monitored and managed the 2014 budget required 90-day vacancy freeze process
- Retired 148 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,

Scott Fuller, Acting Director of Human Resources



Mission, Vision, Values



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.

Letter from the Merit Board



Human Resources Director
Merit Board Members

SUBJECT: 2014 Annual Report

The following table summarizes the grievance activity from 2009 – 2014:

	2014	2013	2012	2011	2010	2009
Grievances carried over from prior years	4	3	0	1	0	2
New grievance received	1	15	14	5	5	7
Executive secretary meetings	1	16	9	5	4	8
Hearings	0	2	1	0	0	3

The following table summarizes the grievance activity for 2014:

Total	Action
0	Merit Board Hearings: 0 – Upheld action of department 0 – Overturned action of department 0 – Settlement reach at Merit Board hearing
5	Executive Secretary Meetings: 1 – Grievance resolved at meeting 0 – Withdrawn after Executive Secretary meeting, before recommendation issued 2 – Executive Secretary recommendation not appealed to Merit Board 0 – Carried over to 2015 1 – 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 2014

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	Myron Bullock	04.01.14 – 12.31.14
5	Joe Durrence	01.01.14 – 12.31.17
Executive Secretary	Harry G. Mason	Appointed 04.15.03
Board Attorney	Richard A. Carothers	–

Organizational Chart

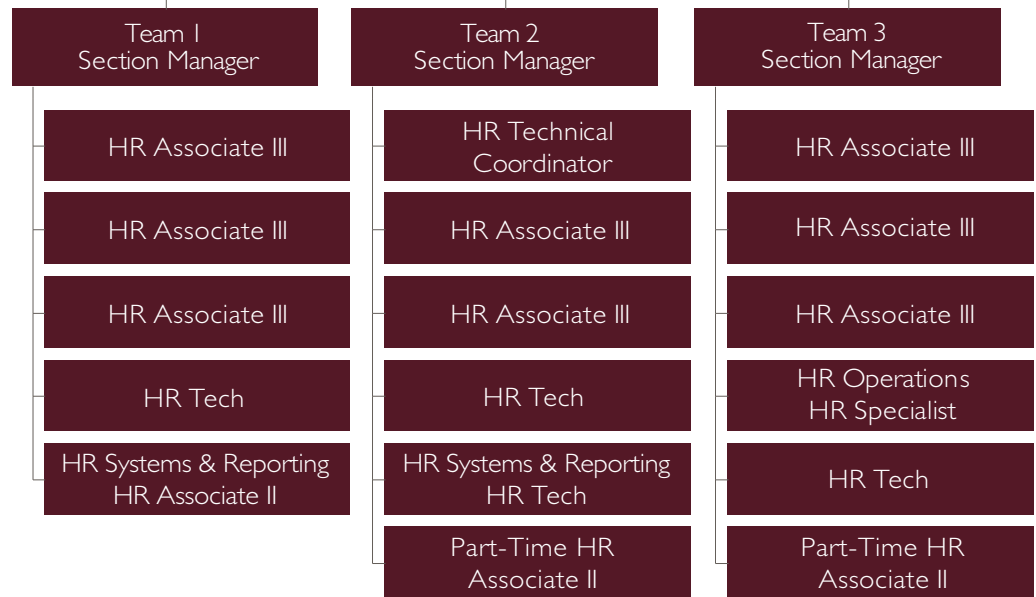
Department Director

- Volunteer Gwinnett & HRC Coordinator
- HR Program Coordinator
- Part-Time HR Program Coordinator
- Office Services Coordinator
- Part-Time HR Associate II
- Part-Time Administrative Support Associate I
- Administrative Support Associate II
- Administrative Support Associate III

Health, Retirement, & Leave Plans Division Director

- Workers' Compensation, Disability, Life HR Specialist
- DC/OPEB HR Specialist
- Pension HR Specialist
- Health & Wellness Section Manager
 - Health & Wellness HR Associate III
 - Health & Wellness HR Associate III
- Health, Retirement, & Leave Plans Administrative Support Associate II

HR Operations Deputy Director



Training/Organizational Development HR Program Coordinator

- HR Associate III

HR Systems & Reporting Section Manager

- HRIS Analyst
- HRIS Analyst

Staff as of December 31, 2014

Department of Human Resources

Human Resources Director	Scott Fuller
Office Services Coordinator	Reneé Schoenfeld
Administrative Support Associate III	Tandy Krogh
Administrative Support Associate II	Tamekia Vanlier
Human Resources Associate II (PT)	Jill Friedman
Human Resources Program Coordinator	Pam Cason
Human Resources Program Coordinator (PT)	Korie Brashears
Administrative Support Associate I (PT)	Gail Berube
Volunteer Gwinnett and HRC Coordinator	Kay Sibetta

Human Resources Operations

Deputy Director	Sandra Sheppard
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Team 1 – Services the following departments:

Clerk of Court • Community Services • Police • Water Resources

Human Resources Manager	Elizabeth Bailey
Human Resources Associate III	Donna Pratt
Human Resources Associate III	Adrienne McAllister
Human Resources Associate III	Yvonne Boon
Human Resources Technician	Janice Cepeda
Human Resources Associate II	Alicia Howard

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	Michele Westerfield
Human Resources Associate III	Vacant
Human Resources Technical Coordinator	Erica Queen
Human Resources Associate III	Chris Henschel
Human Resources Technician	Dwane Bennett
Human Resources Technician	Kathy Curbelo
Human Resources Associate II (PT)	Vacant

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	Vicki Casella
Human Resources Associate III	Michelle Saunders
Human Resources Associate III	Linda Budd
Human Resources Associate III	Monica Miller
Human Resources Specialist	Dianne Darcy
Human Resources Technician	Linda Hulsey
Human Resources Associate II (PT)	Ruth Conner

Training/Organizational Development

Human Resources Program Coordinator	Sara Cloud
Human Resources Associate III	Janell Snipes

HR Systems and Reporting

Human Resources Manager	Stephen Hart
HRIS Analyst	Kathy Martin
HRIS Analyst	Megan Butler

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

Division Director	Debbi Davidson
Health Plans Manager	Nancy Purves
Human Resources Associate III	Vacant
Human Resources Specialist	Sue Rooks
Human Resources Specialist	Megan Ward
Human Resources Specialist	Dawn Jones
Human Resources Associate III	Vacant
Administrative Support Associate II	Sandi Barber

Management & Administration



In 2014, Human Resources continued its efforts to provide efficient, effective, and comprehensive services to our customers. The various teams provide full human resources support to all departments throughout the County. 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 2014 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 595 employees received gifts for their years of service to Gwinnett County
- Coordinated reserved parking recognition for 58 employees with 25 or more years of service
- Coordinated the distribution of \$85,624.58 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 766 donations
- Processed tuition reimbursements for 141 employees in the amount of \$375,792.71
- Facilitated and participated in various salary surveys
- Exceeded 2014 goal of 850,000 volunteer hours by reaching 1,054,467 hours
- Coordinated the annual United Way Campaign for Gwinnett County, resulting in \$10,090 in contributions by Gwinnett County employees
- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 94 percent completion.



2014 Most Valuable Person: Sue Meeks

The 2014 MVP is someone who not only meets the criteria, but exceeds in each area of this award. Sue Meeks models exemplary service in all aspects of her daily work. She is a great team player who serves as a role model for her fellow employees and contributes to high staff morale. She began her career with the Department of Fire and Emergency Services in 1998 and has played a vital role in the department's operation ever since.

Starting as an administrative assistant who performed numerous clerical duties, she soon was promoted to the position of Administrative Support Associate II, where she helped the department tackle unusual emergency situations such as Y2K preparations, the Buford hostage standoff, and numerous fire scenes. In this capacity, she ensured that field personnel had the proper equipment available to do their jobs and even delivered food to them while they served on particularly long emergency calls.

Her skills and experience eventually led her to the position of Resources and Marketing Specialist, where she helped guide Fire and Emergency Services' education and public information efforts. In recent years, she created two leadership development programs for the employees in her department. One program supports non-field supervisors with weekly leadership sessions based on current staff needs. The other, called the Career Awareness Program, allows fire personnel to experience many different areas of the department in order to develop their own skills and strengthen the internal candidate pool for future job openings. This program has been recognized with a national award.

In addition to the great work our 2014 MVP does to develop employees and keep the department running smoothly, she coordinates all special events such as promotional ceremonies, recognitions, and awards. She is active in her community as well. She assists her church's weekly youth group activities and serves as a volunteer board member and fundraiser for the Gwinnett Fire Employees' Benevolent Fund. She created and spearheaded the Ride for Craig fundraiser, which raises money to help pay the medical and living costs for a former firefighter who suffers from Lou Gehrig's disease.

Her many contributions to the community and to the Gwinnett Department of Fire and Emergency Services have reflected positively on her department and the County.



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
2014	Sue Meeks	Fire and Emergency Services
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 2014, 595 employees were eligible to receive awards for their years of service to Gwinnett County and its residents.

Service Awards 2014

Years of Service	Total
5	139
10	175
15	155
20	61
25	55
30	7
35	2
40	1
Total Employees Eligible	595



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 2014

Organization	Total
AMC Cancer Research Center	\$ 1,705.50
American Cancer Society	4,343.50
American Diabetes Association	2,232.00
American Heart Association	1,212.50
American Red Cross	1,601.00
Boy Scouts of America	1,736.00
Childkind	348.00
Children's Healthcare of Atlanta	4,921.00
Children's Shelter	2,751.00
CHRIS Kids	351.00
Community Health Charities of Georgia	52.00
Creative Enterprise	255.00
Cystic Fibrosis Foundation	224.00
EarthShare	521.00
Embrace-Georgia's Foster Families	52.00
Epilepsy Foundation of GA	149.00
Family Promise of Gwinnett County	489.00

Fear This	26.00
Gold Shield Foundation	1,250.50
Gwinnett Fire Employee Benevolent Fund	17,635.00
Gwinnett Police Employee Benevolent Fund	21,458.50
Hemophilia of Georgia	403.00
Hi-Hope	170.00
Kids Health Inc.	116.00
Leukemia and Lymphoma Society	1,021.00
March of Dimes	882.00
Muscular Dystrophy Association	1,210.00
National Kidney Foundation	1,169.08
Partnership Against Domestic Violence	866.00
Safekids Gwinnett	312.00
Salvation Army	1,012.00
Sheriff Benevolent Fund	6,187.00
Special Olympics Georgia	1,785.00
United Cerebral Palsy of Atlanta	347.00
United Way of Gwinnett County	6,831.00
Total	\$ 85,624.58

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.

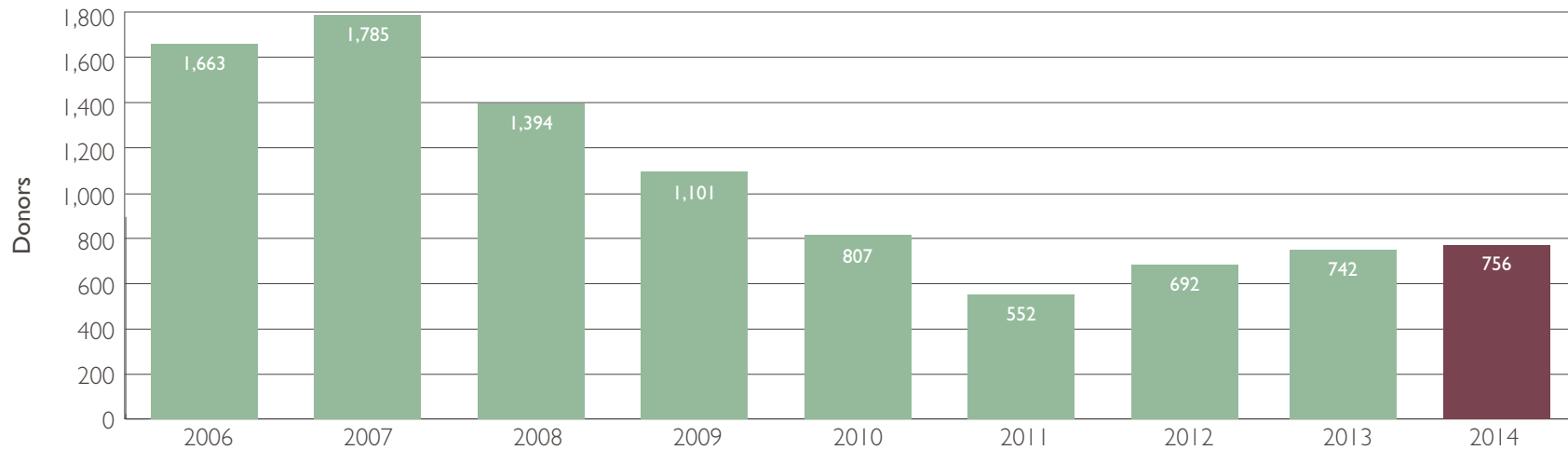
This program covers tuition costs, books up to \$100 per class, and mandatory fees. Reimbursement for employees attending private institutions is limited to the cost for a comparable program at a state-supported school. In 2014, the cost of the program was budgeted through the participants' respective departments.

Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Clerk of Records Court	1	3	\$ 3,357.98
Community Services	5	24	20,550.84
Correctional Services	4	15	7,907.62
County Administration	1	4	4,420.85
Court Administration	2	8	7,770.48
Financial Services	6	24	25,393.71
Fire Services	74	226	157,788.65
Human Resources	1	2	1,080.00
Information Technology Services	6	19	19,256.89
Police Services	11	17	12,533.81
Probate Court Judges	1	3	2,540.71
Sheriff	15	65	54,813.61
Support Services	1	2	771.00
Tax Commissioner	2	7	2,769.00
Transportation	3	15	13,198.86
Water Resources	8	39	41,638.70
Totals	141	473	375,792.71

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.



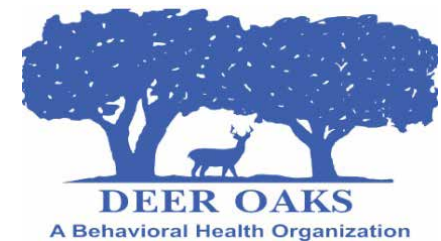
Employee Assistance Program

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 2014, 5.33 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 237 visits were made to the site during 2014, indicating that it is a very important resource in the employee assistance program.

Gwinnett County Government currently pays \$1.43 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 2014

Program Utilization	2014 Report period: January 1, 2014 through December 31, 2014	Participants	Grand Total
Clients served during reporting period	Employees	209	
	Retirees	0	
	Dependents	28	237
Gender	Male	107	
	Female	129	
	Unknown	1	237
Problem Category	Relational Problems	77	
	Child/Adolescent Problems	1	
	Anxiety/Stress	27	
	Emotional/Personal Problems	24	
	Depression	19	
	Addictions	8	
	Legal Problems	31	
	Grief	4	
Problem Category	Work-Related Problems	12	
	Anger Management Problems	4	
	Financial Problems	5	
	Eating Disorder	0	
	Medical/Health Related Issues	1	
	Childcare/Eldercare Resources	5	
	Supervisor Related Problems	3	
	Harassment/Sexual Harassment	0	
	Provided Information	67	
Safe Taxi Ride	2		
Knowledge of Service	Supervisor	3	
	Promotional Material	24	
	Colleague	1	
	Website	5	
	Other	4	
Total Employee Assistance Program Expense for 2014:			\$ 75,680.02

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 2014 goal by engaging 54,681 volunteers, who combined, worked a total of 1,054,467 volunteer hours
- 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 2014	2014 Goals	Variance	Financial Impact
Number of Hours	1,054,467	850,000	+204,467	\$23,778,230.85
Number of Volunteers	54,681	N/A	N/A	\$22.55 per hour*

*Source: Independent Sector www.independentsector.org/volunteer_time
 Estimated dollar value for volunteer time in 2013 was \$22.55 per hour



Kay Sibetta
 Volunteer Gwinnett and
 Human Relations Commission Coordinator

Participation by Department

Department	Number of hours
Overall	1,054,467
County Administration	408
Community Services	996,477
Corrections	3,148
Elected Official Departments*	4,576
Financial Services	711
Fire and Emergency Services	4,161
Human Resources	165
Information Technology Services	NA
Law	400
Planning and Development	47
Police	16,743
Support Services	1,026
Transportation	10,449
Water Resources	17,208

*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 12th Senior Management Development Program session, EXCEL; program graduates totaled 19 and represented various departments throughout the County
- Successfully completed 2 sessions of the LEAD Academy (Leadership, Education, and Development), the County's supervisory development program; a total of 47 employees participated
- Trained 1,532 County employees
- County employees were provided with 755.25 hours of training

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 2014 totaled 755.25 hours.



*Sara Cloud
Human Resources
Program Coordinator*

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

2014 EXCEL Program Graduates			
Melinda D. Allen	Sheriff	Kenneth R. Keena	Transportation
Charles W. Anschutz Jr.	Water Resources	John T. McDowell	Police Services
Melanie H. Brooks	Tax Commissioner	Julie B. Mims	Law Department
John O Butler	Water Resources	Jonathan E. Saffen	Police Services
Amanda L. Cain	Police Services	Floyd M. Scott	Sheriff
Lisa A. Carson	Corrections	Steven R. Sheets	Water Resources
Jeremy M. Collins	Tax Commissioner	Craig B. Tisdale	Fire Services
Laurie Doyle	Support Services	James S. Truvillion	Community Services
Wanda J. Harris	Corrections	Richard C. Turner	Support Services
Danny C. Hughes	Fire Services		

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 12th group of County employees to successfully complete the EXCEL program graduated in 2014. The group consisted of 19 program participants who represented various departments throughout the County.



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:



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 47 supervisors and LEAD personnel participated in and successfully completed the LEAD Academy Program in 2014.

LEAD 28: Spring 2014

Yvonne Boon	Human Resources
Kimberly Ciccaglione	Admin Offices of the Courts
Victor Fishman	Communications
Glen Fountain	Sheriff
Jeff Fouts	Transportation
Todd Hargrave	Planning and Development
Monte Harpe	Community Services
Benjamin Heath	Juvenile Court
Timothy James Jr.	Water Resources
Jonathan King	Community Services
Lonnie Lawrence	Water Resources
Betty Leach	Probate Court
Leah McDaniel	Tax Commissioner
Chelsea Miller	Juvenile Court
Edwin Ritter	Police Services
Stephen Ross	Corrections
Russell Royal	Financial Services
Joel Schubert	Fire Services
Clyde Shackelford	Support Services
Steven Shaw	Police Services
Heather Smith	Information Technology
Greta Soares	Community Services
Janice Stephens	Tax Commissioner
Chad Wilbanks	Water Resources

LEAD 29: Summer 2014

Adisa Ahmetspahic	Probate Court
Charles Barnett	Police Services
Brandon Brown	Water Resources
Abigail Carter	Court Administration
Ruth Colquitt	Probate Court
Keith Contino	Fire Services
Jamie Cramer	Community Services
Lauren Dunham	Information Technology
William Everett	Financial Services
Amanda Groth	Community Services
Donald Joffe	Water Resources
Angela Jugenheimer	Fire Services
Michael Lanfreschi	Water Resources
Christopher McGrath	Police Services
Mihae Park	Solicitor
Nicole Perkins	Police Services
Mark Presley	Support Services
Janice Rinaldo	Community Services
Charles Roberts Jr	Probate Court
Sara Sherrington	Tax Commissioner
Cynthia Sloan	Planning and Development
Kimberly Steele	Corrections
Joella Tubbs	Solicitor



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

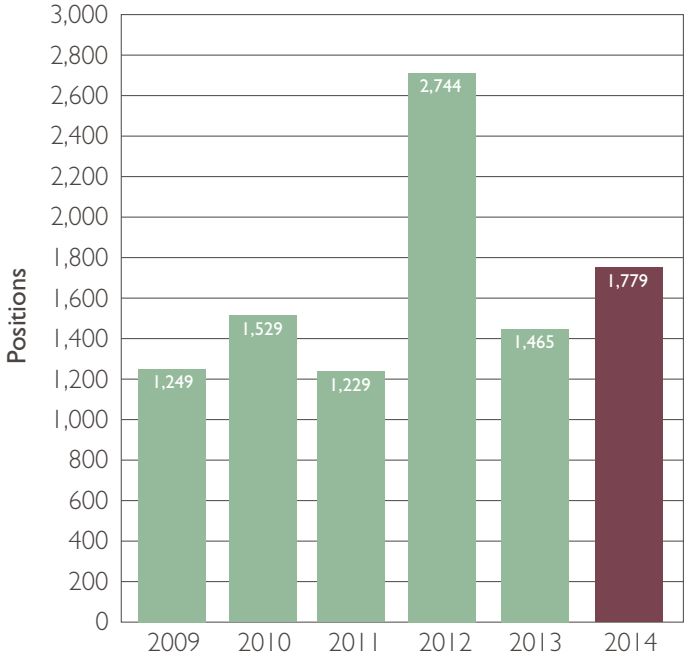
Significant accomplishments:

- Hired 65 Police Officers, 70 Deputy Sheriffs, 12 Correctional Officers, and 79 Firefighters
- Participated in seven public safety promotions processes resulting in 55 employees becoming qualified for promotional registers at the ranks of Fire Lieutenant; Sheriff Corporal, Sergeant, and Lieutenant; and Communications Officer III, IV, and Communications Supervisor.
- Accepted and screened 58,374 applications for employment; hired 919 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 574 Family and Medical Leave Act requests
- Completed 5 workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated policies as required
- 763 separated full-time employees received an exit interview survey
- Successfully represented Gwinnett County in three unemployment insurance eligibility appeal hearings and responded to 53 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 343 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 2014 budget required 90-day vacancy freeze process

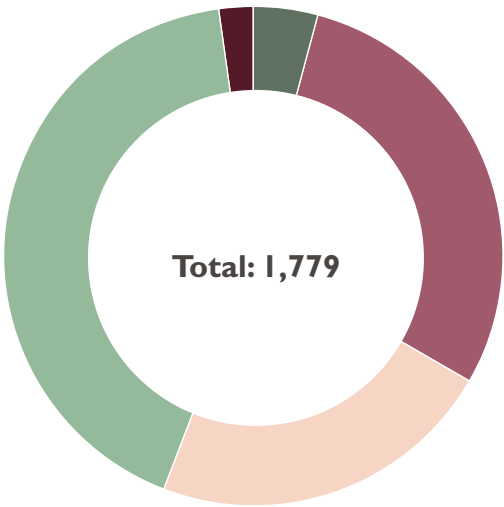
Total Applications and Resumés Processed 2009 – 2014



Total Positions Filled 2009 – 2014



Vacancies Filled (by job status) 2014



- Transfer: 36
- Promotion: 749
- New Hire, Temporary/Part-Time: 398
- New Hire, Full-time: 521
- Demotion: 75

Testing and Assessment Activities 2014

2014 Promotional Testing				
Position	Written Exam	Assessment	Participants	Successful Candidates
Sheriff Corporal	August	N/A	50	11
Sheriff Sergeant	August	N/A	8	2
Sheriff Lieutenant	August	N/A	5	0
Communications Officer III	N/A	October	6	5
Communications Officer IV	N/A	October	5	5
Communications Officer Supervisor	N/A	October	5	5
Fire Lieutenant	August	August	39	27

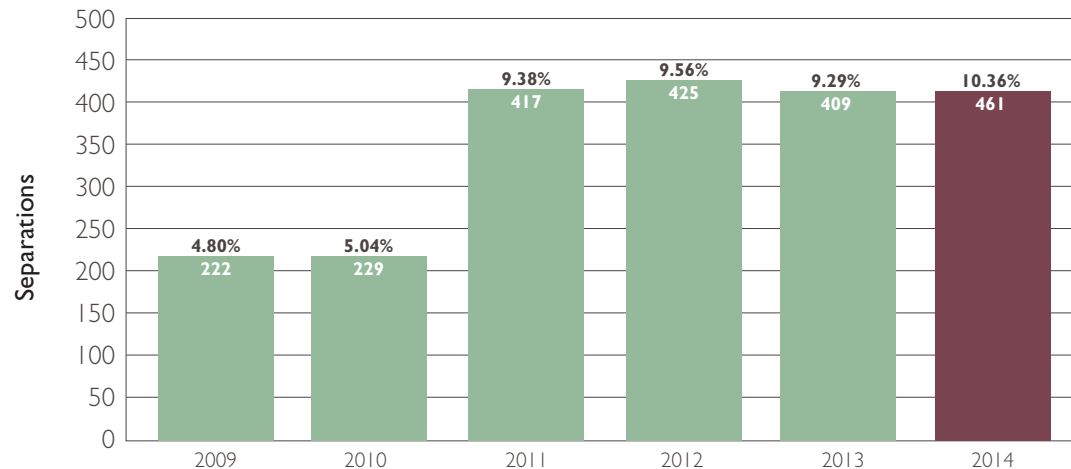
*Fire Captain promotional is no longer a "hurdle" process. Both written test and assessment are used to determine success.

Full-Time Separation/Turnover (by department) 2014

Departments	Number of Employees (as of December 31, 2014)	Employment Separations	Turnover Percent
Community Services	231	27	11.69%
Corrections	123	10	8.13%
County Administration	28	2	7.14%
District Attorney	105	7	6.67%
Financial Services	108	15	13.89%
Fire and Emergency Services	805	61	7.58%
Human Resources	35	8	22.86%
Information Technology Services	106	9	8.49%
Law Department	16	0	0.00%

Departments	Number of Employees (as of December 31, 2014)	Employment Separations	Turnover Percent
Planning and Development	63	6	9.52%
Police Services	936	111	11.86%
Sheriff	662	80	12.08%
Solicitor	52	10	19.23%
Support Services	101	9	8.91%
Transportation	129	15	11.63%
Water Resources	529	52	9.83%
Clerk of Court	106	7	6.60%
Clerk of Recorder's Court	17	0	0.00%
Judiciary – Other	99	10	10.10%
Juvenile Court	56	4	7.14%
Probate Court Judges	21	4	19.05%
Recorder's Court Judges	9	0	0.00%
Tax Commissioner	113	14	12.39%
2014 Totals	4450	461	10.36%

Total Number of Separations/Turnover Rate 2009 – 2014



Human Resources Systems & 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

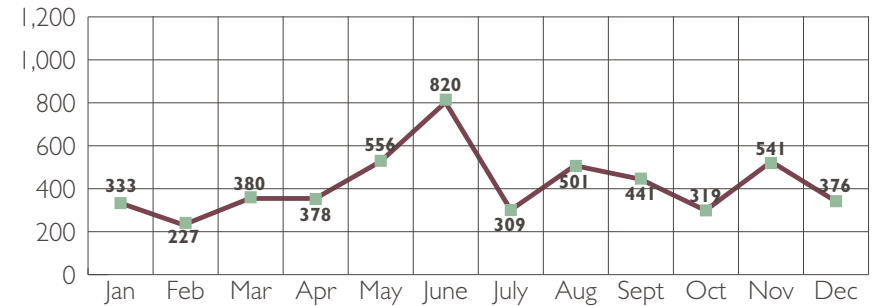
Significant accomplishments:

- Redesigned system processes and interfaces to comply with new health plans
- Began systematic tracking of Code of Ethics requirement for all employees
- Managed system changes and support throughout 2015 Benefits Open Enrollment
- Continued rollout of Manager Self-Service and additional functionality
- Continued rollout of ESS Electronic Time Entry
- Created and trained departments on new Organization Management tools

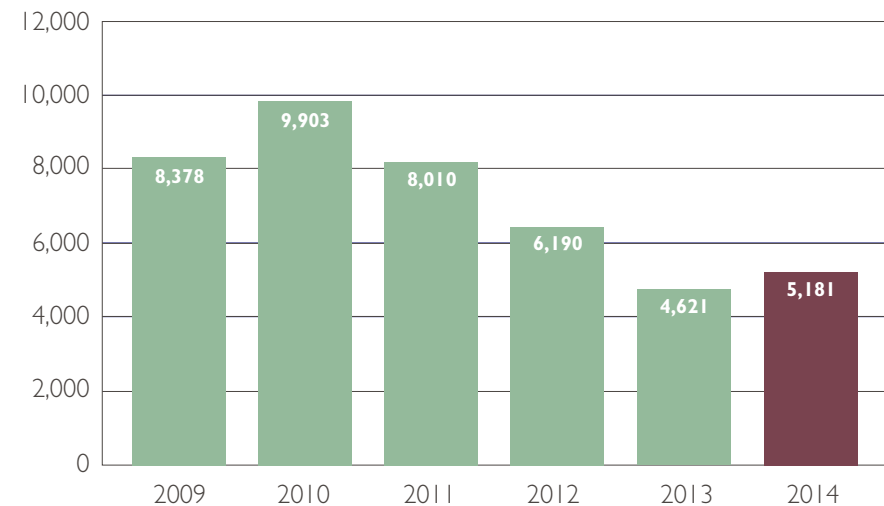


Stephen Hart
Human Resources Manager

Total Personnel Actions Processed 2014



Personnel Actions Processed 2009 – 2014



Performance Appraisal Statistics (by department) 2014

Department	Employees Evaluated	Average Rating (Based on five-point scale)	CA Support Dept Appointed Employees	Average Rating (Based on three-point scale)
Board of Commissioners/County Administration	6	2.68	N/A	N/A
Community Services	244	2.46	N/A	N/A
Corrections	118	2.70	N/A	N/A
District Attorney	59	2.44	N/A	N/A
Financial Services	74	2.28	21	3.31
Fire and Emergency Services	750	2.57	N/A	N/A
Human Resources	18	2.40	9	3.71
Law	2	2.82	N/A	N/A
Planning and Development	43	2.39	N/A	N/A
Fire Planning and Development	4	2.54	N/A	N/A
Police Services	943	2.63	N/A	N/A
Sheriff	672	2.58	N/A	N/A
Solicitor	44	2.37	N/A	N/A
Support Services	86	2.48	9	3.88
Transportation	121	2.30	N/A	N/A
Water Resources	493	2.42	N/A	N/A
Clerk of Court	92	2.76	N/A	N/A
Clerk of Recorder's Court	13	2.72	N/A	N/A
Court Administration	68	2.96	N/A	N/A
Juvenile Court	34	2.93	N/A	N/A
Probate Court	10	2.25	N/A	N/A
Recorder's Court Division 1 Recorder's Court Division 2 Recorder's Court Division 3	5	3.0	N/A	N/A
Tax Commissioner	98	2.70	N/A	N/A
Information Technology Services	70	2.32	8	3.03
Total	3994	2.53	47	3.44

Active Employee Census by Age and Years of Service December 31, 2014

Age	<1	1	2	3	4	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	72	42	4	7	2	0	0	0	0	127	2.55%
20 – 24	126	70	47	21	11	14	0	0	0	289	5.81%
25 – 29	127	93	92	46	77	149	5	0	0	589	11.84%
30 – 34	74	59	45	28	71	261	89	1	0	628	12.62%
35 – 39	61	27	39	28	32	201	158	80	2	628	12.62%
40 – 44	51	39	31	14	23	181	145	163	38	685	13.77%
45 – 49	49	22	21	19	23	110	129	124	171	677	13.61%
50 – 54	49	26	23	22	23	103	110	88	151	600	12.06%
55 – 59	32	27	23	13	12	103	88	59	59	416	8.36%
60 – 64	15	18	12	7	5	76	46	35	41	255	5.13%
65 – 69	2	4	8	2	4	14	14	6	6	60	1.21%
>70	1	1	7	0	0	2	8	2	0	21	.42%
Total	652	427	346	208	282	1249	802	556	467	4975	100%
Percentage of Labor Force	13.11%	8.58%	6.95%	4.18%	5.67%	25.11%	16.12%	11.76%	9.34%	100%	

Active Employee/Authorized Positions (by department) 2014

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	9	10	19	26	0	28	36
Community Services	212	218	19	20	414	645	245
Community Services Subsidy	0	0	0	0	0	0	0
Corrections	116	127	7	7	6	129	134
Financial Services	78	86	30	30	1	109	116
Fire and Emergency Services	770	813	34	34	2	806	847
Human Resources	23	27	12	13	5	40	40
Information Technology	94	103	12	15	7	113	118
Law	6	6	10	10	0	16	16
Planning and Development	56	70	7	9	1	64	80
Fire Planning and Development	0	0	0	0	0	0	0
Police	913	1043	23	23	8	944	1066
Support Services	91	105	10	15	8	109	120
Transportation	116	128	13	15	0	129	143
Water Resources	499	544	30	36	3	532	580
Clerk of Court*	0	0	106	106	1	107	106
Clerk of Recorder's Court*	16	16	1	1	4	21	17
Court Administration***	4	0	95	95	25	124	99
District Attorney	36	39	69	71	4	109	110
Juvenile Court	37	42	19	19	4	60	61
Probate*	0	0	21	21	9	30	21
Recorder's Court	0	0	9	9	0	9	9
Sheriff	635	676	27	29	18	680	706
Solicitor	23	24	29	31	5	57	55
Tax Commissioner*	0	0	113	119	1	114	119
Unallocated Positions							10
Total	3721	4077	715	754	526	4975	4844****

* 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

**** Total Full Time Authorized positions exclude the 10 unallocated positions.

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 123 retirement applications and 25 Deferred Vested Pension applications
- Conducted Annual Enrollment sessions with assistance from HR Teams for each Department for:
 - 4,474 active employees
 - 1,715 retirees
- Attended the following training seminars or received certifications:
 - SHRM Conference
 - Health Benefits Conference and Exposition
- 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 93.2 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
- 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

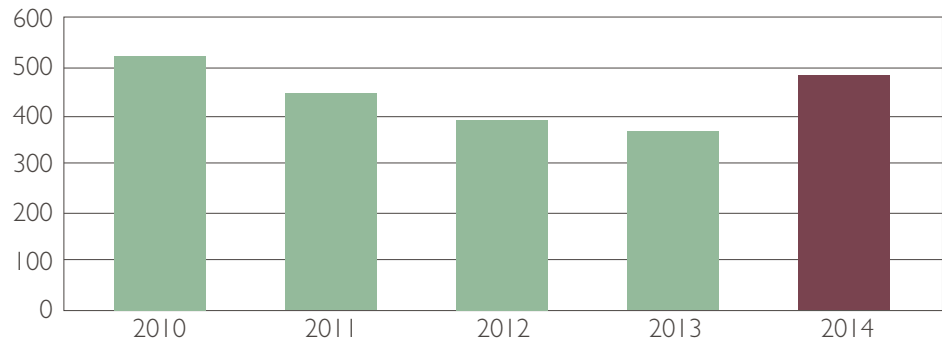


*Debbie Davidson
Division Director*

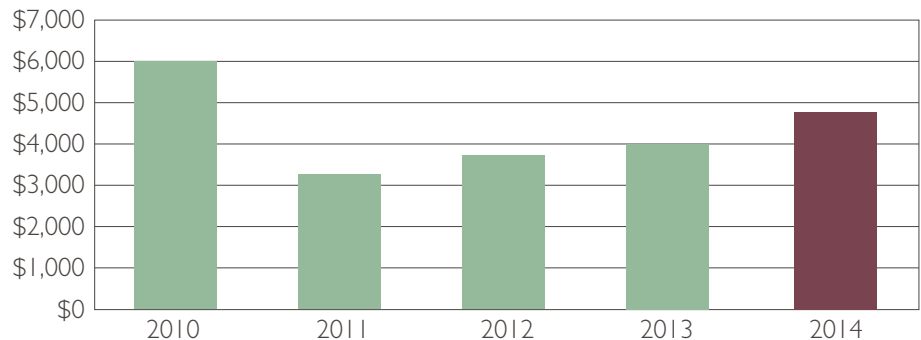


*Nancy Purves
Health Plans Manager*

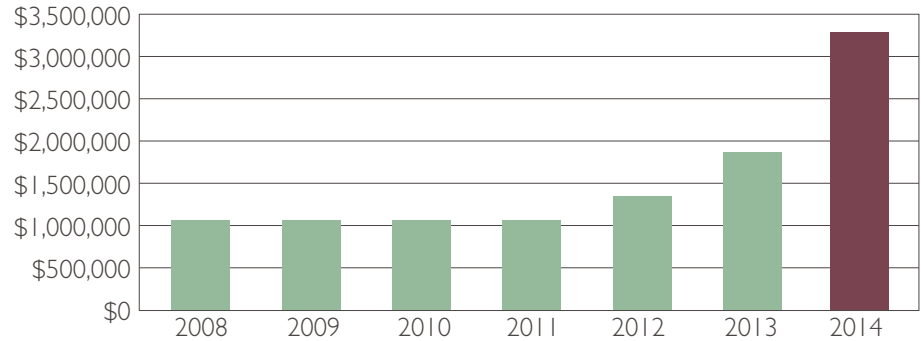
Number of Workers' Compensation Claims 2010 – 2014



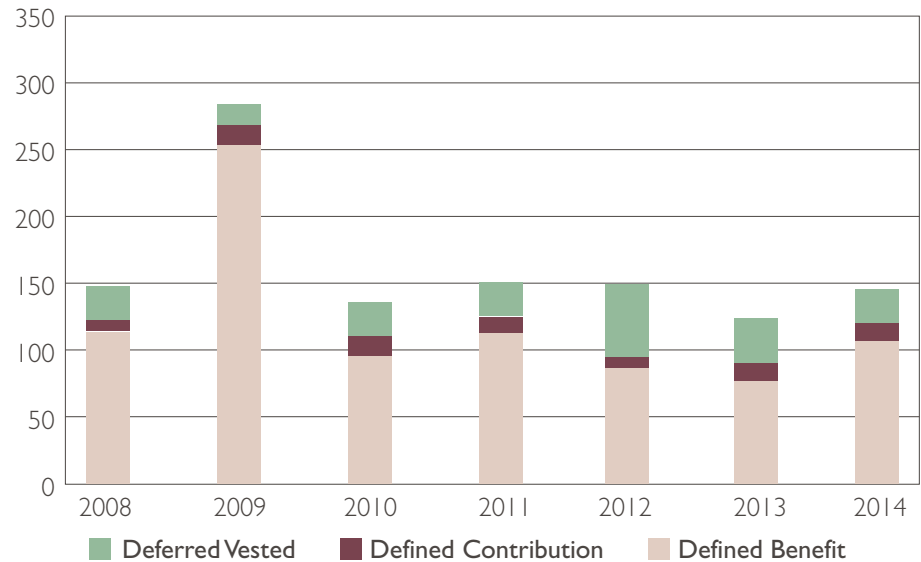
Average Incurred Loss 2005 – 2014



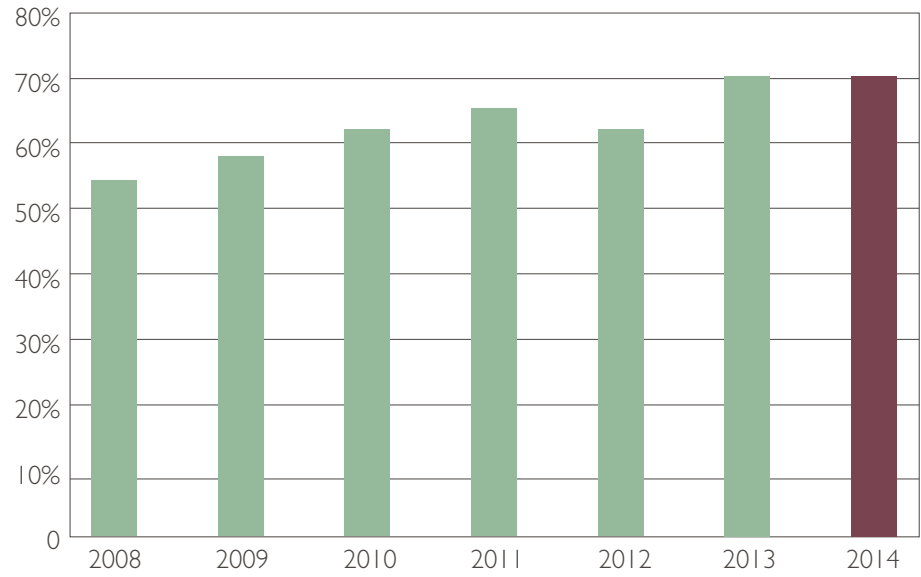
Total Dollars Loss – Workers' Compensation Claims 2008 – 2014



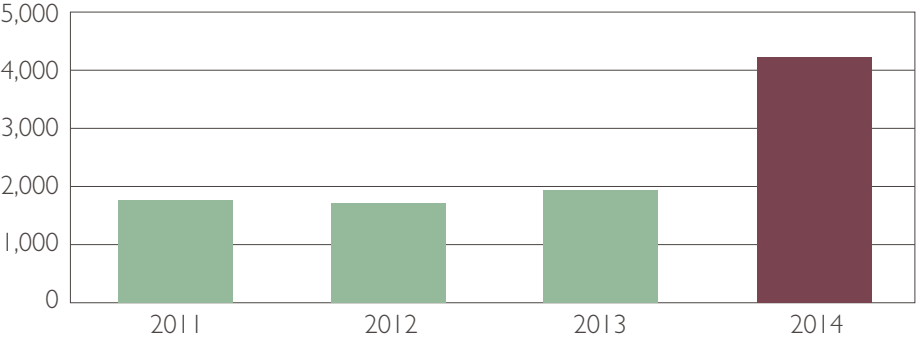
Retirements 2008 – 2014



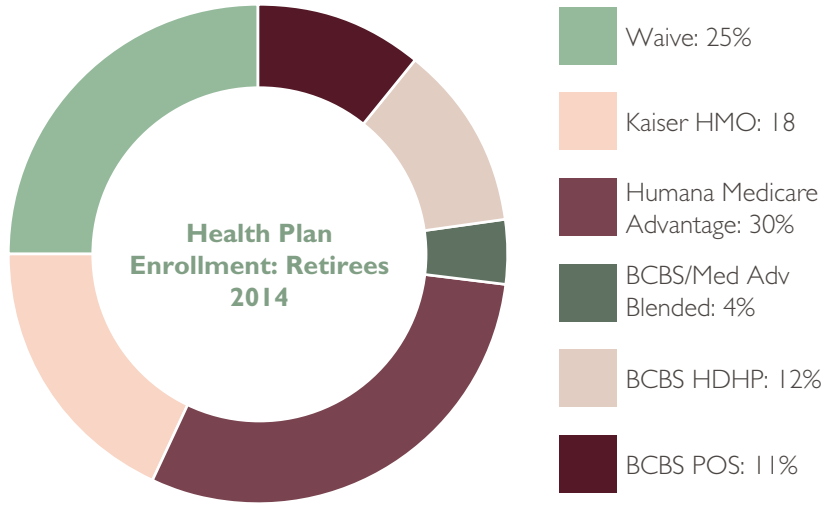
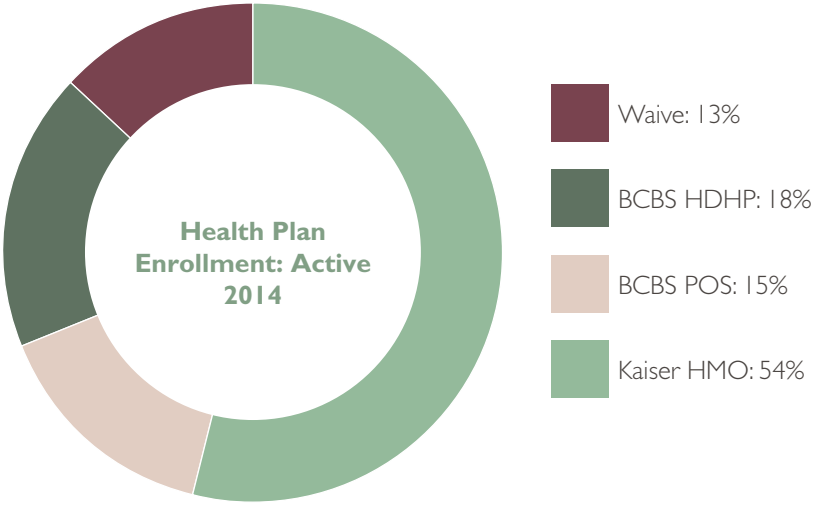
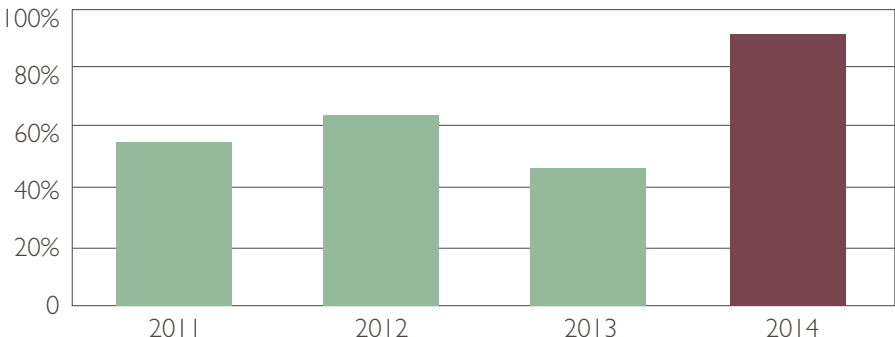
Deferred Compensation Plan 457 Participation 2008 – 2014



Wellness Assessments Completed 2011 – 2014



Wellness Plan Participation 2011 – 2014



Budget Summary



Human Resources (Workers' Compensation Fund)

Appropriations (\$)	2012 Actual	2013 Unaudited	2014 Budget
Personal Services	60,756	66,955	67,857
Operations	2,458,772	2,965,089	6,219,122
Contributions to Other Funds	15,122	15,479	15,758
Total	2,534,650	3,047,523	6,302,737

Authorized Positions – Human Resources | | |

Human Resources (Group Self-Insurance Fund)

Appropriations (\$)	2012 Actual	2013 Unaudited	2014 Budget
Personal Services	302,692	303,087	306,493
Operations	39,681,406	39,356,840	46,521,148
Contributions to Other Funds	255,025	260,209	266,486
Contributions to Capital and Capital Outlay	–	–	1,021,635
Total	40,239,123	39,920,136	48,115,762

Authorized Positions – Human Resources 4 3 3

FY 2014 Decision Packages (\$)	2014 Budget
I. Employee Health Clinic	1,695,635

Human Resources (Administrative Support Fund)

Appropriations (\$)	2012 Actual	2013 Unaudited	2014 Budget
Personal Services	2,330,900	2,184,649	2,663,721
Operations	386,051	418,909	495,190
Contributions to Other Funds	13,391	19,128	15,806
Total	2,730,342	2,622,686	3,174,717

Authorized Positions – Human Resources 28 28 28



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gwinnettcounty
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