



gwinnettcounty
G E O R G I A

**20
15**

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: 2015 Annual Report of Human Resources Activity

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2015. Listed below are our major accomplishments for the year:

- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 93 percent completion
- Volunteer Gwinnett recorded 58,762 volunteer participants logging 1,040,378 hours by the end of 2015
- Hired 101 Police Officers, 75 Deputy Sheriffs, 20 Correctional Officers, and 159 Firefighters
- Monitored and managed the 2015 budget required 90-day vacancy freeze process
- Retired 124 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, 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: 2015 Annual Report

The following table summarizes the grievance activity from 2010 – 2015:

	2015	2014	2013	2012	2011	2010
Grievances carried over from prior years	1	4	3	0	1	0
New grievance received	10	1	15	14	5	5
Executive Secretary meetings	10	1	16	9	5	4
Hearings	1	0	2	1	0	0

The following table summarizes the grievance activity for 2015:

Total	Action
1	Merit Board Hearings: 1 – Upheld action of department 0 – Overturned action of department 0 – Settlement reach at Merit Board hearing
10	Executive Secretary Meetings: 5 – Grievance resolved at meeting 1 – Withdrawn after Executive Secretary meeting, before recommendation issued 3 – Executive Secretary recommendation not appealed to Merit Board 0 – Carried over to 2016 1 – Executive Secretary recommendation appealed to Merit Board 0 – 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 2015

Post	Name	Term
1	Jason Thompson	01.01.09 – 12.31.16
2	Michael Murphy	01.01.95 – 12.31.18
3	Kim Walton	01.01.13 – 12.31.16
4	Myron Bullock	04.01.14 – 12.31.18
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

- Administrative Support Associate II
- Administrative Support Associate III
- Part-Time Administrative Support Associate I
- Part-Time Administrative Support Associate II

Benefits/Retirement Wkrs Comp Deputy Director

HR Operations Deputy Director

Training/Organizational Development HR Program Coordinator

HR Systems & Reporting Section Manager

Vendor/Contract Management Division Director

Business Officer

Administrative Support Associate I

Team 1: DWR, ComSrv, Clk of Ct, Tax Comm, Corrections, HR Section Manager

Team 2: Sheriff, DoSS,Solicitor,DA,DOT, Juv Ct. Section Manager

Training/Organizational Development HR Specialist

HR Systems & Reporting HRIS Analyst

HR Systems & Reporting HRIS Analyst

- HR Associate III
- HR Associate III
- HR Associate II

- HR Specialist
- HR Associate III
- HR Tech

Team 3: Fire, BoC, AoC, P&D, Law, IT Section Manager

TEAM 4- Rec Ct Jud, Police, Probate, Clk of Rec, Finance, Section Manager

- HR Associate III
- HR Associate III
- HR Tech

- HR Associate III
- HR Specialist
- HR Tech

- HR Associate III
- HR Associate III
- HR Associate III
- Health & Wellness Section Manager
- Health & Wellness HR ASC III
- HR Specialist

Human Resources Operations HR Technical Coordinator

HR Operations HR Specialist

Staff as of December 31, 2015

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
Human Resources Program Coordinator	Kay Sibetta

Human Resources Operations

Deputy Director	Sandra Sheppard
Human Resources Technical Coordinator	Erica Queen
Human Resources Specialist	Dianne Darcy

Team 1 – Services the following departments:

Clerk of Court • Community Services • Corrections • Human Resources
Tax Commissioner • Water Resources

Human Resources Manager	Elizabeth Bailey
Human Resources Associate III	Donna Pratt
Human Resources Associate III	Sarah Palmer
Human Resources Associate II	Alicia Howard

Team 2 – Services the following departments:

District Attorney • Juvenile Court • Sheriff • Solicitor • Support Services
Transportation

Human Resources Manager	Michele Westerfield
Human Resources Associate III	Chris Henschel
Human Resources Specialist	Lisa Page
Human Resources Technician	Dwane Bennett

Team 3 – Services the following departments:

County Administration • Court Administration • Fire and Emergency Services
Information Technology Services • Law Department • Planning and Development

Human Resources Manager	Vicki Casella
Human Resources Associate III	Michelle Saunders
Human Resources Associate III	Linda Budd
Human Resources Technician	Linda Hulsey

Team 4 – Services the following departments:

Clerk of Recorders Court • Financial Services • Police • Probate Court
Recorder's Court Judges

Human Resources Manager	Adrienne McAllister
Human Resources Associate III	Vacant
Human Resources Specialist	Janice Cepeda
Human Resources Technician	Kathy Curbelo

Training/Organizational Development

Human Resources Program Coordinator	Yvonne Boon
Human Resources Specialist	Kimberly Bentley

HR Systems and Reporting

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

Health, Retirement, Wellness, and Workers' Compensation

Deputy Director	Sheryl Dallas
Division Director	Debbi Davidson
Business Officer	Victoria Burkholder
Health Plans Manager	Nancy Purves
Human Resources Associate III	Misty Kyle
Human Resources Associate III	Sue Rooks
Human Resources Associate III	Megan Ward
Human Resources Associate III	Dawn Jones
Human Resources Specialist	Raechell Dickinson
Administrative Support Associate II	Sandi Barber

Management & Administration



In 2015, 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 four 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 expanded 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
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
- Analyzing 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 2015 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 749 employees received gifts for their years of service to Gwinnett County
- Coordinated reserved parking recognition for 46 employees with 25 or more years of service
- Coordinated the distribution of \$77,270.78 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 942 donations
- Processed tuition reimbursements for 140 employees in the amount of \$456,315.70
- Facilitated and participated in various salary surveys
- Exceeded 2015 goal of 1,000,000 volunteer hours by reaching 1,040,378 hours
- Coordinated the annual United Way Campaign for Gwinnett County, resulting in \$9,616.83 in contributions by Gwinnett County employees
- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 93 percent completion.



2015 Most Valuable Person: Jerry White

The 2015 MVP is someone who not only meets the criteria, but exceeds in each area of this award. Officer Jerry White is a great team player who serves as a role model for his fellow employees. He has been employed in the Department of Corrections since 2007 and has provided assistance to countless individuals and numerous other County departments.

As a former self-employed contractor, he brought with him a wealth of construction and handyman experience. His skillset landed him in the Field Operations Unit, where he supervises inmate work details throughout the county. He instills a sense of purpose and direction in each of the inmates he supervises, and the inmates take great pride in the work they do. His crew has helped with projects at the Fort Daniel Historic site and the Elisha Winn House as well as installations of wooden steps and benches and beautification projects within county parks.

Like many other people with a spirit of service, he focuses on his community as well as his job. For example, he has been heavily involved in youth baseball programs, mentoring and coaching young men to understand the importance of teamwork and fair play.

Over the years, he has also participated in the “Shop with a Cop” program, helping disadvantaged youth experience the wonder of Christmas. He derives great pleasure from shopping with the kids and tells funny and heartwarming stories about his experiences.

Perhaps the most meaningful work he has done is being a friend to a fellow employee who has gone on multiple military deployments to serve our country. While the employee was on deployment, he responded quickly to the employee’s family when they needed help during household emergencies. Numerous command staff members have praised our MVP over the years saying that he sets the standard for quality and dedication. He has never failed to meet the expectations of his leaders.

His great attitude, leadership ability, willingness to help others, and impeccable work ethic reflect positively on his department and Gwinnett 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
2015	Jerry White	Corrections
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 2015, 749 employees were eligible to receive awards for their years of service to Gwinnett County and its residents.

Service Awards 2015

Years of Service	Total
5	252
10	215
15	144
20	71
25	46
30	19
35	2
40	0
Total Employees Eligible	749



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 2015

Organization	Total
AMC Cancer Research Center	\$ 1,441.50
American Cancer Society	4,415.00
American Diabetes Association	1,902.50
American Heart Association	1,162.50
American Red Cross	1,383.00
Boy Scouts of America	1,580.00
Childkind	307.00
Children's Healthcare of Atlanta	3,752.00
Children's Shelter	2,655.00
CHRIS Kids	351.00
Community Health Charities of Georgia	52.00
Creative Enterprise	274.00
Cystic Fibrosis Foundation	202.00
EarthShare	412.00
Embrace-Georgia's Foster Families	52.00
Epilepsy Foundation of GA	78.00
Family Promise of Gwinnett County	594.00

Fear This	3.00
Gold Shield Foundation	1,176.00
Gwinnett Fire Employee Benevolent Fund	17,742.00
Gwinnett Police Employee Benevolent Fund	16,731.00
Hemophilia of Georgia	286.00
Hi-Hope	133.00
Kids Health Inc.	95.00
Leukemia and Lymphoma Society	1,535.00
March of Dimes	430.00
Muscular Dystrophy Association	1,060.00
National Kidney Foundation	889.28
Partnership Against Domestic Violence	740.00
Safekids Gwinnett	362.00
Salvation Army	1,276.50
Sheriff Benevolent Fund	6,556.00
Special Olympics Georgia	1,643.00
United Cerebral Palsy of Atlanta	258.00
United Way of Gwinnett County	5,741.00
Total	\$ 77,270.28

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.

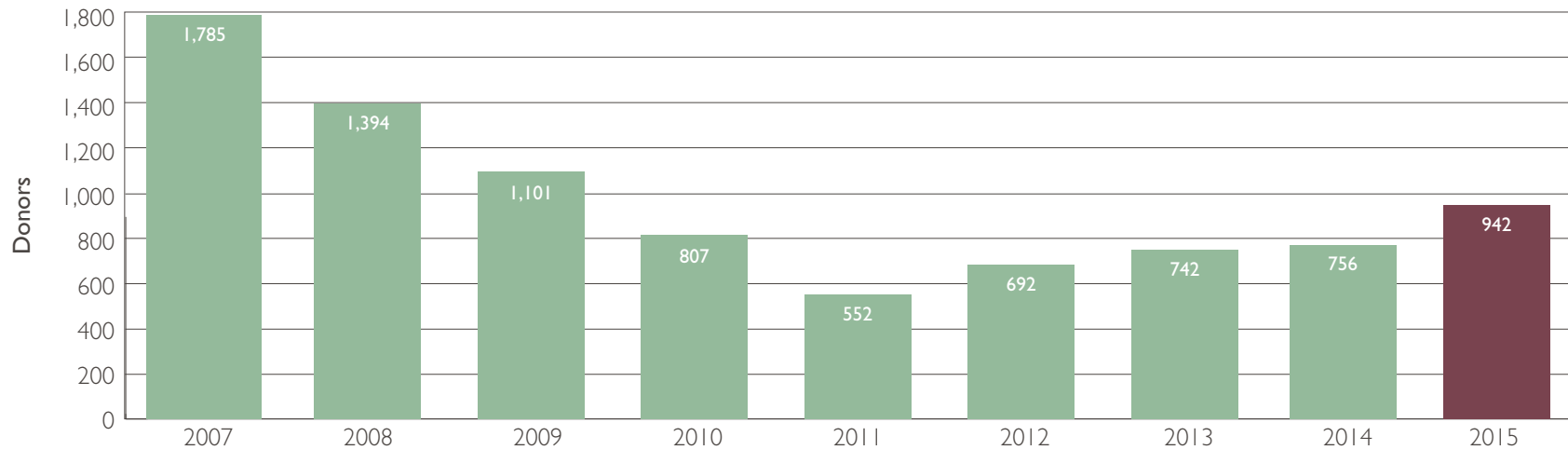
This program covers tuition costs, books up to \$100 per class, and mandatory fees. Reimbursement for employees attending private institutions is limited to the cost for a comparable program at a state-supported school. In 2015, the cost of the program was budgeted through the participants' respective departments.

Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Clerk of Records Court	1	3	\$ 3,383.23
Community Services	5	15	15,965.85
Correctional Services	3	14	8,602.58
Court Administration	2	8	7,663.99
District Attorney	1	4	3,578.38
Financial Services	10	39	43,658.46
Fire and Emergency Services	53	191	137,235.71
Human Resources	2	5	4,861.29
Information Technology Services	3	15	9,441.48
Law	1	8	9,021.76
Police Services	25	104	70,163.83
Probate Court Judges	1	3	2,605.09
Sheriff	19	102	86,580.06
Support Services	2	4	1,761.34
Tax Commissioner	4	15	8,832.16
Transportation	2	10	14,516.40
Water Resources	6	26	28,444.09
Totals	140	566	456,315.70

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. Training classes are provided to employees on timely topics.

In January 2015, Gwinnett County established its contract agreement with Humana EAP and Work-Life Services, to provide confidential counseling and work life services to County employees. During 2015, 7.2 percent of the workforce used the services offered by the EAP provider. Humana EAP and Work-Life Services provides a web-based resource center for employees and supervisors at www.humana.com/eap. More than 484 visits were made to the site during 2015, indicating that it is a very important resource in the employee assistance program. There were 55 training classes provided by Humana EAP with more than 841 participants.

Gwinnett County Government currently pays \$1.83 per month for each eligible County employee. This premium also covers counseling benefits for employees, dependents and coverage for up to 6 months after an employee retires or terminates.

Statistics provided by Humana EAP and Work-Life Services

Employee Assistance Program Utilization 2015

Program Utilization	2015 Report period: January 1, 2015 through December 31, 2015	Participants	Grand Total
Clients served during reporting period	Employees	289	
	Retirees	Unknown	
	Dependents	52	341
Gender	Male	154	
	Female	187	
	Unknown	N/A	341
Problem Category	Relational Problems	75	
	Child/Adolescent Problems	8	
	Anxiety/Stress	65	
	Emotional/Personal Problems	73	
	Depression	33	
	Addictions	5	
	Legal Problems	33	
	Grief	21	
	Work-Related Problems	18	
	Anger Management Problems	4	
	Financial Problems	8	
	Eating Disorder	0	
	Medical/Health Related Issues	7	
	Childcare/Eldercare Resources	11	
	Supervisor Related Problems	0	
	Harassment/Sexual Harassment	0	
	Provided Information	53	
	Safe Taxi Ride	0	
Knowledge of Service	Supervisor	89	
	Promotional Material	96	
	Colleague	16	
	Website	30	
	Other	95	
Total Employee Assistance Program Expense for 2015:			\$ 99,703.99

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 expanded 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:

- Exceeded 2015 goal by engaging 58,763 volunteers, who combined, worked a total of 1,040,378 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 2015	2015 Goals	Variance	Financial Impact
Number of Hours	1,040,380	1,000,000	+40,380	\$24,001,566.60
Number of Volunteers	58,763	N/A	N/A	\$23.07 per hour*

*Source: Independent Sector www.independentsector.org/volunteer_time
 Estimated dollar value for volunteer time in 2014 was \$23.07 per hour



Kay Sibetta
 Volunteer Gwinnett and
 Human Relations Commission Coordinator

Participation by Department

Department	Number of hours
Overall	1,040,380
County Administration	301
Community Services	997,226
Corrections	3,172
Elected Official Departments*	12,866
Financial Services	596
Fire and Emergency Services	5,249
Human Resources	109
Information Technology Services	120
Law	444
Planning and Development	152
Police	12,383
Support Services	814
Transportation	5,014
Water Resources	2,974

*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 which are unique to each particular department.

Significant accomplishments:

- Successfully completed the 13th Senior Management Development Program session, EXCEL; program graduates totaled 20 and represented various departments throughout the County
- Successfully completed two sessions of the LEAD Academy (Leadership, Education, and Development), the County's supervisory development program; a total of 44 employees participated
- Trained 2,004 County employees
- County employees were provided with 808.5 hours of training

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 2015 totaled 808.5 hours.



Yvonne Boon

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

2015 EXCEL Program Graduates			
Adisa Ahmetspahic	Probate Court	Buffy J. Alexzulian	Financial Services
Darlene Cobb	Police Services	Fernando A. Duarte	Community Services
Katherine C. Ferm	Community Services	Sylvia A. Goalen	Fire and Emergency Services
Joe N. James	Corrections	Joseph M. Johnson	Financial Services
Richard E. Long	Police Services	Jancy L. Marcotte	Police Services
David E. Mullis Jr.	Tax Commissioner	Nicole R. Perkins	Police Services
Matthew I. Phillips	Fire and Emergency Services	Kristal L. Riggins	Tax Commissioner
Stephen D. Ross	Corrections	Clyde M. Shackelford	Planning and Development
Sara K. Sherrington	Tax Commissioner	Don E. Utes	Community Services
Timmy W. Waldrip	Transportation	Adrien M. Watkins	Sheriff

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 13th group of County employees to successfully complete the EXCEL program graduated in 2015. The group consisted of 20 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
- Create 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 44 supervisors and LEAD personnel participated in and successfully completed the LEAD Academy Program in 2015.

LEAD 31: Winter 2015

Stephen M. Burel	Transportation
Holly G. Cafferata	Financial Services
Kristopher M. Campbell	Water Resources
Peter M. Combs	Community Services
Ranceina T. Daniels	Corrections
Kenneth C. Davis	Transportation
Mark C. Duncan	Support Services
Christopher A. Henschel	Human Resources
Henry T. Herget	Planning and Development
David A. Herrick	Fire and Emergency Services
Richard S. Hibbets	Support Services
Richard L. Klok Jr.	Police Services
Andres D. Kuhn	Tax Commissioner
Alicia E. Lawrence	Police Services
Evette McKenzie	Sheriff
Matthew Meeks	Community Services
Phillip G. Merck	Fire and Emergency Services
Thomasa R. Moon	Water Resources
Heather N. Moore	Tax Commissioner
Elaine M. Morgan	Tax Commissioner
Darrell W. Prince	Transportation
John W. Thompson	Water Resources
Jennifer A. Veasey	Police Services

LEAD 32: Summer 2015

Steven W. Baytes	Fire and Emergency Services
Rachel Blum	Clerk of Records Court
Pam S. Cason	Human Resources
Erica R. Gazaway	Tax Commissioner
Nancy Gonce	Water Resources
Jonathan D. Hansard	Financial Services
Nicole L. Hendrickson	County Administration
Lorna M. Hyde	Tax Commissioner
Richard A. Johnson	Fire and Emergency Services
Lindsey G. Jorstad	Community Services
Adrian S. Kinsale	Transportation
Sharon T. Marlatt	Support Services
Mitchell T. McCoy	Transportation
Steven L. Nelly	Community Services
Heather L. Rizzo	Police Services
Dontae R. Royal	Sheriff
April M. Schaubroeck	Police Services
Kevin L. Sebring	Information Technology Services
Warren K. Seegars	Corrections
Martha A. Wade	Probate Court
Michael F. Williamson	Water Resources



Human Resources Operations



The department has four generalist teams that are assigned several departments to support. The teams consist of a team leader, two 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 uses HR resources efficiently.

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
- Coordinating testing and promotional processes with contractor
- 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
- 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

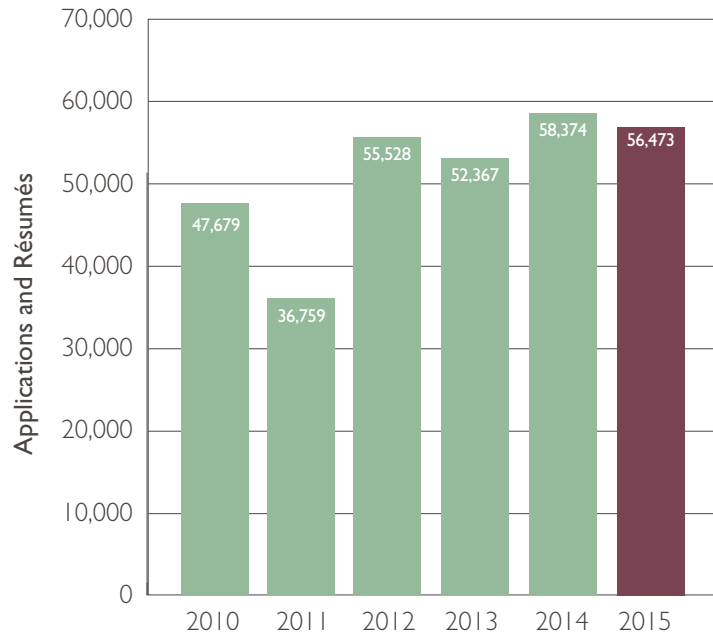


Adrienne McAllister
Team 4 Section Manager

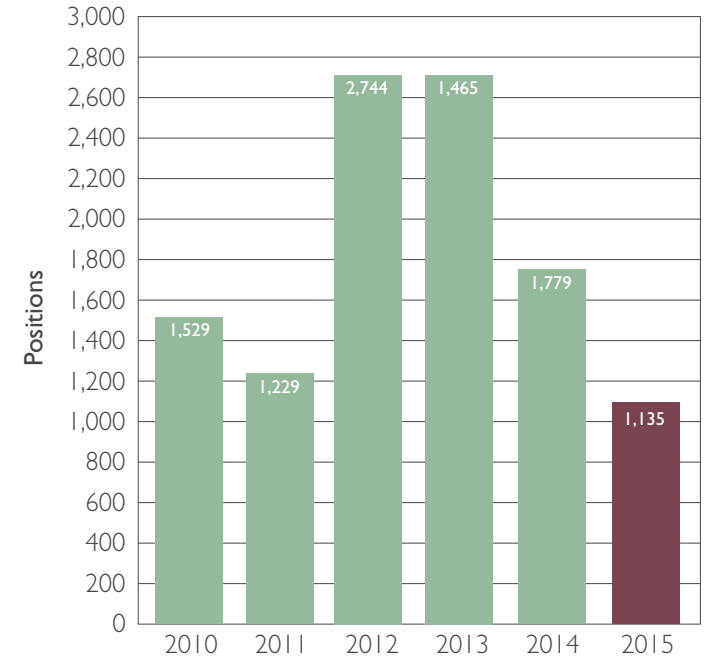
Significant accomplishments:

- Hired 101 Police Officers, 75 Deputy Sheriffs, 20 Correctional Officers, and 159 Firefighters
- Participated in 15 public safety promotions processes resulting in 368 employees becoming qualified for promotional registers at the ranks of Correctional Officer Corporal, Correctional Officer Sergeant, Correctional Officer Lieutenant, Deputy Sheriff Corporal, Deputy Sheriff Sergeant, Deputy Sheriff Lieutenant, Communications Officer III, Communications Officer IV, Communications Officer Supervisor, Police Officer Corporal, Police Officer Sergeant, Police Officer Lieutenant, Firefighter Driver/Engineer, Firefighter Lieutenant, and Firefighter Captain.
- Accepted and screened 56,473 applications for employment; hired 1,135 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 550 Family and Medical Leave Act requests
- Completed 2 workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated policies as required
- 603 separated full-time employees received an exit interview survey
- Successfully represented Gwinnett County in six unemployment insurance eligibility appeal hearings and responded to 45 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, EXCEL, and other Human Resources areas for cross-training purposes
- Provided training for 468 supervisory and management staff on the following topics: management and leadership; diversity; Drug and Alcohol Policy; unlawful harassment; FMLA/ADA, interviewing/selection; and performance management
- Engaged in discussions regarding the Human Resources department organizational structure
- Submitted articles and interest stories regarding County policies and procedures to the GC Insider News 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
- Monitored and managed the 2015 budget required 90-day vacancy freeze process

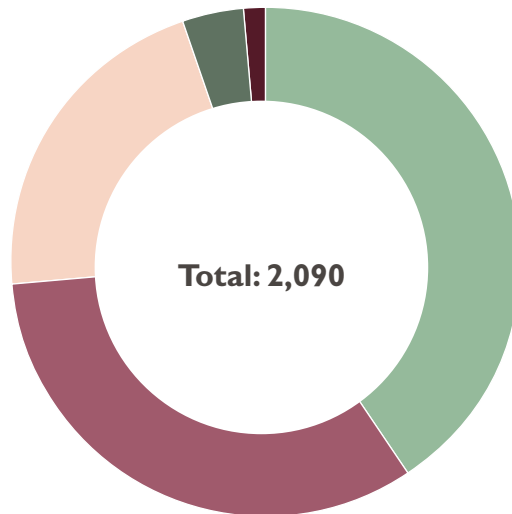
Total Applications and Resumés Processed 2010 – 2015



Total Positions Filled 2010 – 2015



Vacancies Filled (by job status) 2015



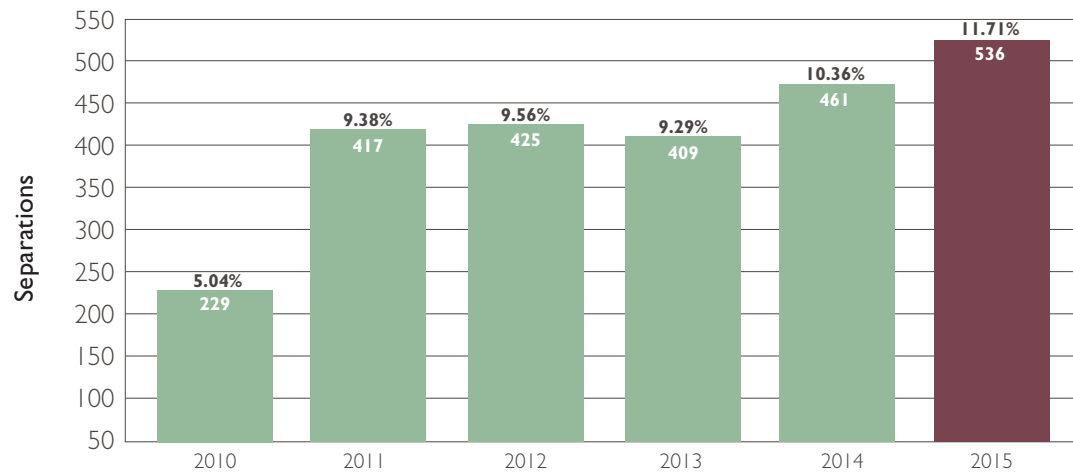
Testing and Assessment Activities 2015

2015 Promotional Testing				
Position	Written Exam	Assessment	Participants	Successful Candidates
Correctional Officer, Corporal	May		17	7
Correctional Officer, Sergeant	May		18	13
Correctional Officer, Sergeant		June	13	5
Correctional Officer, Lieutenant	May		6	6
Correctional Officer, Lieutenant		June	6	5
Deputy Sheriff, Corporal	August		50	21
Deputy Sheriff, Sergeant	August		7	2
Deputy Sheriff, Lieutenant	August		12	4
Deputy Sheriff, Lieutenant		September	4	4
Communications Officer III		October	8	7
Communications Officer IV		October	2	2
Communications Officer Supervisor		October	3	3
Police Officer, Corporal	March		199	109
Police Officer, Sergeant	March		63	47
Police Officer, Sergeant		May	47	41
Police Officer, Lieutenant	March		75	57
Police Officer, Lieutenant		May	56	53
Firefighter Driver/Engineer	July		124	51
Firefighter Driver/Engineer		September	51	38
Firefighter Lieutenant	October		45	31
Firefighter Lieutenant		November	45	31
Firefighter Captain	June		48	40
Firefighter Captain		June	48	40

Full-Time Separation/Turnover (by department) 2015

Departments	Number of Employees (as of December 31, 2015)	Employment Separations	Turnover Percent
Community Services	233	27	11.59%
Corrections	130	12	9.23%
County Administration	31	1	3.23%
District Attorney	107	10	9.35%
Financial Services	114	14	12.28%
Fire and Emergency Services	865	95	10.98%
Human Resources	39	3	7.69%
Information Technology Services	107	10	9.35%
Law Department	16	1	6.25%
Planning and Development	64	13	20.31%
Police Services	947	131	13.83%
Sheriff	675	64	9.48%
Solicitor	52	10	19.23%
Support Services	110	6	5.45%
Transportation	132	19	14.39%
Water Resources	528	73	13.83%
Clerk of Court	104	11	10.58%
Clerk of Recorder's Court	17	2	11.76%
Judiciary – Other	103	11	10.68%
Juvenile Court	56	4	7.14%
Probate Court Judges	24	2	8.33%
Recorder's Court Judges	9	0	0.00%
Tax Commissioner	114	17	14.91%
2015 Totals	4577	536	11.71%

Total Number of Separations/Turnover Rate 2010 – 2015



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

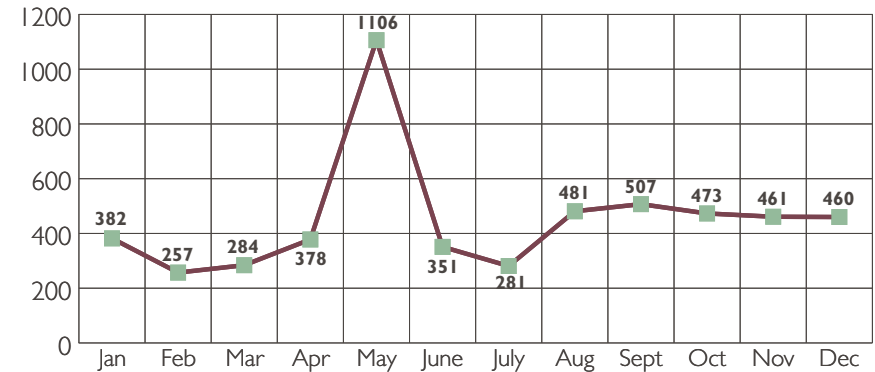
Significant accomplishments:

- Managed system changes and support throughout 2015 Benefits Open Enrollment
- Implemented large-scale system changes to support the County's wellness program
- Continued rollout of ESS Electronic Time Entry
- Began implementing ACA-mandated 1095 reporting for employees
- Conducted personalized org management training sessions for departments across the county
- Participated in bimonthly liaison workshops to improve system knowledge across all departments

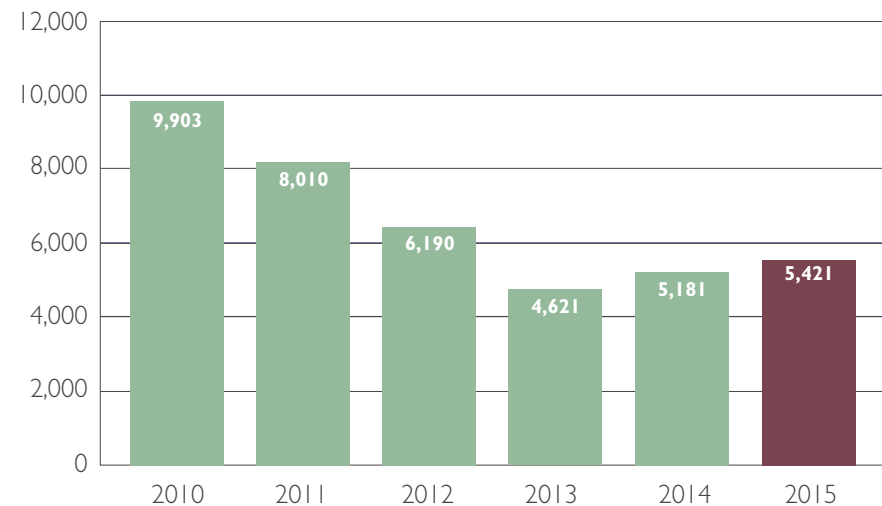


Stephen Hart
Human Resources Manager

Total Personnel Actions Processed 2015



Personnel Actions Processed 2010 – 2015



Performance Appraisal Statistics (by department) 2015

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	16	2.54	3	N/A
Community Services	210	2.46	20	N/A
Corrections	117	2.67	1	N/A
District Attorney	54	2.40	37	N/A
Financial Services	87	2.31	22	3.32
Fire and Emergency Services	734	2.58	33	N/A
Human Resources	21	2.55	10	3.90
Law	15	2.75	9	N/A
Planning and Development	45	2.49	3	N/A
Fire Planning and Development	4	2.56	N/A	N/A
Police Services	870	2.63	20	N/A
Sheriff	639	2.61	24	N/A
Solicitor	28	2.44	18	N/A
Support Services	88	2.42	9	N/A
Transportation	118	2.29	6	N/A
Water Resources	488	2.43	18	N/A
Clerk of Court	86	2.62	12	N/A
Clerk of Recorder's Court	14	2.88	N/A	N/A
Court Administration	41	2.96	27	N/A
Juvenile Court	39	2.91	11	N/A
Probate Court	14	2.40	4	N/A
Recorder's Court Division 1 Recorder's Court Division 2 Recorder's Court Division 3	6	2.99	N/A	N/A
Tax Commissioner	88	2.74	14	N/A
Information Technology Services	88	2.14	9	3.03
Total	3910	2.57	310	3.42

Active Employee Census by Age and Years of Service December 31, 2015

Age	<1	1	2	3	4	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	19	23	13	2	0	0	0	0	0	57	1.09%
20 – 24	276	94	42	25	15	17	0	0	0	469	8.96%
25 – 29	161	118	84	77	31	161	3	0	0	635	12.14%
30 – 34	87	58	41	49	23	263	98	3	0	622	11.89%
35 – 39	58	49	28	33	24	173	174	81	1	621	11.87%
40 – 44	67	38	29	31	7	153	131	170	37	663	12.67%
45 – 49	51	43	23	19	16	122	125	145	155	699	13.36%
50 – 54	42	40	21	21	25	104	113	89	166	621	11.87%
55 – 59	29	36	21	28	12	89	82	71	63	431	8.24%
60 – 64	17	6	16	14	11	65	58	29	46	262	5.01%
65 – 69	9	5	11	9	7	26	19	7	12	105	2.01%
>70	0	0	1	9	2	15	15	5	0	47	.90%
Total	816	510	330	317	173	1188	818	600	480	5232	100%
Percentage of Labor Force	15.60%	9.75%	6.31%	6.06%	3.31%	22.71%	15.63%	11.47%	9.17%	100%	

Active Employee/Authorized Positions (by department) 2015

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
County Administration	9	9	22	27	0	31	36
Community Services	206	222	19	20	479	704	242
Community Services Subsidy	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections	123	128	8	9	4	135	137
Financial Services	85	89	29	29	1	115	118
Fire and Emergency Services	830	854	34	35	2	866	889
Human Resources	25	26	14	14	4	43	40
Information Technology	82	91	25	31	9	116	122
Law	6	6	10	10	0	16	16
Planning and Development	59	68	4	7	1	64	75
Fire Planning and Development	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police	925	1044	22	23	8	955	1067
Support Services	98	105	12	16	5	115	121
Transportation	119	128	13	15	0	132	143
Water Resources	489	544	37	46	22	548	590
Clerk of Court	0	0	104	106	1	105	106
Clerk of Recorder's Court	16	16	1	1	3	20	17
Court Administration	0	0	100	105	76	176	105
District Attorney	22	23	71	71	17	110	94
Juvenile Court	37	41	19	20	18	74	61
Probate	0	0	24	24	5	29	24
Recorder's Court	0	0	9	9	7	16	9
Sheriff	645	683	29	29	16	690	712
Solicitor	23	24	29	31	4	56	55
Tax Commissioner	1	1	114	119	1	116	120
Unallocated Positions							10
Total	3800	4102	749	797	683	5232	4899***

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 124 retirement applications and 33 Deferred Vested Pension applications
- Conducted Annual Enrollment sessions with assistance from HR Teams for each Department:
 - 45 sessions for active employees
 - 4 sessions for retirees
- Attended the following training seminars or received certifications:
 - SHRM Conference
- Professional and CWCC certified WC coordinator designation
- Conducted a RFP for a Benefits Broker
- Opened the Gwinnett County Employee Wellness Center on May 19, 2015. During the time between May and December, 2,538 patients were seen at the Wellness Center. The Wellness Center provides preventive care and minor acute care for employees, retirees, and dependents.
- Participation in the Wellness Program was 86.02 percent; 3,199 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 12 Retirement Process Seminars for prospective retirees
- Continued the use of a physical therapy network to control costs
- Settled 407 Worker's Compensation Claims
- Provided training for supervisors on Workers' Compensation and Disability using third party administrator and outside counsel
- Wellness Center received AAAHC accreditation



*Sheryl Dallas
Deputy Director*

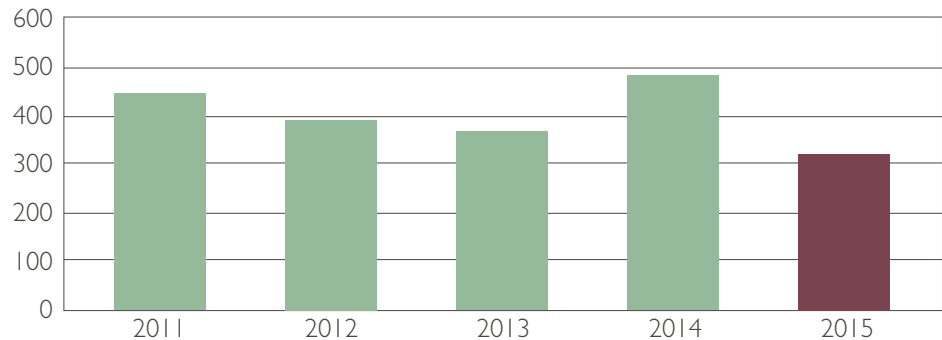


*Debbi Davidson
Division Director*

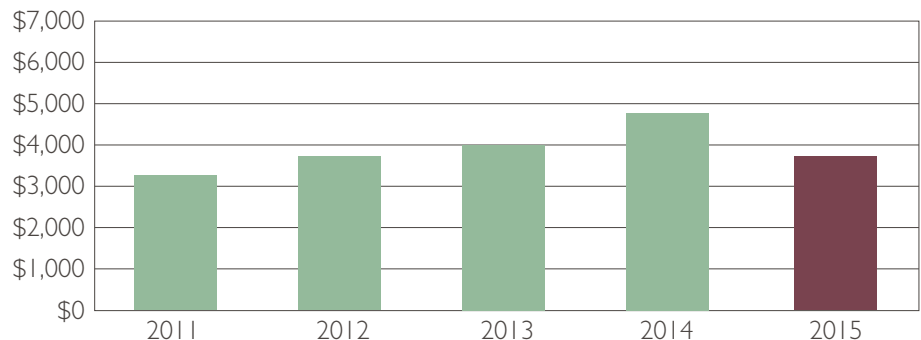


*Nancy Purves
Health Plans Manager*

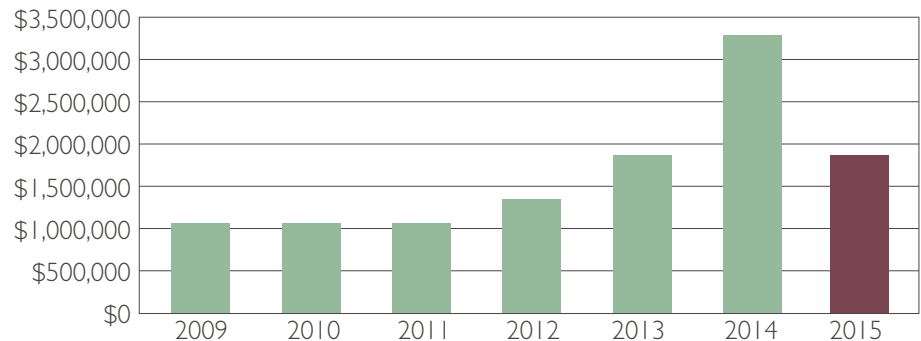
Number of Workers' Compensation Claims 2011 – 2015



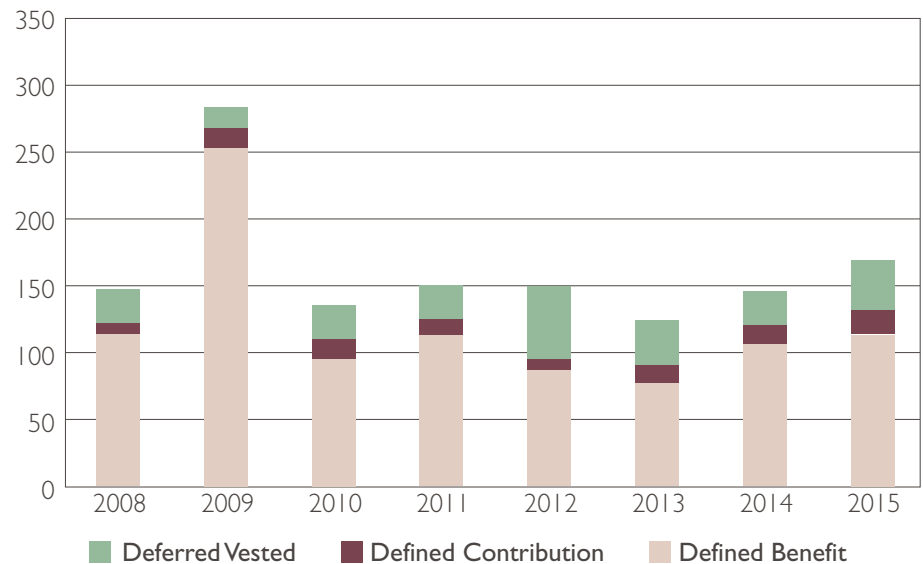
Average Incurred Loss 2011 – 2015



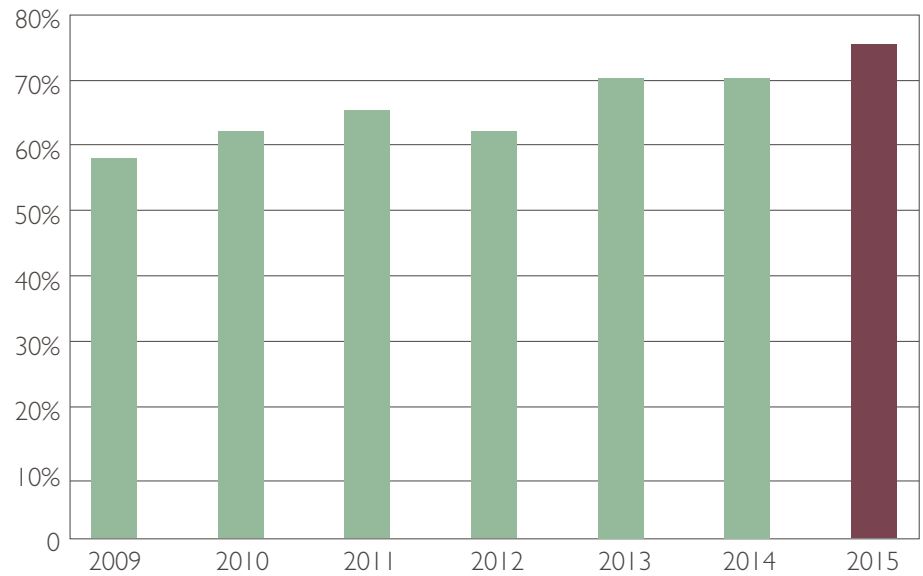
Total Dollars Loss – Workers' Compensation Claims 2009 – 2015



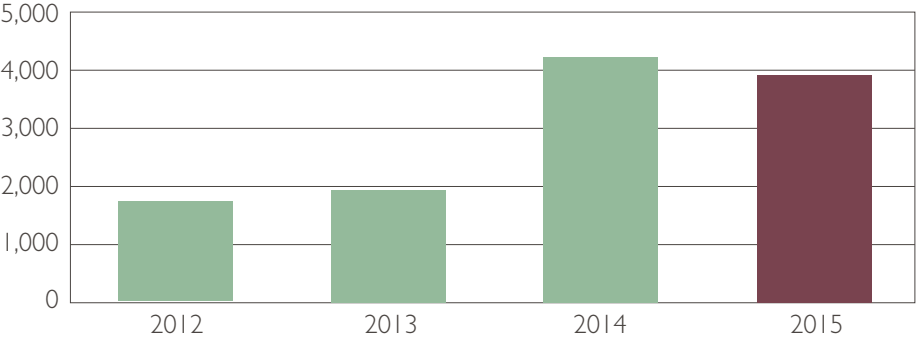
Retirements 2008 – 2015



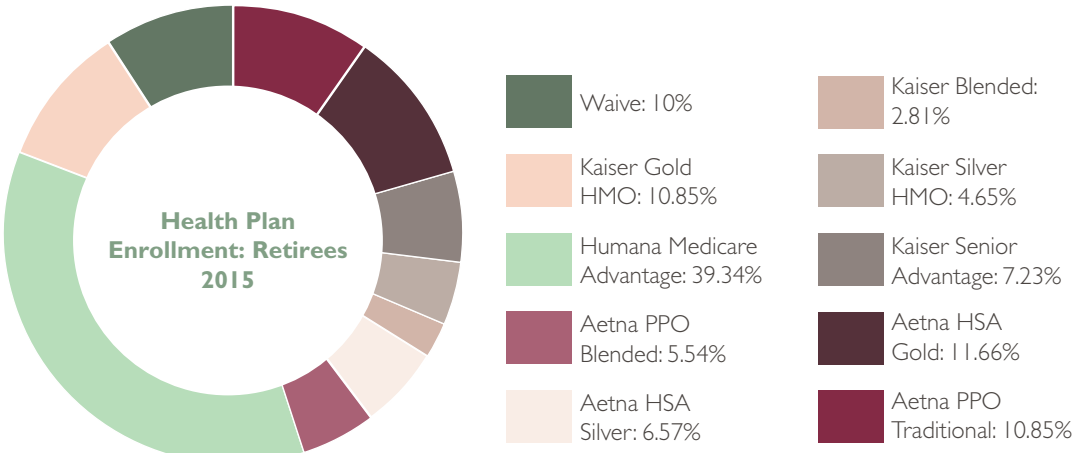
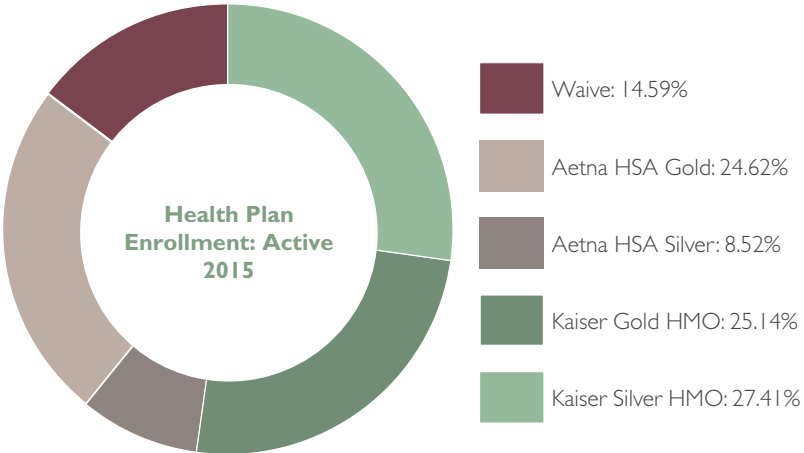
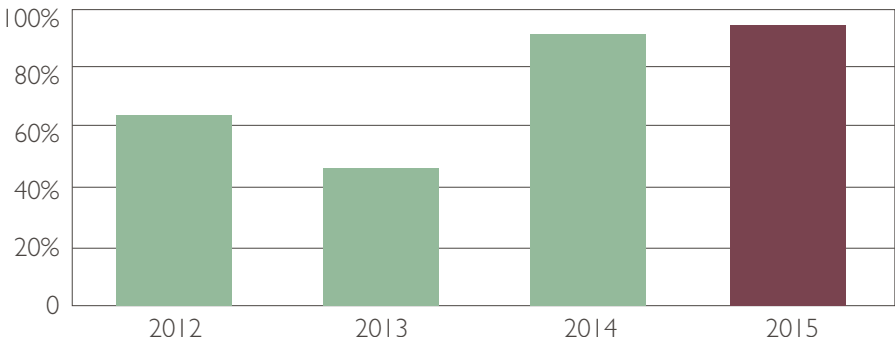
Deferred Compensation Plan 457 Participation 2009 – 2015



Wellness Assessments Completed 2012 – 2015



Wellness Plan Participation 2012 – 2015



Budget Summary



Human Resources (Workers' Compensation Fund)

Appropriations (\$)	2013 Actual	2014 Unaudited	2015 Budget
Personal Services	68,042	3,066,183	68,809
Operations	2,383,754	2,191,919	4,216,217
Contributions to Other Funds	15,479	15,758	31,595
Total	2,467,275	5,273,860	4,316,621

Authorized Positions – Human Resources | | |

Human Resources (Group Self-Insurance Fund)

Appropriations (\$)	2013 Actual	2014 Unaudited	2015 Budget
Personal Services	308,938	277,119	316,224
Operations	39,426,438	44,127,674	47,537,257
Contributions to Other Funds	260,209	1,024,513	108,016
Contributions to Capital and Capital Outlay	–	–	665,850
Total	39,995,585	45,618,955	48,627,347

Authorized Positions – Human Resources 3 4 4

Human Resources (Administrative Support Fund)

Appropriations (\$)	2013 Actual	2014 Unaudited	2015 Budget
Personal Services	2,165,118	2,383,198	2,737,058
Operations	418,867	311,607	613,640
Contributions to Other Funds	19,128	15,806	9,007
Contributions to Capital and Capital Outlay	–	9,348	–
Total	2,603,113	2,719,959	3,359,705

Authorized Positions – Human Resources 28 32 32



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gwinnettcounty
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