

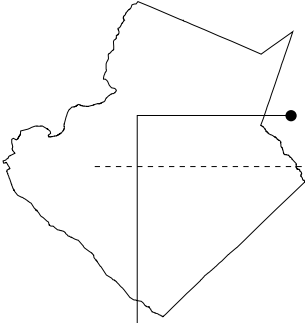


department of human resources annual report **2009**

• **gwinnett** county georgia







- department of human resources

our future
building our future, **one** employee at a time
employee



human resources annual report • 2009

board of commissioners



Charles E. **Bannister**

CHAIRMAN



Shirley **Lasseter**

DISTRICT 1



Bert **Nasuti**

DISTRICT 2



Mike **Beaudreau**

DISTRICT 3



Kevin **Kenerly**

DISTRICT 4

county administration



Glenn **Stephens**

County Administrator

Glenn Stephens was appointed as County Administrator in September 2009. Jock Connell served as County Administrator until his retirement in December 2009. Michael Comer served as Chief Operating Officer/Deputy County Administrator until his retirement in September 2009.



merit board
members

Jason **Thompson**
Post 1

Michael **Murphy**
Chairman – Post 2

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

Mitch **Peavy**
Post 4

Jesse **Jones**
Post 5

merit board
attorney

Richard A. **Carothers**

executive secretary
to the merit board

Harry G. **Mason**

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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. Each party has the right to appeal that recommendation to the Merit Board.

Merit Board Members 2009

Post	Name	Term
1	Jason Thompson	01.01.09 – 12.31.12
2	Michael Murphy	01.01.95 – 12.31.10
3	A. Richard Lowing	01.01.05 – 12.31.12
4	Mitch Peevy	01.01.07 – 12.31.10
5	Jesse Jones	06.01.08 – 12.31.09
Executive Secretary	Harry G. Mason	Appointed 04.15.03



letter from
**executive
secretary**

gwinnettcounty

The Merit System Board

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



December 31, 2009
Board of Commissioners
Merit Board Members

RE: **Annual Report for 2009**

The year 2009 proved to be another productive year for the Merit Board.

Three monthly meetings were held. The following table summarizes the grievance activity from 2002 – 2009.

	2009	2008	2007	2006	2005	2004	2003	2002
Grievances carried over from prior years	2	2	1	2	4	2	12	12
New grievances received	7	12	9	10	10	6	18	19
Executive secretary meetings	8	11	9	11	9	5	22	8
Merit Board Hearings	3	3	1	2	4	0	8	2

The following table summarizes the grievance activity for 2009:

Total	Action
3	Merit Board Hearings: 2 – Upheld action of department 0 – Overturned action of department 1 – Settlement reach at Merit Board hearing
11	Executive Secretary Meetings: 1 – Grievance resolved at meeting 2 – Settled or withdrawn before Merit Board meeting 0 – Withdrawn after Executive Secretary meeting, before recommendation issued 3 – Executive Secretary recommendation not appealed to Merit Board 0 – Carried over to 2010 5 – Executive Secretary recommendation appealed to Merit Board

My sincere thanks to the Board of Commissioners, the 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



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letter from
**human
resources
director**

gwinnettcounty

Department of Human Resources

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



June 16, 2010

Gwinnett County Board of Commissioners
Gwinnett County Merit System Board

SUBJECT: 2009 Annual Report of Human Resources Activity

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2009. Listed below are our major accomplishments for the year:

- Combined Human Resources and Risk Management service centers during 4th quarter 2009
- Assisted departments in revising staffing plans to align with new business plans
- Assisted in preparing and delivering 66 Reductions in Force and 219 Retirement Incentive Offers
- Hired 70 police officers, 46 deputy sheriffs, and 59 firefighters
- Implemented enhanced Wellness Program
- Increased participation in 457 Deferred Compensation Program
- Participated in coordination of H1N1 vaccinations

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 your continued confidence and support to improve the Human Resources Management Program.

Sincerely,

Kenneth Poe
Director of Human Resources



our mission

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

our 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.

our 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.

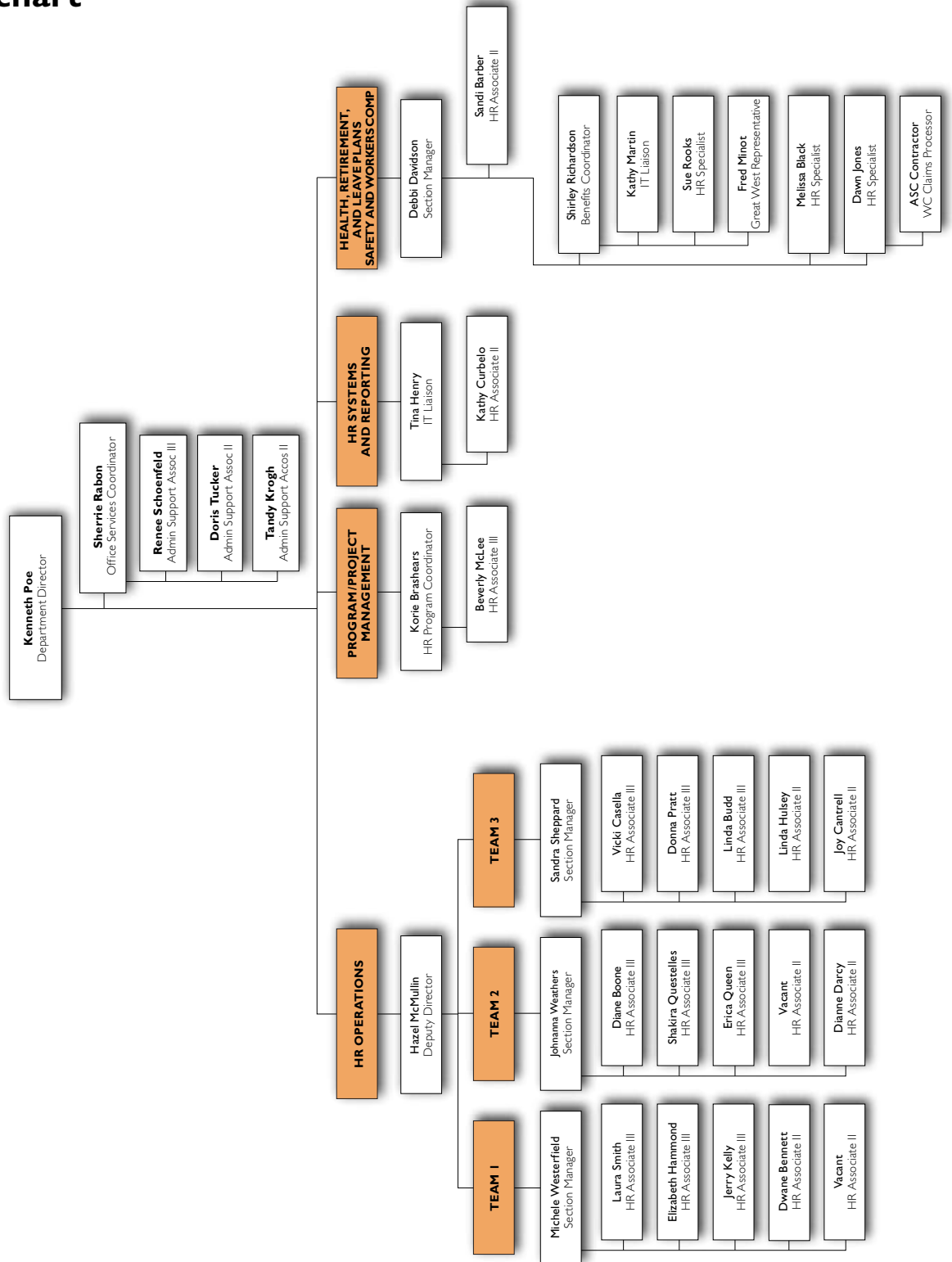
Excellence

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.



human resources annual report • 2009

organization chart



*As of 12.31.2009



staff
as of 12.31.2009

Department of Human Resources

Human Resources Director
Office Services Coordinator
Administrative Support Associate III
Administrative Support Associate II
Administrative Support Associate II

Kenneth Poe
Sherrie Rabon
Reneé Schoenfeld
Tandy Krogh
Doris Tucker

Human Resources Operations

Deputy Director

Hazel McMullin

Team 1 (Corrections, Water Resources, Police, Law, Community Services, Clerk of Court, ITS)

Human Resources Manager
Human Resources Associate III
Human Resources Associate III
Human Resources Associate III
Human Resources Associate II
Human Resources Associate II

Michele Westerfield
Laura Smith
Elizabeth Hammond
Jerry Kelly
Dwane Bennett
Vacant

Team 2 (Sheriff, Support Services, Financial Services, Solicitor, Human Resources, Juvenile Court, Clerk of Records Court, Records Court Judges, District Attorney)

Human Resources Manager
Human Resources Associate III
Human Resources Associate III
Human Resources Associate III
Human Resources Associate II
Human Resources Associate II

Johnanna Weathers
Shakira Questelles
Erica Queen
Diane Boone
Dianne Darcy
Vacant

Team 3 (Fire, Transportation, Tax Commissioner, County Administration, Planning and Development, Court Administration, Probate Court)

Human Resources Manager
Human Resources Associate III
Human Resources Associate III
Human Resources Associate III
Human Resources Associate II
Human Resources Associate II

Sandra Sheppard
Vicki Casella
Linda Budd
Donna Pratt
Linda Hulsey
Joy Cantrell

HR Administration

Human Resources Program Coordinator
Human Resources Associate III

Korie Brashears
Beverly McLee

HR Systems and Reporting

IT Liaison
Human Resources Associate II
Staff Assistant II (Temp)

Tina Henry
Kathy Curbelo
Gail Berube

Health, Retirement, and Leave Plans Safety and Workers Comp

Human Resources Manager
Benefits Coordinator
IT Liaison
Human Resources Specialist
Human Resources Specialist
Human Resources Specialist
Human Resources Associate II

Debbi Davidson
Shirley Richardson
Kathy Martin
Sue Rooks
Melissa Black
Dawn Jones
Sandi Barber

management and administration



Kenneth Poe
Director



Sherry Rabon
Office Services Coordinator



Korie Brashears
Program Coordinator

Human Resources continued its efforts to provide efficient, effective, and comprehensive services to our customers. During fourth quarter 2009, the employee benefits, safety and wellness functions moved from the Department of Financial Services to the Human Resources Department. This allowed the department to further enhance the one-stop services concept started in 2008. Human Resources service teams now provide full-service support to employees from one department. This consolidation of services allowed for more efficient service delivery for human resources and benefits functions and provided 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. Human Resources also has an administrative/management team: a benefits planning, design, and implementation team for health, life, disability, safety, wellness and worker's compensation programs; a human resources information systems team, and a program and contract management team to round out organizational, planning and program maintenance needs.

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

- Overseeing the management of the County's human resources by developing vision, mission, and strategic plans to implement 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



Significant Accomplishments

- Coordinated the 2009 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 671 employees received gifts for their years of service to Gwinnett County
- Coordinated Reserved Parking recognition for 44 25-year employees
- Coordinated the distribution of donated charity funds in the amount of \$118,743.11 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 1,101 donations
- Processed tuition reimbursements for 216 employees in the amount of \$607,747.03
- Assisted in the coordination of the Merit Board election for employee representative
- Facilitated and participated in various salary surveys

service awards



Since 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.

In 2002, the **Service Awards Program** was redesigned to allow eligible employees the opportunity to select a service award gift that corresponds to their years of service to Gwinnett County Government. From 1996 through 2001, only eligible recipients with 10 to 40 years of service were given this opportunity. In 2002, five-year recipients were added to the gift selection process.

Each of these outstanding employees received 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. The redesign of the Service Awards Program was well received by the employees.

Service Awards for employees with five, 10, 15, 20, 25, 30, 35, and 40 years are sent to department directors for distribution. In 2009, 671 employees were eligible to receive awards for their years of service to Gwinnett County and its citizens.

service awards 2009

Years of Service	Total
5	228
10	190
15	83
20	94
25	50
30	20
35	5
40	1
Total Employees Eligible	671

the most valuable person award (mvp)



Sandy Moore
2009 MVP

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

Each year, nomination forms are sent to each department director and elected official to nominate one of their employees for this prestigious award. The MVP recipient receives a certificate, a trophy of achievement, a \$1,000 US savings bond, and a reserved parking space for one year. The recipient's name is also added to a *Most Valuable Person* plaque.

Year	Employee	Department
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



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.

Charitable Contributions Committee Purpose

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

Charitable Contributions 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



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employee charitable contributions disbursement recommendations 2009

Organization	Total
AMC Cancer Research Center	\$ 3,139.88
American Cancer Society	6,480.88
American Diabetes Association	3,340.89
American Heart Association	1,938.53
American Red Cross	3,278.15
Boy Scouts	2,630.78
ChildKind	1,867.20
Children's Healthcare of Atlanta	5,366.13
CHRIS Kids	468.28
Community Health Charities of GA	304.78
Creative Enterprises	585.90
Cystic Fibrosis Foundation	775.78
Earth Share of Georgia	759.78
Epilepsy Foundation of GA	431.78
Family Promise of Gwinnett County	442.78
Fear This, Inc.	434.78
Gwinnett Fire Benevolent Fund	25,230.63
Foster Children's Foundation	309.28
Gwinnett Children's Shelter, Inc.	3,815.13
Hemophilia of Georgia, Inc.	330.78
Hi-Hope Service Center	1,010.88
Kids Health, Inc.	184.78
The Leukemia/Lymphoma Society	1,687.24
March of Dimes	1,442.78
Muscular Dystrophy Association	1,477.78
National Kidney Foundation	750.40
Partnership Against Domestic Violence	3,064.28
Gwinnett Police Benevolent Fund	22,054.78
Salvation Army	1,521.91
Sheriff Benevolent Fund	5,565.28
Special Olympics of Georgia, Inc.	1,561.78
United Cerebral Palsy of Greater Atlanta	580.78
United Way of Gwinnett	15,908.32
TOTAL	\$ 118,743.11



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 County. 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 2009, the cost of the program was budgeted through the participants' respective departments.

Tuition Reimbursement Program 2009

Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Administrative Office of the Courts	1	7	\$5,406.86
Clerk of Court	0	0	0.00
Community Services	13	58	34,476.83
Corrections	7	56	36,791.98
County Administration	0	0	0.00
District Attorney	2	5	4,691.92
Financial Services	6	50	32,884.79
Fire Services	69	318	174,377.06
Human Resources	2	3	2,701.91
Information Technology	4	16	13,925.18
Juvenile Court	2	9	9,023.69
Planning and Development	0	0	0.00
Police Services	67	333	230,207.93
Probate Court	2	17	13,082.50
Sheriff	12	48	30,720.13
Solicitor	1	3	2,736.00
Support Services	5	26	14,370.94
Tax Commissioner	3	15	12,559.96
Transportation	1	5	4,209.00
Water Resources	7	30	15,007.00
Totals	204	999	\$637,173.68

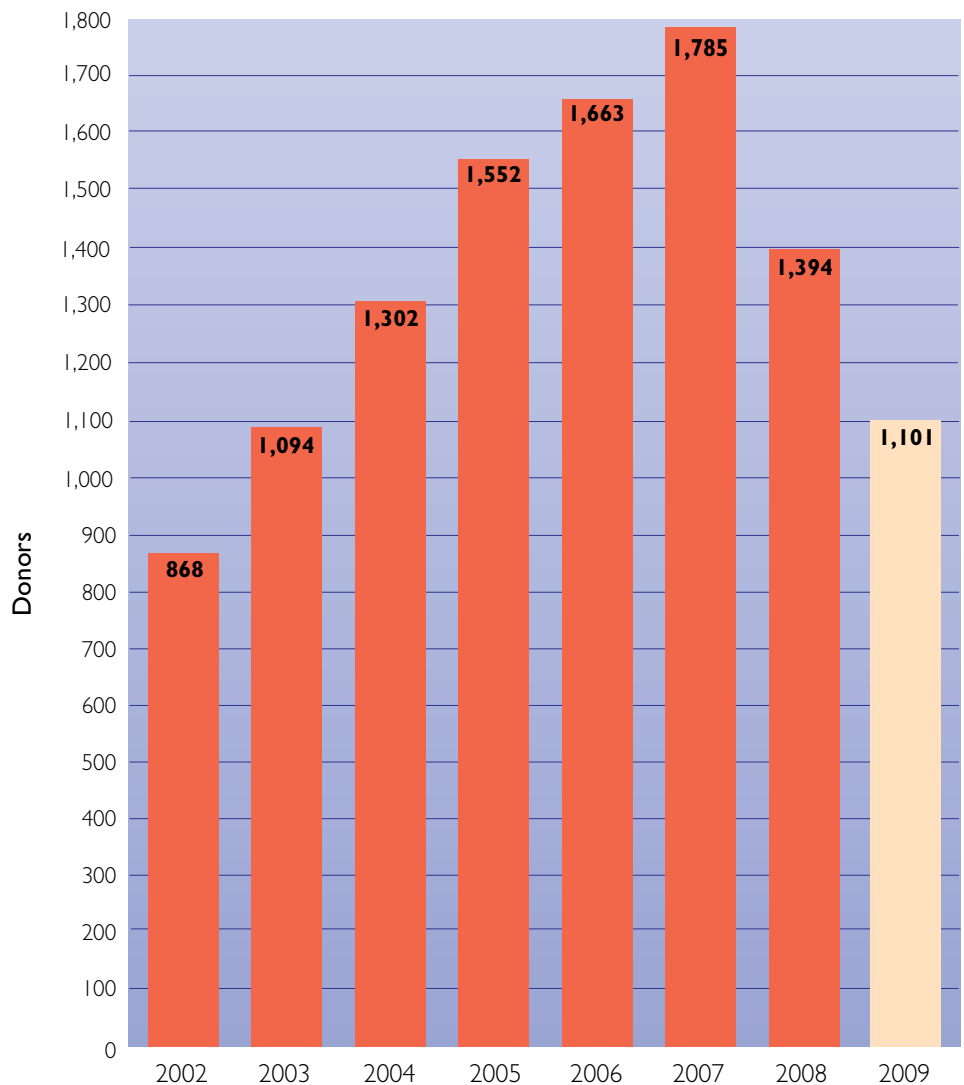
employee blood drives

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

In 2004, Police Services and the Department of Water Resources increased participation by 25 percent. In addition to the Human Resources Department-sponsored blood drives, the Department of Water Resources, Police Services, Fire and Emergency Services, and the Sheriff's Department sponsored their first drives. Gwinnett County employees participated in a total of 10 drives.

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

blood drive participation 2002 – 2009





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 2006, Gwinnett County renewed its contract agreement with North Pines Center, Inc., to provide confidential counseling services to County employees. During 2009, 15 percent of the workforce used the services offered by the EAP provider. In June 2001, North Pines Center, Inc., designed and implemented a web-based resource center, www.eapworklife.com. Over 216 visits were made to the site during 2009 indicating that it is a very important resource in the employee assistance program. In 2007, North Pines added two additional resources: attorney and financial advisors. Now employees have a 30-minute consultation available to seek answers to important questions regarding personal issues. This year, nine people used the legal service and six used the financial consultation.

Gwinnett County Government currently pays \$1.69 per month for each eligible County employee. This premium also covers counseling benefits for employee dependent coverage.

Statistics provided by North Pines Center, Inc.



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employee assistance program utilization 2009

Program Utilization	2009 Report period: January 1, 2009, through December 31, 2009	Participants	Grand Total
Clients served during report period	Employees	173	
	Dependents	80	253
Gender	Male	131	
	Female	122	253
Problem Category	Alcohol	1	
	Drug	3	
	Financial	6	
	Marital	68	
	Family	32	
	Legal	9	
	Other Alcohol	2	
	Other Drug	3	
	Violence	11	
	Career	3	
	Occupational	11	
	Childcare	3	
	Grief	10	
	Individual Adjustment	90	
	Eldercare	1	
Missing	0	253	
Referral Source	Self	176	
	Manager/Supervisor	19	
	Human Resources	15	
	Family Member	41	
	Missing	2	253
Total Employee Assistance Program Expense for 2009:			\$ 97,344



employee development

Employee Development aims to increase County effectiveness by working to develop leadership within the organization. Training and development programs such as management development, teambuilding, leadership, interpersonal effectiveness, and new employee orientation enable us to achieve our mission. We also provide support for the HR teams by providing facilitation and work-climate diagnosis.

Significant Accomplishments

- Successfully completed a seventh Senior Management Development Program session (EXCEL); program graduates include 18 managers from various departments throughout the County
- Successfully completed two sessions of the Supervisory Development Program Academy (LEAD); program graduates include 45 frontline supervisors and lead personnel
- Facilitated 12 customized training programs throughout various departments within the County
- Enhanced the LEAD Academy Program to include 7-Habits
- Trained 736 supervisors/managers throughout the County

Self-Paced Library

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

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 2009 totaled 811 hours.



Customized Training Programs

At the request of various departments, a few programs were specifically designed to meet their expressed needs. Programs customized in 2009 are noted below:

Department/Division/Organization	Topic
Financial Services – Budget	MBTI Personality Type and Team Building
Financial Services – Budget	MBTI Personality Type and Dominant Functions
Planning & Development – Inspections	MBTI Personality Type
Planning & Development – Inspections	MBTI Personality Type/ Stress & Who Moved My Cheese
Planning & Development – Inspections	Desert Survival and Team Building Exercises
Financial Services – Tax Assessors/ Property	MBTI Personality Type and Team Building
Financial Services – Tax Assessors/ Residential	Team Building Workshop
Financial Services – Tax Assessors/ Personal Property	Who Moved My Cheese
Community Services – Parks & Recreation	Making Effective Presentations
Police Services – Civilian Staff	MBTI Personality Type and Team Building
Police Services – Civilian Staff	MBTI Personality Type and Team Building
Police Services – Civilian Staff	Whale Done (Motivation; Correction; Redirection)

EXCEL – Management Development Program

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

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

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



Purpose and Objectives

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

A seventh group of County employees successfully completed the EXCEL program in 2009. The group consists of 18 program participants who represented various departments throughout the County.

EXCEL Program Graduates



Name	Department
Beverly McLee	Human Resources
Debora Stroup	Tax Commissioner
Galina Kucheryavaya	Communications
Gene Robertson	Juvenile Court
George Kaffezakis	Water Resources
Holly Elmendorf	Water Resources
Korie Brashears	Human Resources
Malorie Truss	Financial Services
Pam Smith	Support Services
Patrick Roach	Water Resources
Roslyn Forstot	Financial Services
Roxsann Bowels	Water Resources
Russell Knick	Fire and Emergency Services
Shawntez Williams	Corrections
Sheree Penn	Support Services
Sheree White	Corrections
Steve Leo	Water Resources
Tyler R. Strawinski	Water Resources



LEAD – Supervisory Development Program

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

The program requires completion of courses over a three-month period in which participants are required to attend one full-day course on a weekly basis. The program's name, **LEAD**, represents key components of the program's curriculum:

- Leadership
- Education
- And
- Development

Intended Audience

- New supervisors (mandatory)
- Strategic non-supervisory employees

Purpose and Objectives

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

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

A total of 45 supervisors and lead personnel participated in and successfully completed the LEAD Academy Program in 2009.



2009 LEAD Graduates

Winter 2009 January – April	
Algie Collier	Water Resources
Alisha Voutas	Water Resources
Antoinette Jones	Sheriff
Betsy Nailon	Tax Commissioner
Cassandra Butts	Recorders Court
Cathy Hale	Police Services
Chuck Barnwell	Fire Services and Emergency Service
Demetria Johnson	Law
Derek Cobb	Fire Services and Emergency Service
Irina Polyakova	Information Technology Services
Jeffrey Boss	Water Resources
Kevin Conaway	Water Resources
Ladorn Conley	Tax Commissioner
Leslie Leatherwood	Police Services
Lisa Andrezejewski	Fire Services and Emergency Service
Pat Baker	Community Services
Paul Raines	Support Services
Randy Ellington	Water Resources
Rashaan Phillips	Information Technology Services
Wanda Harris	Corrections
Wayne Dixson	Fire Services and Emergency Service
William Hilton	Water Resources



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Spring/Summer 2009 May – August	
Alisia Hudson	Corrections
Amanda Boring	Police Services
Amy Towe	Police Services
Ann Cortese	Water Resources
Brian Speer	Water Resources
Deborah Davidson	Financial Services
Jeffrey Nelson	Water Resources
Jerry Minor	Information Technology Services
Jonathan Semerjian	Water Resources
Larry Dobbs	Water Resources
Lisa Fowler	Recorders Court
Lisa Llewallyn	Corrections
Lynda Kastanos	Tax Commissioner
Melanie Tabb	Information Technology Services
Michelle Harrington	Police Services
Natalie Ambrose	Financial Services
Robert Williams	Transportation
Sonya Bowers	Information Technology Services
Srinivas Jalla	Water Resources
Tim Torma	Community Services
Tommy Howard	Support Services
Vernon Greene	Information Technology Services
Willis Manis	Water Resources



hr operations



*Hazel McMullin
Deputy Director*



Human Resources Managers

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 two support staff members. 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, utilizes a team approach to tasks, builds business partner relationships with departments, and better utilizes 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 polices
- Maintaining information on laws governing compensation of elected/principal officials and monthly paid employees
- Responding to inquires concerning salary and compensation policies and procedures

Significant Accomplishments

- Hired 70 police officers, 46 deputy sheriffs, and 59 firefighters
- 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 704 *Family and Medical Leave Act* requests
- Completed 21 workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated current policies as required
- Regardless of their employment status, 548 separated employees received an exit interview survey
- Successfully represented Gwinnett County in 19 unemployment insurance eligibility appeal hearings and responded to 147 claims
- Calculated costing for various pay initiatives
- Prepared Market Review Study to County Administrators and recommended a plan of action
- Participated in developing strategic objectives for the Balance Scorecard initiative in HR
- Served and/or prepared information on the following committees:
 - Service, Value, and Responsibility (SVR) Committee
 - Gwinnett COOP Plan

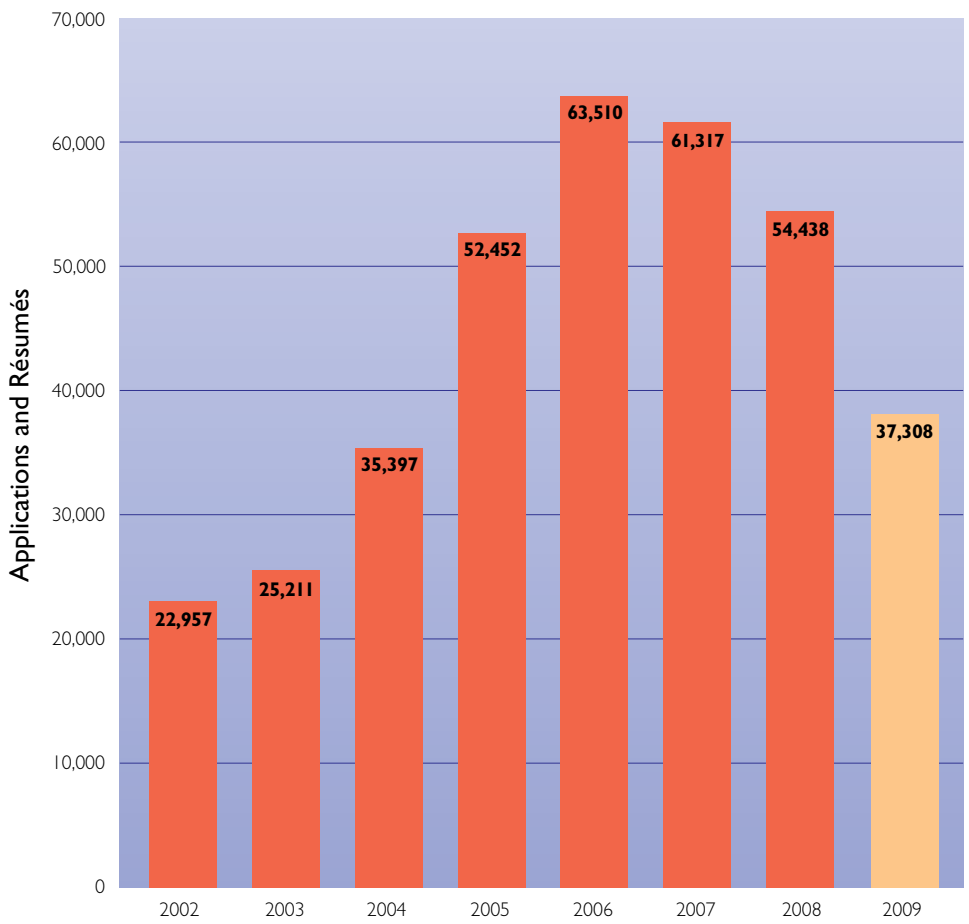


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- Updated and presented employee training programs on employment law issues and county policies
- Participated in training activities for LEAD Academy, FileNet, and all HR area cross-training initiatives
- Engaged in discussions regarding the HR department reorganization
- Attended the following training seminars:
 - EEOC Annual Employment Law Conference
 - HRStar Annual Conference
- Submitted articles and interest stories regarding County policies and procedures to the *Chat Room* newsletter
- Assisted in preparing and delivering 66 Reductions in Force and 219 Retirement Incentive Offers countywide
- Assisted departments in revising staffing plans to align with new business plans
- Participated in Open Enrollment for County employees
- Reviewed the feasibility of in-house testing through the Administrative Office of the Courts
- Participated in coordination of H1N1 vaccinations
- Conducted actuarial studies to prepare rate increases for healthcare plan premiums and plan design
- Participated in the Atlanta Regional Commission Summer Youth Employment Program by placing 56 youth in various departments throughout the County at no cost to the County
- Tracked personnel actions via staffing plans and request-to-fill forms as cost-containment measures
- Coordinated the annual United Way Campaign for Gwinnett County resulting in \$15,908.32 in contributions by Gwinnett County employees



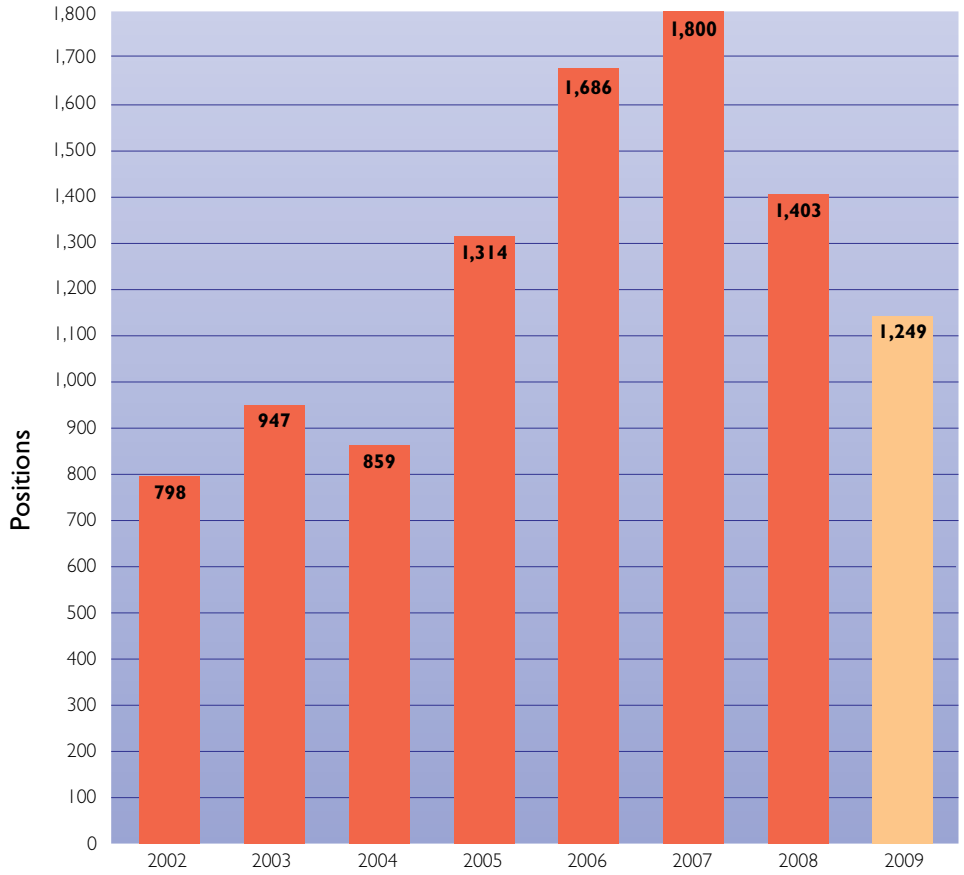
**total applications and
résumés processed
2002 – 2009**



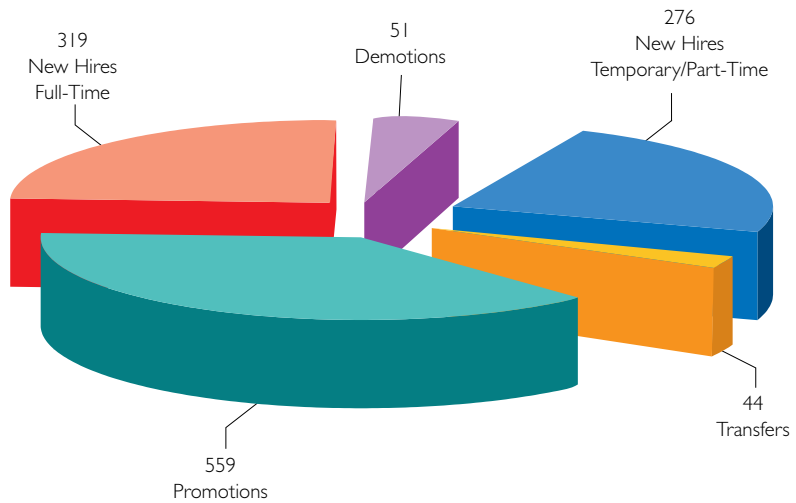


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total positions filled 2002 – 2009



vacancies filled (by job status) 2009





**testing and
assessment
activities
2009**

2009 Promotional Testing				
Position	Written Exam	Assessment Center	Participants	Successful Candidates
Sheriff Corporal	November		90	34
Sheriff Sergeant	November		14	6
Sheriff Lieutenant	November	December	17	8
Fire Engineer	May		52	27
Fire Lieutenant*	August		62	48
Fire Lieutenant*		August	48	37
Police Corporal	March		121	65
Police Sergeant	March		32	15
Police Sergeant		May	15	13
Police Lieutenant	March		36	31
Police Lieutenant		May	31	23
Fire Captain	February	February	44	41

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



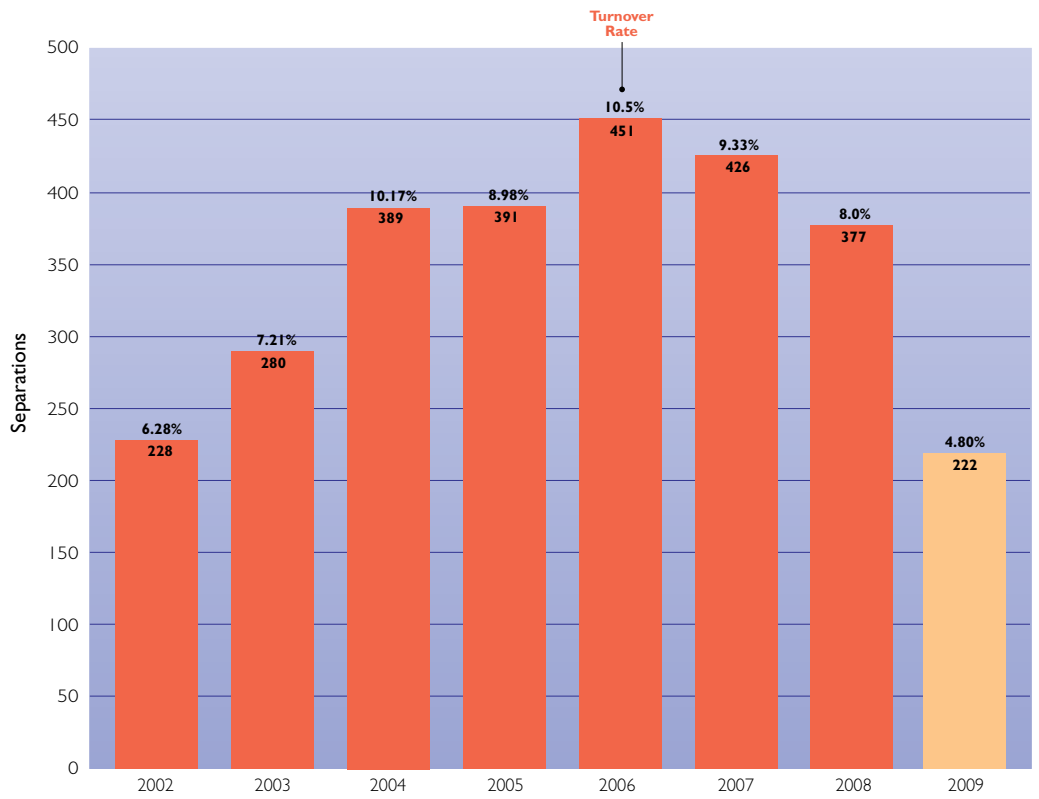
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full-time separation/ turnover by department 2009

Departments	EEs Avg. 12-mo. Count	Year-End Vol. Terminations	TO Percent
Community Services	232	5	2.15%
Corrections	137	12	8.78%
County Administration	36	2	5.59%
District Attorney	98	5	5.12%
Financial Services	150	8	5.33%
Fire and Emergency Services	785	37	4.71%
Human Resources	29	0	0.00%
Information Technology	101	1	0.99%
Law Department	11	1	9.30%
Planning and Development	89	5	5.61%
Police Services	977	72	7.37%
Sheriff	677	34	5.02%
Solicitor	48	8	16.52%
Support Services	102	2	1.96%
Transportation	164	5	3.04%
Water Resources	567	11	1.94%
Clerk of Court	104	3	2.88%
Clerk of Recorder's Court	17	1	6.06%
Judiciary – Other	94	0	0.00%
Juvenile Court	59	3	5.06%
Probate Court Judges	22	0	0.00%
Recorder's Court Judges	9	0	0.00%
Tax Commissioner	116	7	6.06%
2009 Totals	4,624	222	4.80%



total number of separations/ turnover rate 2002 – 2009



classifications reviewed 2009

Department	Classifications Reviewed
Police	Teleserve Operator
Sheriff	Deputy Sheriff
Countywide	IT Associate Series
Countywide	GIS Associate Series

hr systems and reporting



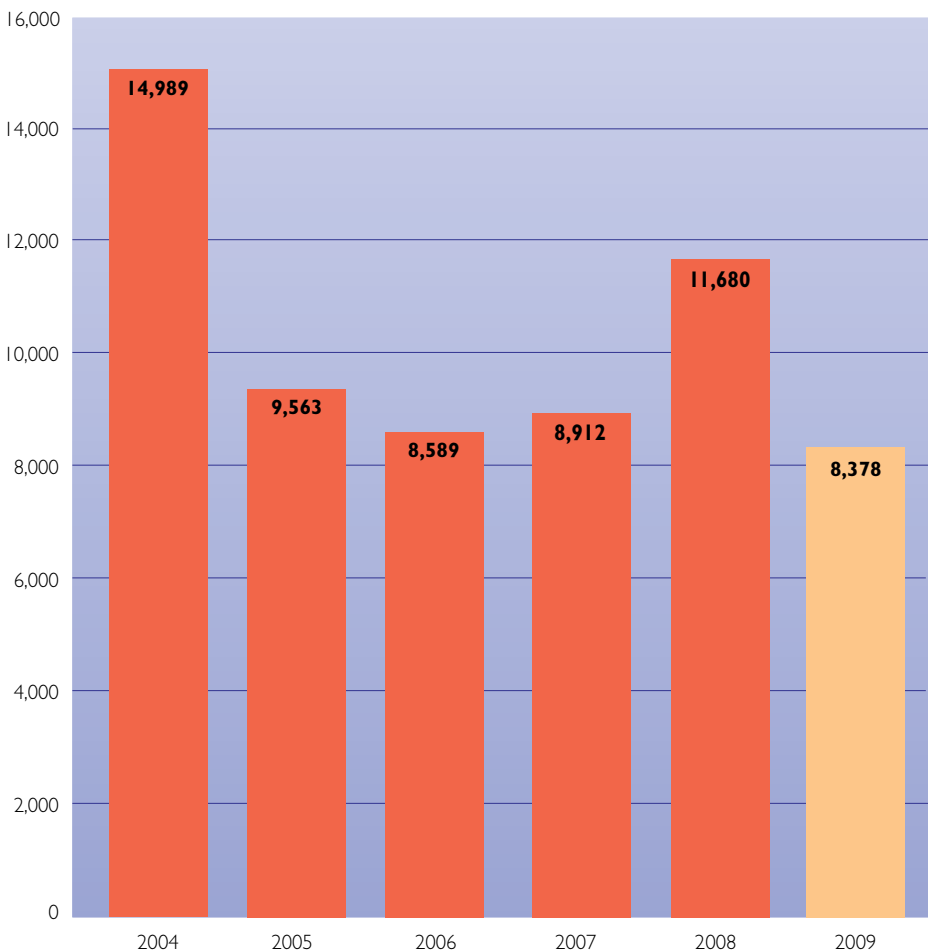
Tina Henry
IT Liaison

personnel actions processed 2004 – 2009

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.

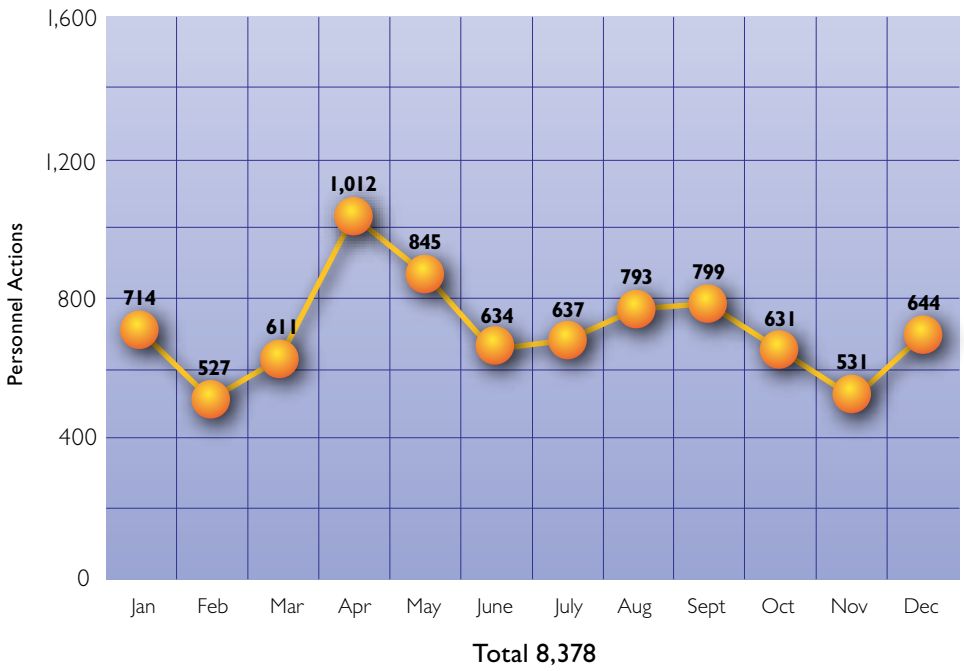
The **HR Systems and Reporting** staff is responsible for the following functions:

- 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





**total personnel
actions processed
2009**





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performance appraisal statistics (by department) 2009

Department	Employees Evaluated	Average Rating
Board of Commissioners/County Administration	26	2.60
Community Services	238	2.39
Community Services Subsidy	2	2.39
Corrections	145	2.63
District Attorney	98	2.27
Financial Services	156	2.32
Fire and Emergency Services	745	2.61
Human Resources	30	2.42
Law	7	2.78
Planning and Development	86	2.32
Fire Planning and Development	4	2.40
Police Services	939	2.57
Sheriff	662	2.58
Solicitor	47	2.18
Support Services	111	2.46
Transportation	164	2.39
Water Resources	563	2.42
Clerk of Court	95	2.56
Clerk of Recorder's Court	18	2.23
Court Administration	73	2.94
Juvenile Court	54	2.89
Probate Court	21	2.59
Recorder's Court Division 1 Recorder's Court Division 2 Recorder's Court Division 3	5	3.00
Tax Commissioner	113	2.69
Information Technology Services	79	2.37
Total	4,481	2.52



**active employee census by age and years of service
december 31, 2009**

Age	<1 YR	1 YR	2 YRS	3 YRS	4 YRS	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	63	28	9	2	0	0	0	0	0	102	2.11%
20-24	79	92	85	31	7	7	0	0	0	301	6.23%
25-29	58	107	120	88	62	115	1	0	0	551	11.40%
30-34	47	55	70	81	66	194	86	2	0	601	12.44%
35-39	32	61	66	66	50	189	177	35	7	683	14.13%
40-44	36	30	42	48	34	161	143	94	93	681	14.09%
45-49	25	30	37	49	40	141	105	91	243	761	15.75%
50-54	21	37	42	28	19	108	79	45	92	471	9.75%
55-59	11	17	34	40	24	83	73	31	63	376	7.78%
60-64	3	12	9	18	11	68	36	20	29	206	4.26%
65-69	3	7	5	5	2	19	10	3	5	59	1.22%
>70	2	2	2	6	2	21	0	1	5	41	0.85%
Total	380	478	521	462	317	1,106	710	322	537	4,833	
Percentage of Labor Force	7.86%	9.89%	10.78%	9.56%	6.56%	22.88%	14.69%	6.66%	11.11%		100.00%

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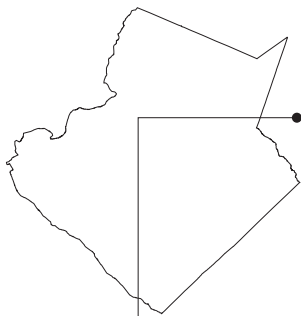
active employee/authorized positions by department 2009

Departments	Full-Time Merit Employees	Full-Time Merit Positions	Nonmerit, Appt/Elected Employees	Nonmerit, Appt/Elected Positions	Temporary/Part-Time Employees**	Total Employees	Total Positions
Commissioners	8	13	20	25	1	29	38
Community Services	184	205	24	24	265	473	229
Community Services Subsidy	2	2	0	0	0	2	2
Corrections	114	119	6	6	6	126	125
Financial Services	79	85	29	31	2	110	116
Fire and Emergency Services	717	753	27	27	2	746	780
Human Resources	25	26	8	9	0	33	35
Information Technology	100	105	10	10	0	110	115
Law	4	6	8	8	0	12	14
Planning and Development	68	68	8	10	0	76	78
Fire Planning and Development	4	4	0	0	0	4	4
Police	919	1,013	23	26	28	970	1,039
Support Services	88	89	12	12	4	104	101
Transportation	131	137	14	14	0	145	151
Water Resources	533	575	16	17	7	556	592
Clerk of Court*	0	0	105	106	1	106	106
Clerk of Recorder's Court*	15	16	1	1	3	19	17
Court Administration***	0	0	94	94	60	154	94
District Attorney	21	22	76	81	1	98	103
Juvenile Court	40	42	19	19	14	73	61
Probate*	0	0	20	23	5	25	23
Recorder's Court	0	0	9	9	8	17	9
Sheriff	648	669	30	31	3	681	700
Solicitor	20	24	26	30	3	49	54
Tax Commissioner*	0	0	114	118	1	115	118
Unallocated Positions	0	11	0	0	0	0	11
Total	3,720	3,984	699	731	414	4,833	4,715

* 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



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