



**gwinnett**county  
GEORGIA

**20  
17**

**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: 2017 Annual Report of Human Resources Activity*

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2017. Listed below are our major accomplishments for the year:

- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 98 percent completion
- Hired 87 Police Officers, 59 Deputy Sheriffs, 11 Correctional Officers, and 125 Firefighters
- Monitored and managed the 2017 budget required 90-day vacancy freeze process
- Retired 120 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,

**Sheryl Dallas**, 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: *2017 Annual Report*

The following table summarizes the grievance activity from 2012 – 2017:

	2017	2016	2015	2014	2013	2012
Grievances carried over from prior years	0	1	1	4	3	0
New grievance received	8	7	10	1	15	14
Executive Secretary meetings	8	6	10	1	16	9
Hearings	2	2	1	0	2	1

The following table summarizes the grievance activity for 2017:

Total	Action
2	<b>Merit Board Hearings:</b> 1 – Upheld action of department 1 – Overturned action of department 0 – Settlement reach at Merit Board hearing
8	<b>Executive Secretary Meetings:</b> 3 – Grievance resolved at meeting 0 – Withdrawn after Executive Secretary meeting, before recommendation issued 1 – Executive Secretary recommendation not appealed to Merit Board 0 – Carried over to 2017 2 – Executive Secretary recommendation appealed to Merit Board 2 – Settled or Withdrawn before Executive Secretary meeting

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

Sincerely,

**Harry G. Mason**, Executive Secretary

## Merit Board Summary



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

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

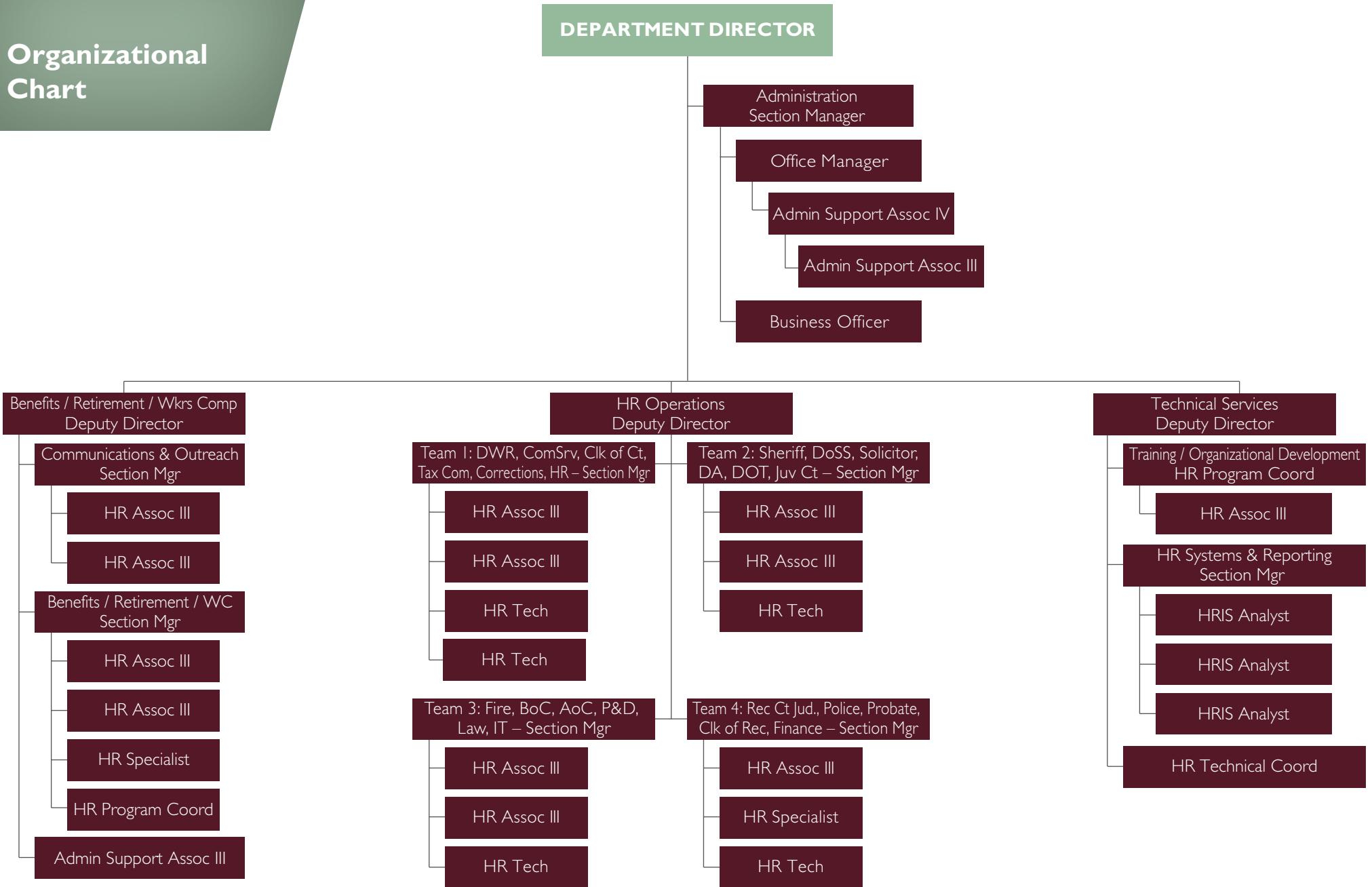
The board represents the public interest in improving personnel administration and policy direction for a comprehensive County Merit System of employment administered by the Human Resources Director. The board hears employee grievances and appeals.

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

### Merit Board Members 2017

Post	Name	Term
1	Jason Thompson	01.01.09 – 12.31.16
2	Michael Murphy	01.01.95 – 12.31.18
3	Diane Krause	01.01.17 – 12.31.20
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





# Staff as of December 31, 2017

## Department of Human Resources

Human Resources Director .....	Sheryl Dallas
Office Manager .....	Reneé Schoenfeld
Human Resources Manager .....	Tori Burkholder
Administrative Support Associate IV .....	Tandy Krogh
Administrative Support Associate III .....	Tamekia VanLier
Business Officer .....	Pam Taylor
Human Resources Associate II (PT) .....	Doris Tucker
Human Resources Associate II (PT) .....	Carol Green

## Human Resources Operations

Deputy Director .....	Vicki Casella
Administrative Support Associate II (PT) .....	Gail Berube
Administrative Resources Associate II (PT) .....	Joann Allensworth

## 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 Technician .....	Penny Skamalos

## Team 2 – Services the following departments:

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

Human Resources Manager .....	Michele Westerfield
Human Resources Associate III .....	Lisa Page
Human Resources Associate III .....	Victoria Powell
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 .....	Adrienne McAllister
Human Resources Associate III .....	Linda Budd
Human Resources Associate III .....	Michelle Saunders
Human Resources Technician .....	Tina Gaither

## Team 4 – Services the following departments:

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

Human Resources Manager .....	Sharon Sanders
Human Resources Associate III .....	Tiffany Huey
Human Resources Associate III .....	Vacant
Human Resources Technician .....	Kathy Curbelo

## Training/Organizational Development and HR Systems and Reporting

Deputy Director .....	Sandra Sheppard
Human Resources Program Coordinator .....	Erica Queen

## Training/Organizational Development

Human Resources Program Coordinator .....	Yvonne Boon
Human Resources Associate III .....	Dana Moseley

## HR Systems and Reporting

Human Resources Manager .....	Stephen Hart
HRIS Analyst .....	Megan Butler
HRIS Analyst .....	Janice Cepeda
HRIS Analyst .....	Karissa Askew

## Health, Retirement, Wellness, and Workers’ Compensation

Deputy Director .....	Vacant
Human Resources Manager .....	Raechell Dickinson
Human Resources Associate III .....	Sue Rooks
Human Resources Associate III .....	Kelly Ellison
Human Resources Associate III .....	Vacant
Human Resources Manager .....	Chad Conner
Human Resources Associate III .....	Nancy Purves
Human Resources Associate III .....	Misty Kyle
Administrative Support Associate III .....	Connie Meyer
Human Resources Associate II (PT) .....	Vacant

## Management & Administration



In 2016, 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.

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.



*Sheryl Dallas  
Director*



*Sandra Sheppard  
Deputy Director*



*Vicki Casella  
Deputy Director*



*Tori Burkholder  
HR Manager –  
Administration*



*Reneé Schoenfeld  
Office Manager*

## Management & Administration

### **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

### **Significant accomplishments:**

- Coordinated the 2017 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 752 employees received gifts for their years of service to Gwinnett County
- Coordinated reserved parking recognition for 22 employees with 25 or more years of service
- Coordinated the distribution of \$71,334.00 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 773 donations
- Processed tuition reimbursements for 137 employees in the amount of \$440,614.79
- Facilitated and participated in various salary surveys
- Coordinated the annual United Way Campaign for Gwinnett County, resulting in \$9,960.60 in contributions by Gwinnett County employees
- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 98 percent completion



## 2017 Most Valuable Person: Officer Johnny Pollack

While Officer Pollack performs his job as an officer in our Police Department in an exemplary manner, his contributions to the community are what truly make him shine.

As the start of the 2017 to 2018 school year approached, our MVP saw a need for school supplies and haircuts among less fortunate youth in the community. To meet this need, he started an organization called SQUAD to benefit children in need.

Taking the task and financial burden upon himself, he began working extra jobs to finance his charitable efforts. When other officers learned about SQUAD, they began to contribute to our MVP's efforts.

On August 6, 2017, he held a 5-hour event at a Snellville barber shop to provide free back-to-school haircuts to children. At this event, he gave away 327 backpacks filled with school supplies and provided pizza and beverages to attendees, all at his own expense and on his own time. The event garnered widespread recognition and was featured on the local and national news.

While using his time off to work part-time jobs and develop SQUAD, our MVP continued to work his regular shift, completing all assigned tasks and never letting the extra burden affect his professional performance. He remains committed to providing the absolute best service to our residents both on and off the job.

Our MVP's charitable actions have brought tremendously positive recognition to the Gwinnett County Police Department, building bridges with the community and helping residents young and old establish positive relationships with our police officers.

The supplies and confidence provided by SQUAD help children make the most of their educational opportunities.

Our MVP's dedication and sense of responsibility for the welfare of our community is a wonderful representation of our Police Department, and we look forward to seeing how SQUAD, now established as a non-profit 510(c)(3), continues to grow and serve the community in the coming years.





## 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
2017	Johnny Pollack	Police
2016	Jon P. Doherty	Police
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

Year	Employee	Department
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 2017, 717 employees were eligible to receive awards for their years of service to Gwinnett County and its residents.

### Service Awards 2017

Years of Service	Total
5	238
10	245
15	120
20	87
25	22
30	35
35	4
40	1
<b>Total Employees Eligible</b>	<b>752</b>

## Charitable Contributions Program

The Charitable Contributions Program is designed to allow employees to designate funds through payroll deduction on a bi-weekly basis to any program of charitable agency approved by the Director of Human Resources.





# Charitable Contributions Program

## Employee Charitable Contributions Disbursement 2017

Organization	Total
AMC Cancer Research Center	\$ 1,219.50
American Cancer Society	4,360.50
American Diabetes Association	2,074.00
American Heart Association	798.50
American Red Cross	1,276.00
Boy Scouts of America	1,228.00
Childkind	286.00
Children's Healthcare of Atlanta	3,179.00
Children's Shelter	3,063.00
CHRIS Kids	331.00
Community Health Charities of Georgia	26.00
Creative Enterprise	318.50
Cystic Fibrosis Foundation	78.00
EarthShare	714.00
Embrace-Georgia's Foster Families	52.00
Epilepsy Foundation of GA	54.00
Family Promise of Gwinnett County	562.00

Organization	Total
Gold Shield Foundation	1,310.00
Gwinnett Fire Employee Benevolent Fund	15,114.00
Gwinnett Police Employee Benevolent Fund	15,156.00
Hemophilia of Georgia	286.00
Hi-Hope	104.00
Kids Health Inc.	78.00
Leukemia and Lymphoma Society	1,660.00
March of Dimes	517.00
Muscular Dystrophy Association	742.00
National Kidney Foundation	634.00
Partnership Against Domestic Violence	940.00
Safekids Gwinnett	26.00
Salvation Army	1,764.00
Sheriff Benevolent Fund	5,685.00
Special Olympics Georgia	1,451.00
United Cerebral Palsy of Atlanta	208.00
United Way of Gwinnett County	6,039.00
<b>Total</b>	<b>\$ 71,334.00</b>

## Tuition Reimbursement

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

• This program covers tuition costs, books up to \$100 per class, and mandatory fees. Reimbursement for employees attending private institutions is limited to the cost for a comparable program at a state-supported school. In 2017, the cost of the program was budgeted through the participants' respective departments.

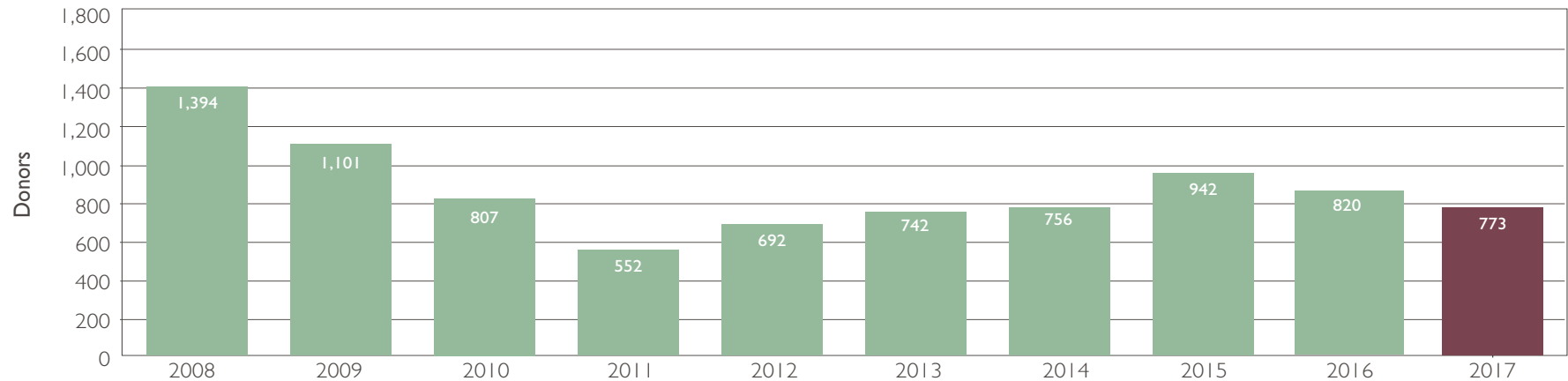
Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Clerk of Recorder's Court	1	6	10,455.31
Community Services	1	3	5,337.00
County Administration	1	3	3,818.37
Court Administration	5	16	19,923.70
District Attorney	2	6	3,428.77
Financial Services	5	26	27,829.85
Fire and Emergency Services	61	228	166,988.75
Human Resources	1	1	660.00
Police Services	35	125	114,661.80
Probate Court Judges	1	8	5841.60
Sheriff	15	42	66,318.81
Tax Commissioner	2	8	6,318.81
Transportation	1	2	1,223.00
Water Resources	5	29	23,343.84
<b>Totals</b>	<b>137</b>	<b>512</b>	<b>440,614.79</b>

## Employee Blood Drives

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

A sincere thank you goes out to all those employees and citizens who donated

and/or participated in the blood drives and elected officials, department and division directors, managers, and supervisors who adjusted work schedules to permit employees to participate. Their continued support is essential to the overall success of the blood drives and contribution to American Red Cross.



## 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 2017, Gwinnett County renewed its contract agreement with Humana EAP and Work-Life Services, to provide confidential counseling and work life services to County employees. During 2017, 9.7 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](http://www.humana.com/eap). More than 883 visits were made to the site during 2017, indicating that it is a very important resource in the employee assistance program. There were 108 training classes provided by Humana EAP with more than 1,686 participants. An enhancement for 2017 for this program was the addition of an onsite EAP Counselor who is at the County for 8 hours per week. This addition has proved to be convenient for employees, and we have been able to educate them on the many benefits of this program by utilizing this resource at meetings and lunch and learn classes.

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

## Employee Assistance Program Utilization 2017

Program Utilization	2017 Report period: January 1, 2017 through December 31, 2017	Participants	Grand Total
Clients served during reporting period	Employees	375	
	Retirees	6	
	Dependents	91	472
Gender	Male	217	
	Female	255	
	Unknown	N/A	472
Problem Category	Relational Problems	124	
	Child/Adolescent Problems	11	
	Anxiety/Stress	53	
	Emotional/Personal Problems	48	
	Depression	27	
	Addictions	6	
	Legal Problems	44	
	Grief	21	
	Work-Related Problems	13	
	Anger Management Problems	8	
	Financial Problems	9	
	Eating Disorder	0	
	Medical/Health Related Issues	18	
	Childcare/Eldercare Resources	16	
	Supervisor Related Problems	0	
	Harassment/Sexual Harassment	1	
	Provided Information	73	
	Safe Taxi Ride	0	
Knowledge of Service	Supervisor – *includes 68 for Human Resources	81*	
	Promotional Material	147	
	Colleague	25	
	Website	15	
	Other	172	
<b>Total Employee Assistance Program Expense for 2017:</b>			<b>\$139,251.00</b>

## 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 15<sup>th</sup> Senior Management Development Program session, EXCEL; program graduates totaled 19 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 64 employees participated
- Trained 3,633 County employees
- County employees were provided with 930.5 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 2017 totaled 930.5 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

### 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 15<sup>th</sup> group of County employees to successfully complete the EXCEL program graduated in 2017. The group consisted of 19 program participants who represented various departments throughout the County.

2017 EXCEL Program Graduates	
Chris Minor	Community Services
Curt Harrell	Community Services
Lisa Howell	Community Services
Ron St. Germain	Corrections
Holly Cafferata	Financial Services
Russell Royal	Financial Services
Corey Hendrix	Fire and Emergency Services
Gil Osmer	Fire and Emergency Services
Adrienne McAllister	Human Resources
Eric Britt	Information Technology Services
Betty Leach	Probate Court
Wyteria Smith	Sheriff
Dave Mogge	Support Services
Elaine Melvin-Morgan	Tax Commissioner
Heather Moore	Tax Commissioner
Jody Woodall	Transportation
Greg Gaines	Water Resources
Kris Campbell	Water Resources
Thomasa Moon	Water Resources





# LEAD Academy – Supervisory Development Program

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

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

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



## 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 64 supervisors and LEAD personnel participated in and successfully completed the LEAD Academy Program in 2017.

### LEAD 35: Winter 2017

Lisa Hopkins	Clerk of Court
Cindy Wiemann	Community Services
Kristin Munroe	Community Services
Michael Peters	Community Services
Unis Adu	Corrections
Jim Frihart	Financial Services
Renee Boswell	Financial Services
Ronnie Ezell	Fire and Emergency Services
Scott Wooten	Fire and Emergency Services
Misty Kyle	Human Resources
Raechell Dickinson	Human Resources
Stephen Spencer	Information Technology
Marty Reader	Information Technology
Mike Cottingham	Information Technology
Richard Hortman	Information Technology
Michelle Vereen	Juvenile Court
Raven Samuels	Juvenile Court
Jerry Oberholtzer	Planning and Development
Jim Egan	Planning and Development
Eddie Restrepo	Police Services
Marco Silva	Police Services
Matt Holcombe	Police Services
Randy Work	Police Services
Bonnie Cushing	Probate Court
Amber Braswell	Recorder's Court
John Neal	Sheriff
Juliana Franco	Solicitor
Stephanie Lanier	Solicitor
Ron Adderly	Support Services
Cordrick Ramey	Tax Commissioner
Ketki Solanki	Tax Commissioner
Edgardo Aponte	Transportation
Eileen Schwartz-Washington	Transportation
Barbara James	Water Resources

### LEAD 36: Summer 2017

Destry Dispain	Community Services
Jason White	Community Services
Vernard Covington	Corrections
Cathie Crozier	Financial Services
Andrew Hall	Fire and Emergency Services
Hansel Johnson	Fire and Emergency Services
Matt Thrash	Fire and Emergency Services
Janice Cepeda	Human Resources
Lisa Page	Human Resources
Penny Skamalos	Human Resources
Jack Matos	Information Technology
Felicia Steverson	Juvenile Court
Monte Mickens	Juvenile Court
Alex Shiao	Planning and Development
Justin Guck	Police Services
Bert Gurley	Police Services
Brooks Harter	Police Services
Crystal Young	Police Services
Dave O'Hare	Police Services
Dena Hawkins	Recorder's Court
Derrick Reid	Sheriff
Rachel Pirkle	Solicitor
Ben Song	Support Services
Jeremy Givens	Support Services
Orion Wake	Tax Commissioner
Zkatka Kiossevka	Tax Commissioner
Britton Lockhart	Transportation
Jimmy Sudduth	Transportation
Charles Crowell	Water Resources
Curtis Bokey	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



*Vicki Casella*  
Deputy Director



*Elizabeth Bailey*  
Team 1 Section Manager



*Michele Westerfield*  
Team 2 Section Manager



*Adrienne McAllister*  
Team 3 Section Manager



*Sharon Sanders*  
Team 4 Section Manager

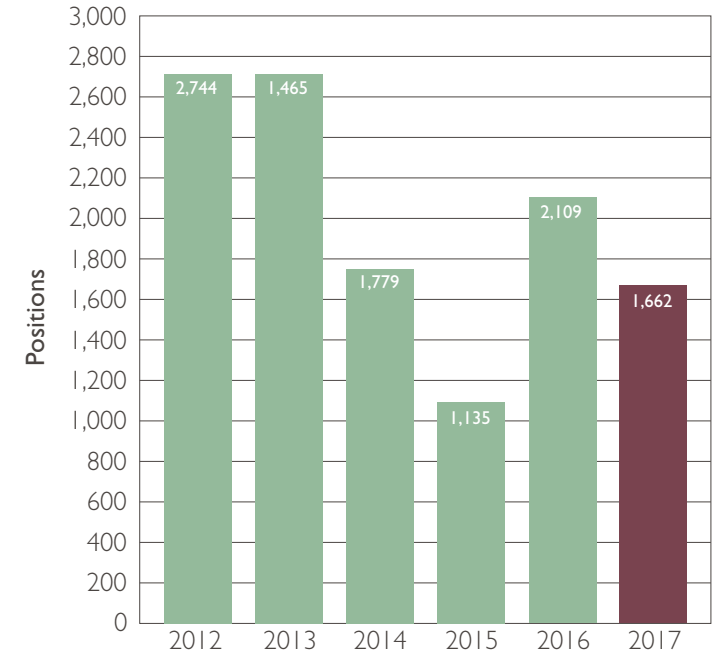
## Significant accomplishments:

- Hired 87 Police Officers, 59 Deputy Sheriffs, 11 Correctional Officers, and 125 Firefighters
- Participated in 19 public safety promotions processes resulting in 408 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 46,474 applications for employment; hired 1,152 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 707 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
- 531 separated full-time employees received an exit interview survey
- Successfully represented Gwinnett County in eight unemployment insurance eligibility appeal hearings and responded to 60 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 651 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 2017 budget required 90-day vacancy freeze process

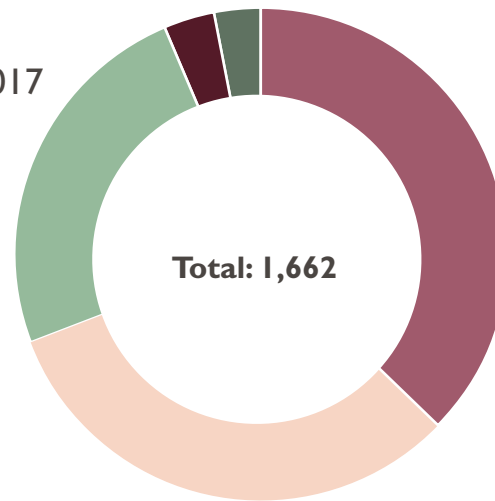
## Total Applications and Resumés Processed 2012 – 2017



## Total Positions Filled 2012 – 2017



## Vacancies Filled (by job status) 2017



- Transfer: 55
- Promotion: 406
- New Hire, Temporary/Part-Time: 530
- New Hire, Full-time: 622
- Demotion: 49

# Human Resources Operations

## 2017 Promotional Testing

Position	Participants	Passed
Corrections Corporal	N/A	N/A
Corrections Sergeant (Written Exam & Assessment)	N/A	N/A
Corrections Lieutenant (Written Exam & Assessment)	N/A	N/A
CO III	4	3
CO IV	13	13
CO Supv	4	4
Police Corporal	156	83
Police Sergeant (Written Exam)	54	36
Police Sergeant (Assessment Center)	36	31
Police Lieutenant (Written Exam)	65	47
Police Lieutenant (Assessment Center)	46	37
Deputy Sheriff, Corporal	43	12
Deputy Sheriff, Sergeant	15	11
Deputy Sheriff, Lieutenant (Written Exam and Assessment)	12	4
Firefighter Driver/Engineer (Written Exam and Assessment)	72	45
Firefighter Driver/Engineer (Assessment)	45	33
Firefighter Lieutenant (Written Exam)	N/A	N/A
Firefighter Lieutenant (Assessment)	N/A	N/A
Firefighter Captain (Written Exam and Assessment)	51	49

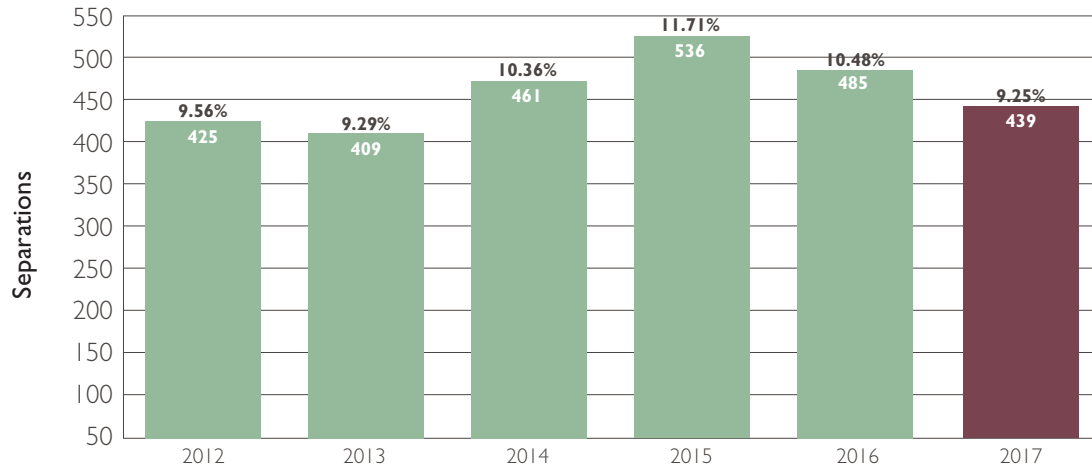


# Human Resources Operations

## Full-Time Separation/Turnover (by department) 2017

Departments	Number of Employees (as of December 31, 2017)	Employment Separations	Turnover Percent
Community Services	295	31	10.51%
Corrections	129	11	8.53%
County Administration	41	7	17.07%
District Attorney	116	5	4.31%
Financial Services	116	7	6.03%
Fire and Emergency Services	896	84	9.38%
Human Resources	37	6	16.22%
Information Technology Services	107	7	6.54%
Law Department	16	1	6.25%
Planning and Development	67	8	11.94%
Police Services	935	83	8.88%
Sheriff	672	62	9.23%
Solicitor	56	5	8.93%
Support Services	119	15	12.61%
Transportation	146	13	8.90%
Water Resources	562	57	10.14%
Clerk of Court	100	11	11.00%
Clerk of Recorder's Court	16	3	18.75%
Judiciary – Other	111	3	2.70%
Juvenile Court	60	7	11.67%
Probate Court Judges	26	1	3.85%
Recorder's Court Judges	9	1	11.11%
Tax Commissioner	116	11	9.48%
<b>2017 Totals</b>	<b>4,748</b>	<b>439</b>	<b>9.25%</b>

## Total Number of Separations/Turnover Rate 2012 – 2017



# 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

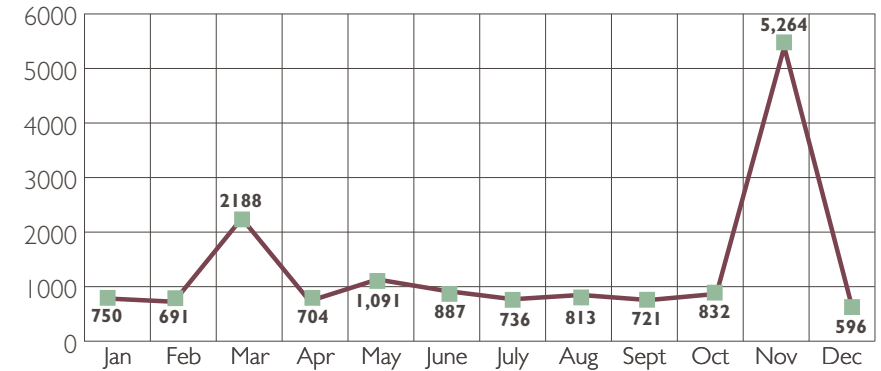
**Significant accomplishments:**

- Managed system changes and support throughout 2017 Benefits Open Enrollment
- Implemented large-scale system changes to support the County's wellness program
- Continued rollout of ESS Electronic Time Entry
- Continued 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

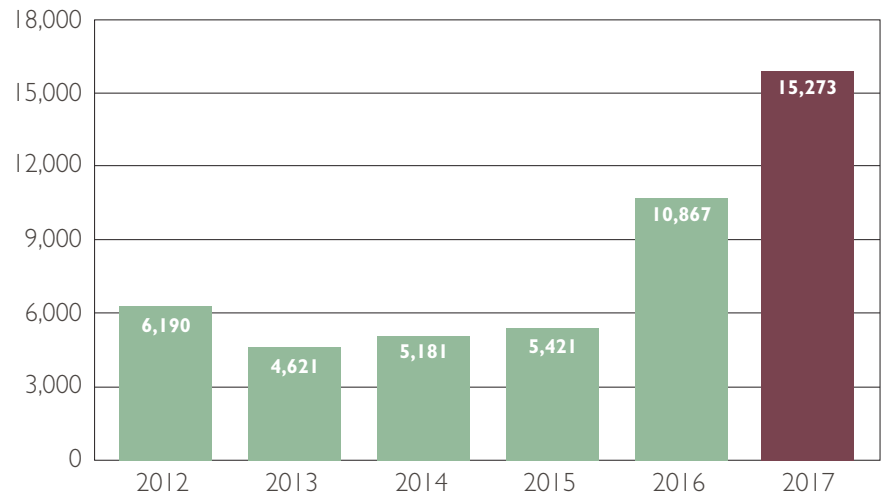


**Stephen Hart**  
Human Resources Manager

**Total Personnel Actions Processed 2017**



**Personnel Actions Processed 2012 – 2017**



# Human Resources Systems & Reporting

## Performance Appraisal Statistics (by department) 2017

Department	Employees Evaluated	Average Rating (Based on three-point scale)	CA Support Dept Appointed Employees	Average Rating (Based on five-point scale)
Board of Commissioners/County Administration	23	2.54	N/A	N/A
Community Services	255	2.45	14	3.80
Corrections	117	2.65	5	3.78
District Attorney	104	2.52	N/A	N/A
Financial Services	87	2.31	25	3.37
Fire and Emergency Services	824	2.58	1	3.85
Human Resources	23	2.61	9	4.17
Law	5	2.84	9	4.34
Planning and Development	50	2.46	N/A	N/A
Fire Planning and Development	3	2.18	N/A	N/A
Police Services	847	2.61	5	4.73
Sheriff	643	2.60	N/A	N/A
Solicitor	26	2.47	21	3.66
Support Services	99	2.36	8	3.70
Transportation	132	2.33	N/A	N/A
Water Resources	517	2.41	4	4.02
Clerk of Court	84	2.63	9	4.16
Clerk of Recorder's Court	15	2.75	N/A	N/A
Court Administration	81	2.88	N/A	N/A
Juvenile Court	53	2.88	N/A	N/A
Probate Court	20	2.19	2	3.79
Recorder's Court	5	3.00	N/A	N/A
Tax Commissioner	97	2.62	9	3.57
Information Technology Services	77	2.21	20	3.18
<b>Total</b>	<b>4,187</b>	<b>2.55</b>	<b>141</b>	<b>3.87</b>

## Human Resources Systems & Reporting

### Active Employee Census by Age and Years of Service December 31, 2017

Age	<1	1	2	3	4	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	114	25	3	0	0	0	0	0	0	142	2.69%
20 – 24	176	103	51	30	8	1	0	0	0	369	6.98%
25 – 29	164	120	137	84	48	108	8	0	0	669	12.66%
30 – 34	79	69	75	60	53	207	111	0	0	654	12.37%
35 – 39	59	42	45	39	20	156	203	76	3	643	12.17%
40 – 44	36	35	37	36	26	97	158	165	52	642	12.15%
45 – 49	41	32	27	35	21	93	141	149	161	700	13.25%
50 – 54	48	42	36	29	14	86	115	107	155	632	11.96%
55 – 59	23	27	30	28	16	62	90	70	68	414	7.83%
60 – 64	19	20	11	15	14	52	61	38	51	281	5.32%
65 – 69	12	6	5	5	7	20	26	11	20	112	2.12%
>70	2	5	1	0	0	10	4	5	0	27	0.52%
Total	773	526	458	361	227	892	917	621	510	5,285	100%
<b>Percentage of Labor Force</b>	<b>14.63%</b>	<b>9.95%</b>	<b>8.67%</b>	<b>6.83%</b>	<b>4.30%</b>	<b>16.88%</b>	<b>17.35%</b>	<b>11.75%</b>	<b>9.65%</b>	<b>100%</b>	

# Human Resources Systems & Reporting

## Active Employee/Authorized Positions (by department) 2017

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	11	11	29	34	3	43	46
Community Services	266	286	26	28	391	683	319
Community Services Subsidy	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections	121	127	8	9	4	133	136
Financial Services	77	85	39	43	1	117	128
Fire and Emergency Services	861	881	35	35	2	898	916
Human Resources	24	27	13	15	5	42	42
Information Technology	81	91	26	31	13	120	122
Law	6	6	10	10	0	16	16
Planning and Development	63	74	4	9	2	69	83
Fire Planning and Development	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police	912	1,039	23	24	14	949	1,063
Support Services	103	112	16	20	9	128	132
Transportation	131	136	15	17	0	146	153
Water Resources	508	558	54	62	11	573	620
Clerk of Court	0	0	100	106	1	101	106
Clerk of Recorder's Court	13	14	3	3	4	20	17
Court Administration	0	0	108	108	25	133	111
District Attorney	23	23	93	95	4	120	118
Juvenile Court	39	43	21	22	7	67	65
Probate	0	0	26	26	5	31	26
Recorder's Court	0	0	9	9	0	9	9
Sheriff	642	688	30	34	38	710	722
Solicitor	24	26	32	36	3	59	62
Tax Commissioner	0	1	116	119	2	118	119
Unallocated Positions	N/A	N/A	N/A	N/A	N/A	N/A	6
<b>Total</b>	<b>3,905</b>	<b>4,227</b>	<b>836</b>	<b>895</b>	<b>544</b>	<b>5,285</b>	<b>5,131</b>



## Benefits



The Benefits Division of Human Resources is responsible for delivering benefits to more than 4,700 active employees and 1,500 retirees. These benefits include six health insurance plans, a hospital indemnity plan, three dental insurance plans, two vision plans, three life insurance products, two disability insurance plans, a Health Savings Account plan, flexible savings accounts, a health reimbursement arrangement, and voluntary insurance plans including an identity protection plan, a critical illness plan, universal life insurance and accident insurance. 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. An onsite retirement plan advisor is also available to answer questions for employees and retirees. A state-of-the-art Wellness program which includes an onsite employee wellness clinic, an onsite EAP Counselor and a Wellness Advocate are provided by this division. This division is also responsible for providing the Employee Assistance Program (EAP).



*Raechell Dickinson*  
*Human Resources Manager*

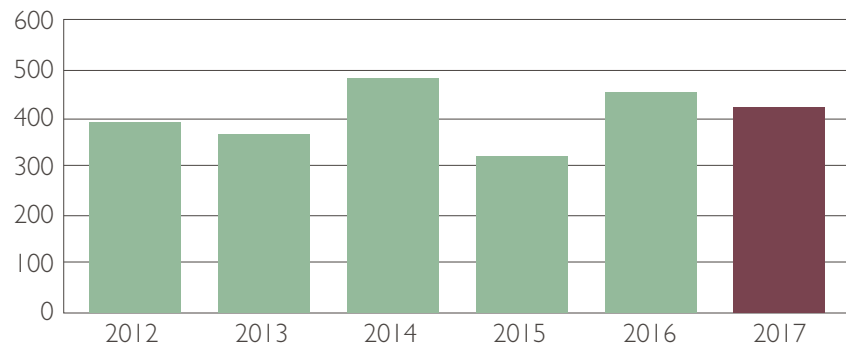


*Chad Conner*  
*Human Resources Manager*

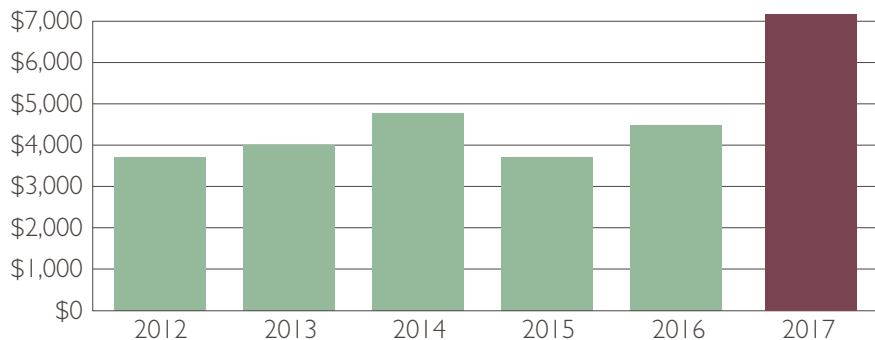
### Significant accomplishments:

- Processed 120 retirement applications and 31 Deferred Vested Pension applications
  - Conducted Annual Enrollment sessions with assistance from HR Teams for each Department:
    - 44 sessions for active employees
    - 4 sessions for retirees
  - Conducted 49 Wellness Program Information sessions for employees for each Department
  - Fully engaged participation in the Wellness Program was 68.3 percent; 3,090 employees received Wellness Incentives
  - Spouses covered under an employee health plan were also eligible to participate in the Wellness Program for the first time in 2017. 68.9 percent of spouses participated, and 1,569 spouses earned incentives.
  - 6,050 patients were seen at the Wellness Center during 2017. The Wellness Center provides preventative care and minor acute care for employees, pre-Medicare eligible retirees, and enrolled dependents over 18
  - Added an onsite EAP Counselor at 8 hours per week to the Wellness Center staff
  - Administered over 1,600 annual flu shots in a joint effort with Fire and Emergency Services personnel in 15 Flu Shot Clinics and the Wellness Center. Flu shots were administered to employees, dependents, and retirees
  - Conducted the annual Wellness Fair with additional exhibits and vendors.
- Attendance was close to 1,600 participants
- Conducted 6 Retirement Process Seminars for prospective retirees and 2 Prepare for Retirement workshops
  - Other Wellness activities conducted by this division include:
    - 16 Jumpstart Your Day events
    - 45 Bring Benefits to You meetings
    - 48 Lunch and Learn events
    - 14 Walk it Out at Work events
    - 11 Wellness Champion meetings
    - 3 Wellness Challenges
    - 51 Biometric Screening events
  - Closed 248 Worker's Compensation Claims
  - Provided training for supervisors on Workers' Compensation and Disability
  - Issued Request for Proposals for:
    - Vision insurance for employees and retirees
    - Wellness Program for employees
    - Workers' Compensation administration
    - Stop loss

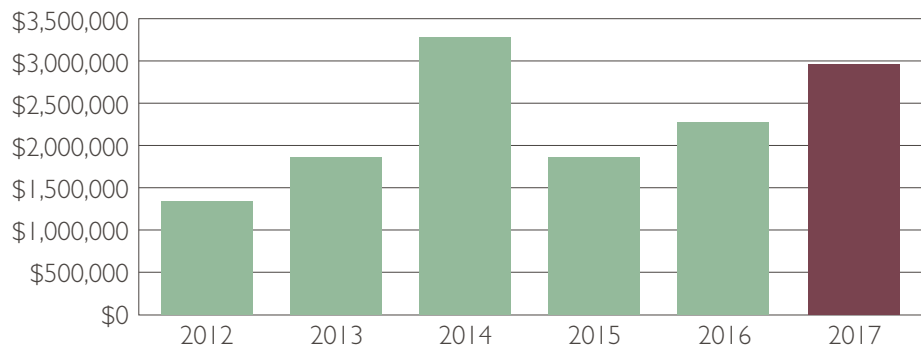
## Number of Workers' Compensation Claims 2012 – 2017



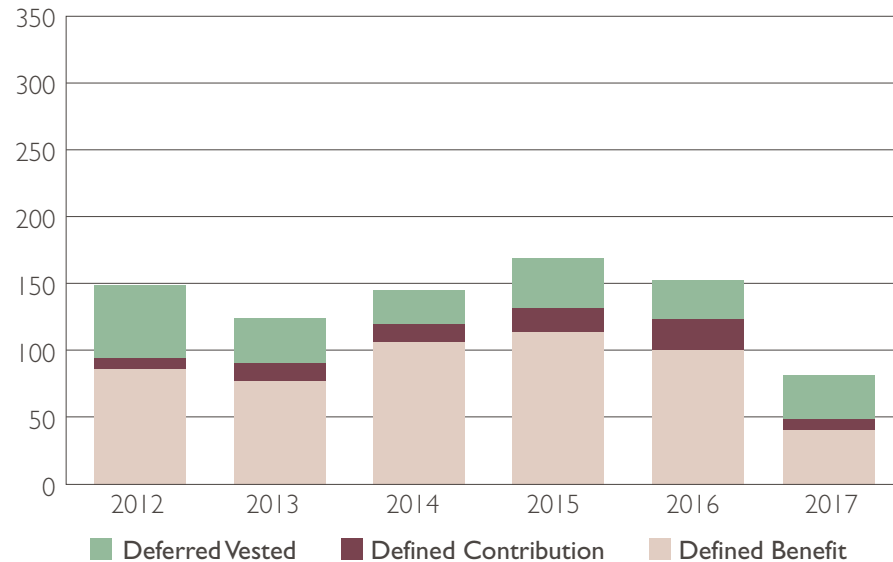
## Average Incurred Loss 2012 – 2017



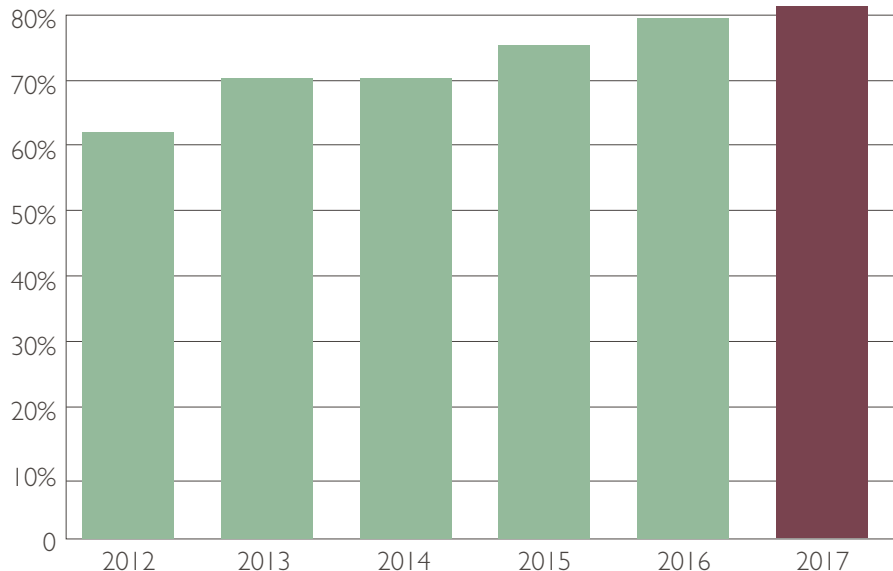
## Total Dollars Loss – Workers' Compensation Claims 2012 – 2017



## Retirements 2012 – 2017

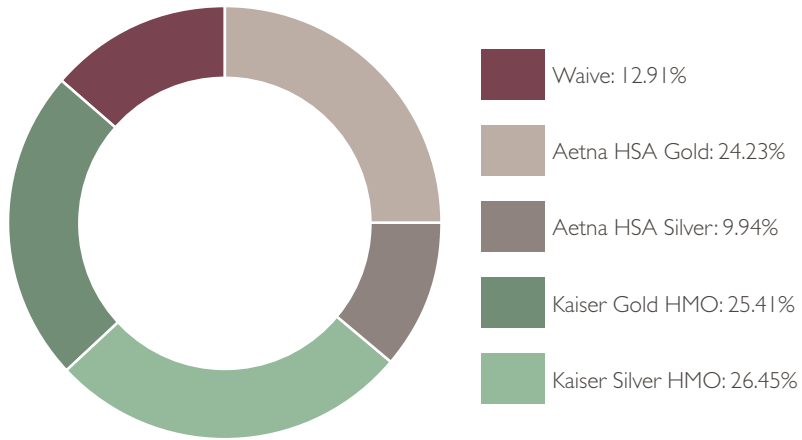


## Deferred Compensation Plan 457 Participation 2012 – 2017

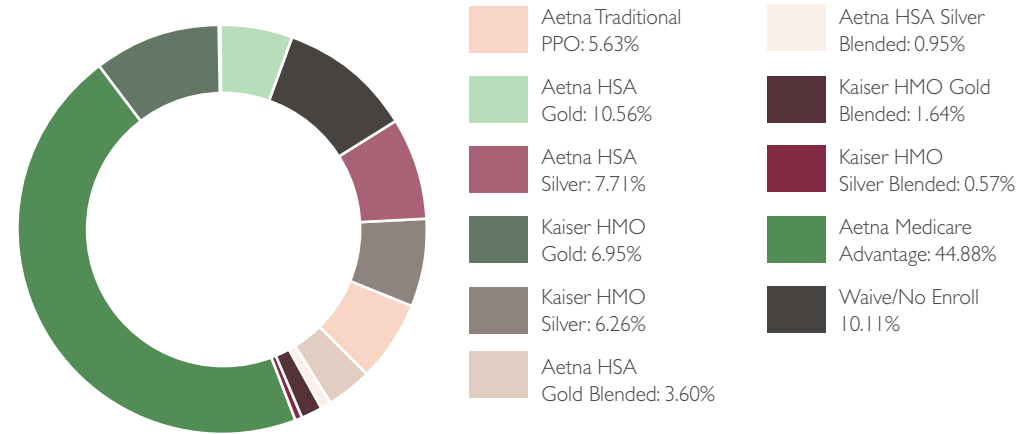


# Benefits

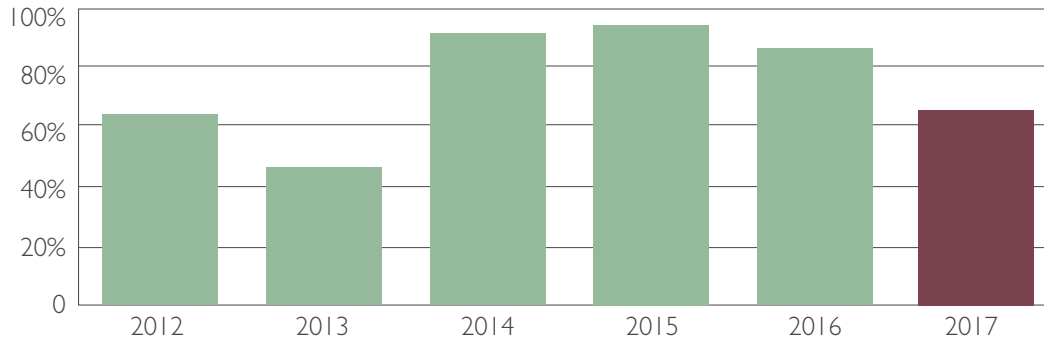
## Health Plan Enrollment: Active 2017



## Health Plan Enrollment: Retirees 2017



## Wellness Plan Fully Engaged Participation 2017



# Budget Summary



## Human Resources (Workers' Compensation Fund)

Appropriations (\$)	2015 Actual	2016 Unaudited	2017 Budget
Personal Services	67,798	106,100	113,857
Operations	1,925,166	376,416	3,236,829
Contributions to Other Funds	33,109	8,864	25,021
<b>Total</b>	<b>2,026,073</b>	<b>482,380</b>	<b>3,375,707</b>

## Human Resources (Group Self-Insurance Fund)

Appropriations (\$)	2015 Actual	2016 Unaudited	2017 Budget
Personal Services	327,079	481,242	591,169
Operations	46,896,261	52,897,438	54,287,083
Contributions to Other Funds	168,791	430,703	189,202
Contributions to Capital and Capital Outlay	665,850	–	–
<b>Total</b>	<b>48,057,981</b>	<b>53,809,383</b>	<b>55,077,454</b>

## Human Resources (Administrative Support Fund)

Appropriations (\$)	2015 Actual	2016 Unaudited	2017 Budget
Personal Services	2,585,585	2,783,884	3,051,523
Operations	475,857	428,614	564,126
Contributions to Other Funds	9,007	17,831	15,942
Contributions to Capital and Capital Outlay	–	–	–
<b>Total</b>	<b>3,070,449</b>	<b>3,230,329</b>	<b>3,631,591</b>



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**gwinnett**county  
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