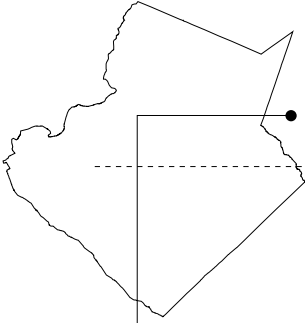




department of human resources annual report **2008**



- department of human resources

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



# human resources annual report • 2008

## board of commissioners



Charles E. **Bannister**

---

CHAIRMAN



Lorraine **Green**

---

DISTRICT 1



Bert **Nasuti**

---

DISTRICT 2



Mike **Beaudreau**

---

DISTRICT 3



Kevin **Kenerly**

---

DISTRICT 4

## county administration



Jock A. **Connell**

---

County Administrator



Michael D. **Comer**

---

COO/Deputy County Administrator



Susan **Lee**

---

Deputy County Administrator



**merit board**  
members

Betsey **Dahlberg**  
Post 1

---

Michael **Murphy**  
Chairman – Post 2

---

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

---

Mitch **Peevy**  
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 2008

Post	Name	Term
1	Betsey Dahlberg	01.01.07 – 12.31.08
2	Michael Murphy	01.01.95 – 12.31.06
3	A. Richard Lowing	01.01.05 – 12.31.08
4	Mitch Peevy	01.01.07 – 12.31.10
5	Lana Chumachenko	01.01.06 – 05.31.08
5	Jesse Jones	06.01.08 – 12.31.09
Executive Secretary	Harry G. Mason	Appointed 04.15.03



letter from  
**executive  
secretary**



**gwinnettcounty**  
**merit system**  
770.822.7033  
770.822.7947 fax

December 31, 2008  
Board of Commissioners  
Merit Board Members

RE: **Annual Report for 2008**

The year 2008 proved to be another productive year for the Merit Board.

Three monthly meetings were held. The following table summarizes the grievance activity from 2001 – 2008:

	2008	2007	2006	2005	2004	2003	2002	2001
Grievances carried over from prior years	2	1	2	4	2	12	12	2
New grievances received	12	9	10	10	6	18	19	36
Executive secretary meetings	11	9	11	9	5	22	8	32
Hearings	3	1	2	4	0	8	2	2

The following table summarizes the grievance activity for 2008:

Total	Action
3	Merit Board Hearings 3 – Upheld action of department 0 – Overturned action of department
13	Executive secretary meetings 4 – Grievances resolved at meeting 1 – Settled or withdrawn before Merit Board meeting 0 – Withdrawn after Executive Secretary Meeting, before recommendation issued 4 – Executive Secretary recommendation not appealed to Merit Board 1 – Carried over to 2009 3 – 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

75 Langley Drive • Lawrenceville, GA 30045-6900



# human resources annual report • 2008

## letter from human resources director



**gwinnett**county  
department of human resources  
770.822.7940  
770.822.7929 fax  
770.822.7930 jobline  
[www.gwinnettcounty.com](http://www.gwinnettcounty.com)

April 1, 2009

Gwinnett County Board of Commissioners  
Gwinnett County Merit System Board

**SUBJECT: 2008 Annual Report of Human Resources Activity**

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2008. Listed below are our major accomplishments for the year:

- Reorganized Department of Human Resources in August to provide better customer service
- Successfully integrated the Governor's Work Ready initiative into leadership programs
- Successfully rolled out the Talent Profile Survey/Questionnaire
- Hired 91 police officers, 111 deputy sheriffs, 77 firefighters, and eight firemedics
- Served on various SVR committees
- Assisted with the reorganization of various County departments
- Assisted departments in preparing succession planning charts

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, Deputy County Administrators, 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

75 Langley Drive • Lawrenceville, GA 30045-6900



## **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**

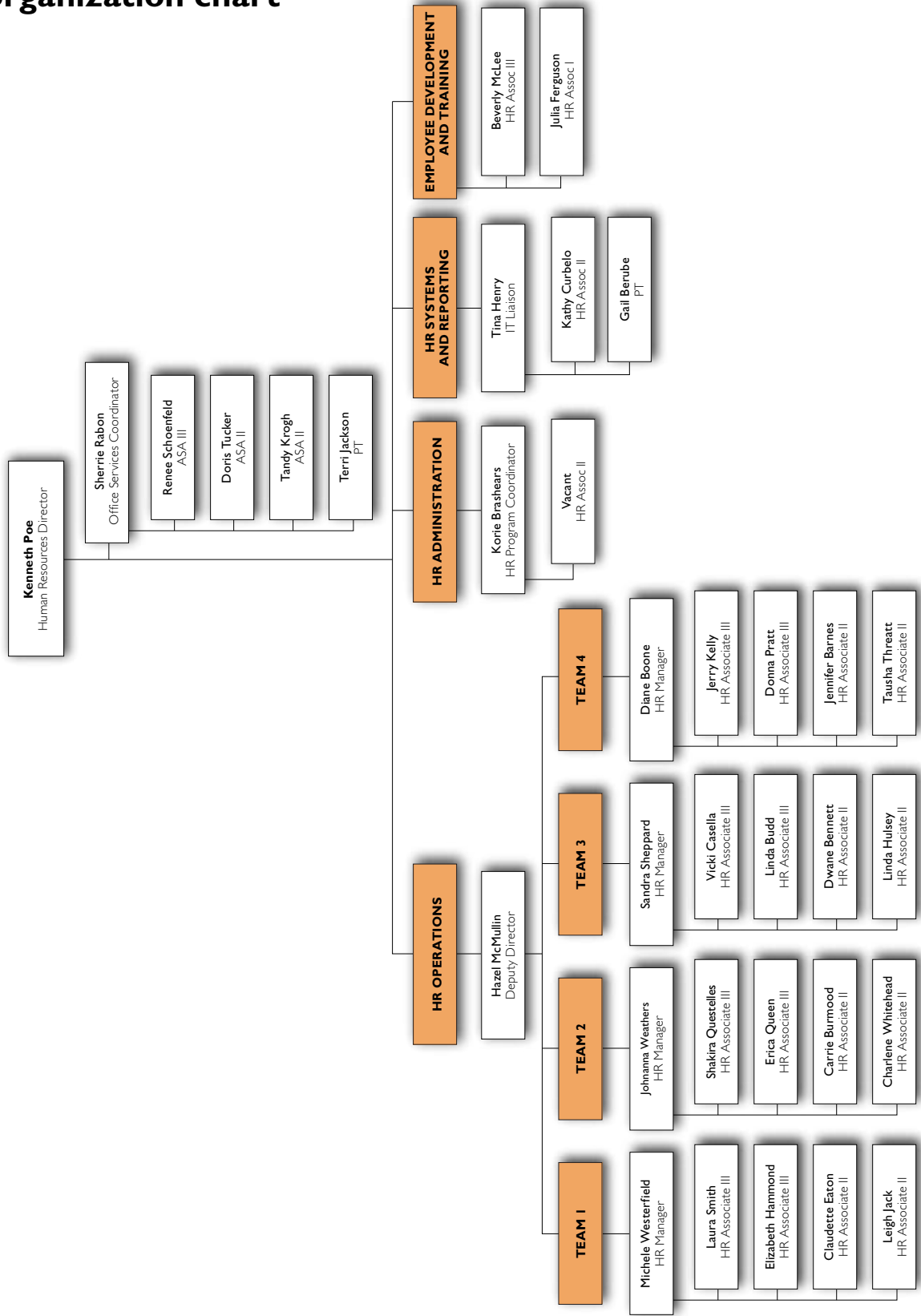
We strive for the highest levels of individual and organizational achievement by providing opportunities for all employees to contribute ideas, develop their potential, and make the best use of their talents and abilities. We strive to keep abreast of and implement best practices for our service delivery processes.





# human resources annual report • 2008

## organization chart



\*As of 12.31.2008



**staff**  
as of 12.31.2008

## Department of Human Resources

Human Resources Director	Kenneth Poe
Office Services Coordinator	Sherrie Rabon
Administrative Support Associate III	Renee' Schoenfeld
Administrative Support Associate II	Tandy Krogh
Administrative Support Associate II	Doris Tucker
Staff Assistant II (Part-time)	Teri Jackson

### Human Resources Operations

Deputy Director	Hazel McMullin
-----------------	----------------

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

Human Resources Manager	Michele Westerfield
Human Resources Associate III	Laura Smith
Human Resources Associate III	Elizabeth Hammond
Human Resources Associate II	Claudette Eaton
Human Resources Associate II	Leigh Jack

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

Human Resources Manager	Johnanna Weathers
Human Resources Associate III	Shakira Questelles
Human Resources Associate III	Erica Queen
Human Resources Associate II	Carrie Burmood
Human Resources Associate II	Charlene Whitehead

### Team 3 (Fire, Transportation, Tax Commissioner, Court Administration, Probate Court)

Human Resources Manager	Sandra Sheppard
Human Resources Associate III	Vicki Casella
Human Resources Associate III	Linda Budd
Human Resources Associate II	Dwane Bennett
Human Resources Associate II	Linda Hulsey

### Team 4 (Police, Planning and Development, County Administration, Law, Human Resources, Juvenile Court)

Human Resources Manager	Diane Boone
Human Resources Associate III	Jerry Kelly
Human Resources Associate III	Donna Pratt
Human Resources Associate II	Tausha Threatt
Human Resources Associate II	Jennifer Barnes

### HR Administration

Human Resources Program Coordinator	Korie Brashears
Human Resources Associate II	Vacant

### HR Systems and Reporting

IT Liaison	Tina Henry
Human Resources Associate II	Kathy Curbelo
Staff Assistant II (Part-time)	Gail Berube

### Employee Development and Training

Human Resources Associate III	Beverly McLee
Human Resources Associate I	Julia Ferguson

## management and administration



*Kenneth Poe*  
Director



*Sherry Rabon*  
Office Services Coordinator



*Korie Brashears*  
Program Coordinator

Human Resources reorganized its department in August 2008 to better serve its customers and ensure staff resources are aligned to help meet its goals and objectives. The department consists of four generalist teams assigned to support several departments. They handle all HR needs in the areas of Recruitment and Selection, Employee Relations, Compensation, Employee Records, and Organizational Development for their assigned departments. The four generalist teams are supported by an administrative staff that focuses on building and maintaining the HR infrastructure, developing policies and procedures, managing HR programs, coordinating employee training, and providing clerical support.

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 which include 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



## Significant Accomplishments

- Coordinated the 2008 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 42 25-year employees
- Coordinated the distribution of donated charity funds in the amount of \$111,271.10 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 1,394 donations
- Coordinated the sixth annual United Way Campaign for Gwinnett County; Gwinnett County employees contributed over \$22,141.86
- Processed tuition reimbursements for 175 employees in the amount of \$492,843.29

## 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 an 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 and can select one of four gifts within the program.

A new item was added to the program to recognize these outstanding employees. Each recipient 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 5, 10, 15, 20, 25, 30, and 35 years are sent to department directors for distribution. In 2008, 671 employees were eligible to receive awards for their years of service to Gwinnett County and its citizens.

## service awards 2008

Years of Service	Total
5	228
10	176
15	77
20	130
25	43
30	16
35	1
<b>Total Employees Eligible</b>	<b>671</b>



**the most valuable person award (mvp)**



*Randy Stamper  
2008 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
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 and no pressure will be 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



# human resources annual report • 2008

## employee charitable contributions disbursement recommendations 2008

Organization	Total
AMC Cancer Research	\$ 2,621.50
American Cancer Society	6,134.30
American Diabetes Association	3,138.00
American Heart Association	2,109.50
American Red Cross	2,903.43
Boy Scouts	2,467.00
ChildKind	690.50
Children's Healthcare of Atlanta	5,280.00
CHRIS Kids	399.00
Community Health Charities	210.00
Creative Enterprises	459.00
Cystic Fibrosis Foundation	622.00
Earth Share of Georgia	677.00
Epilepsy Foundation	397.00
Family Promise of Gwinnett County	360.00
Fear This, Inc.	264.00
Fire Benevolent Fund	22,475.50
Foster Children's Foundation	131.00
Gwinnett Children's Shelter, Inc.	3,612.50
Hemophilia of Georgia, Inc.	290.00
Hi-Hope Service Center	778.00
Kids Health, Inc.	196.00
The Leukemia/Lymphoma Society	1,446.00
March of Dimes	1,415.00
Muscular Dystrophy Association	1,389.00
National Kidney Foundation	1,409.00
Partnership Against Domestic Violence	3,350.00
Police Benevolent Fund	21,708.50
Salvation Army	1,244.07
Sheriff Benevolent Fund	4,305.50
Special Olympics of Georgia, Inc.	1,295.00
United Cerebral Palsy of Greater Atlanta	431.00
United Way of Gwinnett	17,062.80
<b>TOTAL</b>	<b>\$ 111,271.10</b>



## tuition reimbursement

### Tuition Reimbursement Program

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 2008, the cost of the program was budgeted through the participants' respective departments.

### Tuition Reimbursement Program 2008

Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Administrative Office of the Courts	2	9	\$ 4,664.84
Clerk of Court	1	4	3,548.00
Community Services	9	40	29,194.22
Corrections	8	53	39,434.20
County Administration	1	1	826.00
District Attorney	3	6	7,418.95
Financial Services	8	34	17,481.00
Fire Services	45	198	119,830.32
Human Resources	1	2	1,920.00
Information Technology	2	6	4,583.65
Juvenile Court	1	6	4,837.00
Planning and Development	2	4	2,327.00
Police Services	52	246	162,221.11
Sheriff	10	51	34,032.96
Solicitor	3	10	9,895.78
Support Services	5	18	8,215.24
Tax Commissioner	5	19	16,422.95
Transportation	3	9	5,442.08
Water Resources	14	44	20,547.99
<b>Totals</b>	<b>175</b>	<b>760</b>	<b>\$ 492,843.29</b>



# human resources annual report • 2008

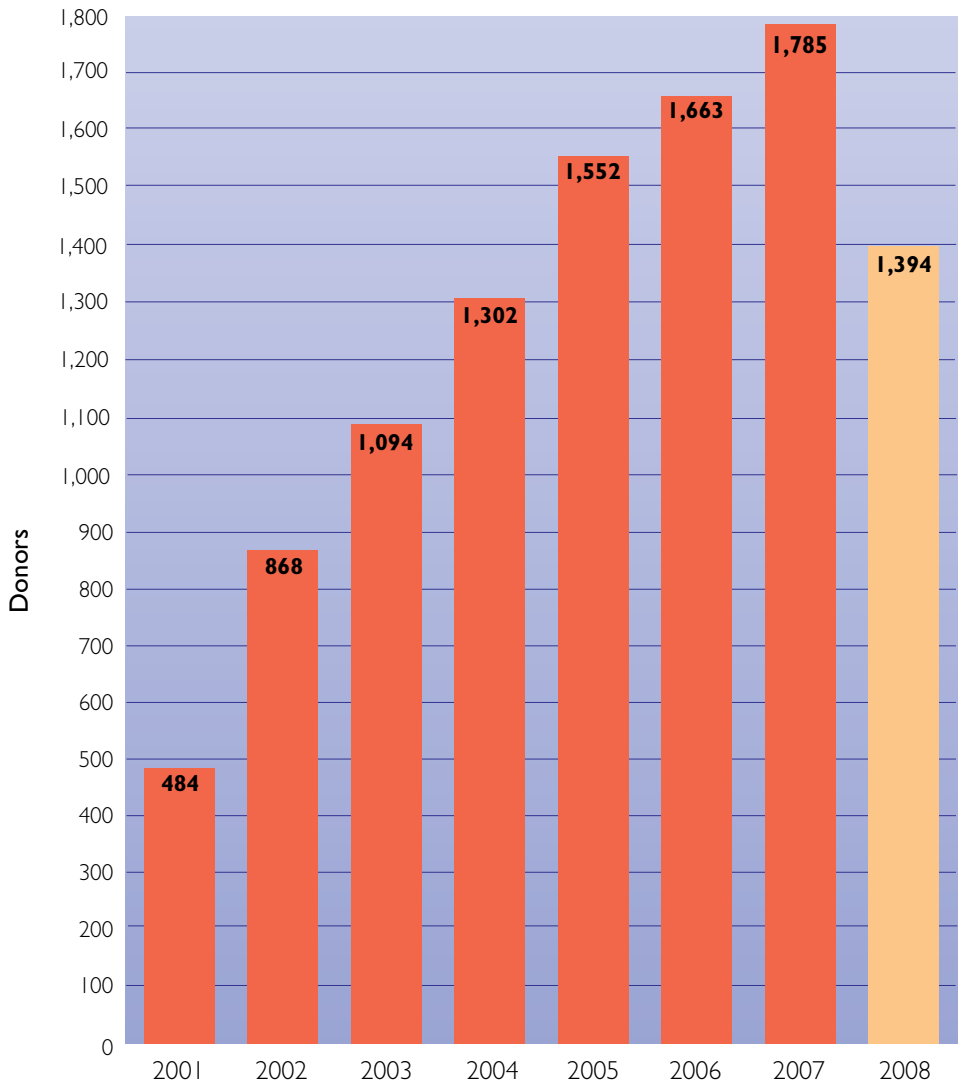
## employee blood drives

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 our employees, but also in the local community.

In 2004, Police Services and the Department of Water Resources brought in a 25 percent increase in participation. 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 14 drives. Participation numbers are slightly down in 2008 due to Police Services conducting two sponsored drives rather than regularly scheduled drives throughout the year.

A sincere *thank you* goes out to all those employees and citizens who either donated or attempted to donate blood during the 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.

## blood drive participation 2001 - 2008





## 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 2008, 14 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](http://www.eapworklife.com). Over 217 visits were made to the site during 2008 indicating that it is a very important resource in the employee assistance program. During 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, 19 people used the legal service and eight 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.*





# human resources annual report • 2008

## employee assistance program utilization 2008

Program Utilization	2008 Report period: January 1, 2008, through December 31, 2008	Participants	Grand Total
Clients served during report period	Employees	178	
	Dependents	44	222
Gender	Male	105	
	Female	117	222
Problem Category	Alcohol	4	
	Drug	6	
	Financial	8	
	Marital	46	
	Family	22	
	Legal	19	
	Other Alcohol	1	
	Other Drug	0	
	Violence	8	
	Career	1	
	Occupational	10	
	Childcare	3	
	Grief	12	
	Individual Adjustment	80	
	Eldercare	2	
Missing	0	222	
Referral Source	Self	165	
	Manager/Supervisor	13	
	Human Resources	5	
	Family Member	39	
	Missing	0	
	Counseling		222
<b>Total Employee Assistance Program Expense for 2008:</b>			<b>\$ 97,344</b>



## employee development and training

The **Employee Development and Training Section** 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 rolled out the Talent Profile Survey/Questionnaire to select group of managers, and populated the database for use by the departments for the Succession Plan initiative
- Successfully integrated the Governor's Georgia Work Ready initiative into the leadership development programs. A total of 69 Gwinnett County Government participants successfully completed the three assessments required to receive Georgia Work Ready certificates in 2008
- Collaborated with the Georgia State University's Public Performance and Management Group, to draft an article about the County's leadership development programs, which appeared in the October 2008 publication of *Georgia County Government*
- Successfully completed a sixth Senior Management Development Program session (EXCEL); program graduates include 20 managers from various departments throughout the County
- Successfully completed four sessions of the Supervisory Development Program Academy (LEAD); program graduates include 101 frontline supervisors and lead personnel
- Offered third annual Gwinnett County Leading and Learning Women's Conference with 190 participants in attendance

### Georgia Work Ready Initiative

The Employee Development and Training staff partnered with Gwinnett Technical College to learn how to administer Georgia Work Ready online testing in the Employee Learning Center, beginning in June 2008. The Georgia Work Ready program recognizes that a majority of jobs require certain skill levels in three areas: reading for information, applied mathematics, and locating information. Program participants are required to take three different WorkKeys assessments to determine their working knowledge in these areas. The Work Ready program uses the results from the assessments to award four levels of certificates as noted:

- Those earning Bronze certificates can perform 35 percent of the jobs in the WorkKeys database
- Those earning Silver certificates can perform 65 percent of the jobs in the WorkKeys database
- Those earning Gold certificates can perform 90 percent of the jobs in the WorkKeys database
- Those earning Platinum certificates can perform 99 percent of the jobs in the WorkKeys database

A total of 284 Work Ready assessments were proctored within a seven-month period in 2008. Participants in Gwinnett County's leadership development programs earned 69 certificates at the following levels:

- Four Bronze certificates
- 28 Silver certificates
- 32 Gold certificates
- Five Platinum certificates



**Summary of Annual Statistics for 2008 New Employee Orientation Program**

- Number of weekly orientation sessions 52
- Number of new regular full-time employees oriented 537
- Average number of new regular full-time employee participants per session 10

**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 2008 totaled 1,225 hours.

**Customized Training Programs**

At the request of various departments, a few programs were specifically designed to meet their expressed needs. Programs customized in 2008 are noted below:

Department/Division/Organization	Topic
Financial Services – Tax Assessor	MBTI Personality Type and Team Building
Financial Services – Purchasing	MBTI Personality Type and Team Building
Human Resources	MBTI Personality Type and Team Building
Human Resources	<i>Who Moved My Cheese?</i>

**EXCEL – Management Development Program**

The EXCEL Program is a management development program designed especially for Gwinnett County’s current and future management employees to provide 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.

A sixth group of County employees successfully completed the EXCEL program in 2008. The group consists of 20 program participants who represented various departments throughout the County.

### EXCEL Program Graduates



Name	Department
Adena Fullard	Planning and Development
Amanda Reed	Transportation
Chuck Bailey	Transportation
Dennis Baxter	Support Services
Edward P. Knopick, Jr.	Fire and Emergency Services
Erica Queen	Human Resources
Gary Gordijn	Corrections
George Breon	Support Services
James Scott Pickens	Corrections
Jerry Kelly	Human Resources
Jodi O'Brien	Water Resources
John T. Corn	Water Resources
Marc Thomason	Fire and Emergency Services
Michael Jenness	Planning and Development
Nancy Cogswell	Tax Commissioner
Nancy Ross	Tax Commissioner
Scott Callan	Financial Services
Sean Forrester	Water Resources
Steve Watson	Financial Services
Trent Bumgardner	County Administration



### **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)
- Veteran supervisors (refresher)
- Strategic non-supervisory employees

#### **Purpose and Objectives**

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

- 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 101 supervisors and lead personnel participated in and successfully completed the LEAD Academy Program in 2008.





### 2008 LEAD Graduates

Winter 2008 January – April	
Barbara Hedrick	Financial Services
Ben Bagwell	Water Resources
Ben Hendrix	Support Services
Conrad Gelot	Water Resources
Dana Baites	Planning and Development
Darrin Feagins	Water Resources
Donna Buhler	Financial Services
Gregg Evans	Water Resources
James Pugsley	Planning and Development
Jane LeMaster	Transportation
Joyce Martin	Police
Keith Colquitt	Police
Lisa Carson	Solicitor's Office
Malik Brown	Corrections
Marcia Smith	Police
Mark Butler	Water Resources
Mark Stonecypher	Transportation
Nancy Ross	Tax Commissioner
Otto Gonzales	Information Technology Services
Patrick Roach	Water Resources
Richard Porter	Water Resources
Robin Cook	Tax Commissioner
Ruth Newton	Financial Services
Sharon Manning	Financial Services
Steve Honeycutt	Water Resources
Tammy Gibson	Community Services
Tom Sever	Transportation
Tony Pyle	Water Resources
Valerie Adams	Fire



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Spring/Summer 2008 April – August	
Barbara Seal	Water Resources
Bertha Brazil	Corrections
Charles Johnson	Police
Cheryl Mabrey	Water Resources
Christian Williams	Tax Commissioner
Cornelius Ani	Planning and Development
Darlene Locklear	Support Services
Debra White	County Administration
James Patrick	Support Services
Jason Cannon	Police
John Henry	Corrections
Jose Jaime	Fire
Kimberly Steele	Corrections
Lang Sheets	Planning and Development
Larry Dancy	Planning and Development
Marcus Canada	Water Resources
Michael Owens	Tax Commissioner
Michelle Burton	Support Services
Richard Rowe Jr.	Support Services
Rudresh Bihalli	Water Resources
Ryan Thurmond	Fire
Shelia Fowler	Community Services
Stacey Sonnenschein	District Attorney's Office
Steve Hart	Water Resources
Tammy Johnson	Financial Services
Vicki Casella	Human Resources



Spring/Summer 2008 May – August	
Amanda Alexander	Tax Commissioner
Angela Jackson	Police
Barbara Bradford	Financial Services
Barry Sasser	Corrections
Clifford Dansby	Water Resources
Daphne Burnett	Tax Commissioner
Deborah Stroup	Tax Commissioner
Dorothy Eppinga	Support Services
Elva Trevino	Tax Commissioner
Fred Singletary	Corrections
Holly Dare	Tax Commissioner
Jamal Stokes	Corrections
Jason Galofaro	Water Resources
Ken Kagy	Planning and Development
Kristopher Harris	Community Services
Linda Morrison	Tax Commissioner
Marian Cruceru	Water Resources
Ricky Taylor	Water Resources
Ruth Harry	Tax Commissioner
Sharon Stevenson	Information Technology Services
Sonya Valcin	Community Services
Tony Johnson	Corrections
Wilma Montfort	Tax Commissioner



# human resources annual report • 2008



Fall 2008 August – November	
Alonzo Travis	Water Resources
Ann Porter	Financial Services
Chris Neidlinger	Water Resources
Connie Davis	Tax Commissioner
Debra Barton	Tax Commissioner
Don Gravitt	Water Resources
Hussein Khorramzadeh	Water Resources
Jake Page	Transportation
James Wood	Transportation
Jerry David Martin	Water Resources
Leonard Ringlespaugh	Water Resources
Linda Nichols	Police
Marsha Rowe	Water Resources
Mike Hammond	Water Resources
Phyllis Mitchell	Water Resources
Randy Stamper	Support Services
Richard Staley (Mike)	Water Resources
Shanna Shaite	Water Resources
Steve Larson	Planning and Development
Timmy Waldrip (Bo)	Transportation
Victoria Offor	Tax Commissioner
Will Caldwell	Water Resources
William Hallman (Bill)	Water Resources





## hr operations



*Hazel McMullin  
Deputy Director*



*Human Resources Managers*

Human Resources reorganized its department to better serve its customers and ensure staff resources are aligned to help meet its goals and objectives. Previously, the department was organized by functional area and specialty such as Employment, Employee Relations, Compensation, and HR Systems and Records. Under the new organizational structure, the department will have four generalist teams that are assigned several departments to support. The teams consist of a team leader, two 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 will be able to gain deeper understanding of the departments' needs and better assess situations presented to them. The Human Resources Department is excited about this opportunity to enhance customer service through one-stop service, utilize a team approach to tasks, build business partner relationships with departments, and to better utilize HR resources.

### **HR Operations** manage a full range of services such as:

- Conduct all phases of the employment process which include position postings, recruitment, application screening, background checks, and conditional/final job offers
- Facilitate testing and promotional processes
- Oversee the Internship/Apprenticeship Program
- Provide information concerning fair employment practices, Merit System Rules and Regulations, County Administrator Policies, and the Employee Handbook
- Review and analyze the County's Non-Discrimination Plan
- Assist employees in the day-to-day performance of their job duties and responsibilities
- Counsel employees at all levels in the organization
- Investigate employee problems, complaints, and/or appeals
- Provide special purpose employee training and new employee orientation
- Responsible for the Compensation and Classification Systems within the County
- Maintain an equitable and competitive salary administration program, which is the formal system for classifying positions and compensating employees
- Assess career progression promotions (PROMAS), demotions, reallocation of vacant positions to ensure proposed classification and salary recommendations coincide with applicable policies
- Perform year-end audits and maintain all records of elected/principal officials and monthly paid employees
- Maintain information on laws governing compensation of elected/principal officials and monthly paid employees
- Respond to inquires concerning salary and compensation policies and procedures
- Conduct annual Countywide and County Administrator's surveys

### **Significant Accomplishments**

- Transitioned to complete electronic submission of applications effective July 1, 2008
- Hired 91 police officers, 111 deputy sheriffs, 77 firefighters, and eight firemedics
- 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 772 *Family and Medical Leave Act* requests
- Completed nine workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated current policies as required
- Regardless of their employment status, 177 separated employees received an exit interview





## human resources annual report • 2008

### internship/ apprenticeship program

- Successfully represented Gwinnett County in 11 unemployment insurance eligibility appeal hearings and responded to 47 claims
- Updated all classification information on the County website
- Calculated costing for various pay initiatives
- Implemented Sheriff parity changes
- Prepared Market Review Study to County Administrators and recommended plan of action
- Participated in developing strategic objectives for the Balance Scorecard initiative in HR
- Served and/or prepared information on the following committees:
  - Reclassification Review Committee
  - Service, Value, and Responsibility (SVR) Committee
  - Department of Water Resources steering committee for training initiatives due to reorganization of customer service work group
- Participated in development of new Budget Forecasting report in SAP
- Developed, updated, and presented new employee training programs on the following topics:
  - Block 1 – Performance Management, Corrective Action, and FMLA
  - Block 2 – Performance Management, Corrective Action, and Unlawful Harassment
  - Block 3 – FMLA, ADA, and Request to Fill
  - Block 4 – EAP, Drug and Alcohol Free Workplace, and Unlawful Harassment
  - Block 5 – Employee Handbook, County Administrator Policy Manual, and the Merit Rules and Regulations Manual HR Liaison Training
- Participated in training activities for LEAD Academy, FileNet, and all HR area cross-training initiatives
- Engaged in preliminary discussions regarding the HR department reorganization
- Participated in department training for various employment law issues:
  - Police Services (Supervisory Training)
  - Fire and Emergency Services (Supervisory Training)
  - Sheriff's Department (Supervisory Training)
  - District Attorney (Supervisory Training)
  - Department of Water Resources (FMLA Training)
- Attended the following training seminars:
  - EEOC Annual Employment Law Conference
  - HRStar Annual Conference
- Submitted employee interest stories regarding County policies and procedures to the *Chat Room* newsletter

#### **Internship/Apprenticeship Program 2008**

Gwinnett County implemented its Countywide Internship Program in May 2000. The Apprenticeship Program was implemented in August 2007. Each intern and apprentice is matched to a mentor within the County in an area relevant to the student's area of study. This design provides students with a broad view of local government and aids them in realistically assessing their future career decisions. Everyone involved in each program strives to ensure that all students have an engaging and rewarding experience.

The purpose of the Internship Program is to provide highly motivated students currently seeking a bachelor's degree or higher with challenging and meaningful employment that will benefit both the County and the student. The purpose of the Apprenticeship Program is to provide highly motivated junior and senior high school students who are enrolled in their school's Apprenticeship Program with challenging and meaningful employment that will benefit both the County and the student. The Human Resources Department continually updates internship/apprenticeship information on the Gwinnett County website in order to advertise



the program. However, positive, word-of-mouth testimonials from previous interns, apprentices, and current County employees continue to be the best catalyst for many inquiries and application submissions. The Internship Program offers a Spring, Summer, and Fall Session. The Apprenticeship Program follows the Gwinnett County School system's academic calendar of August through May.

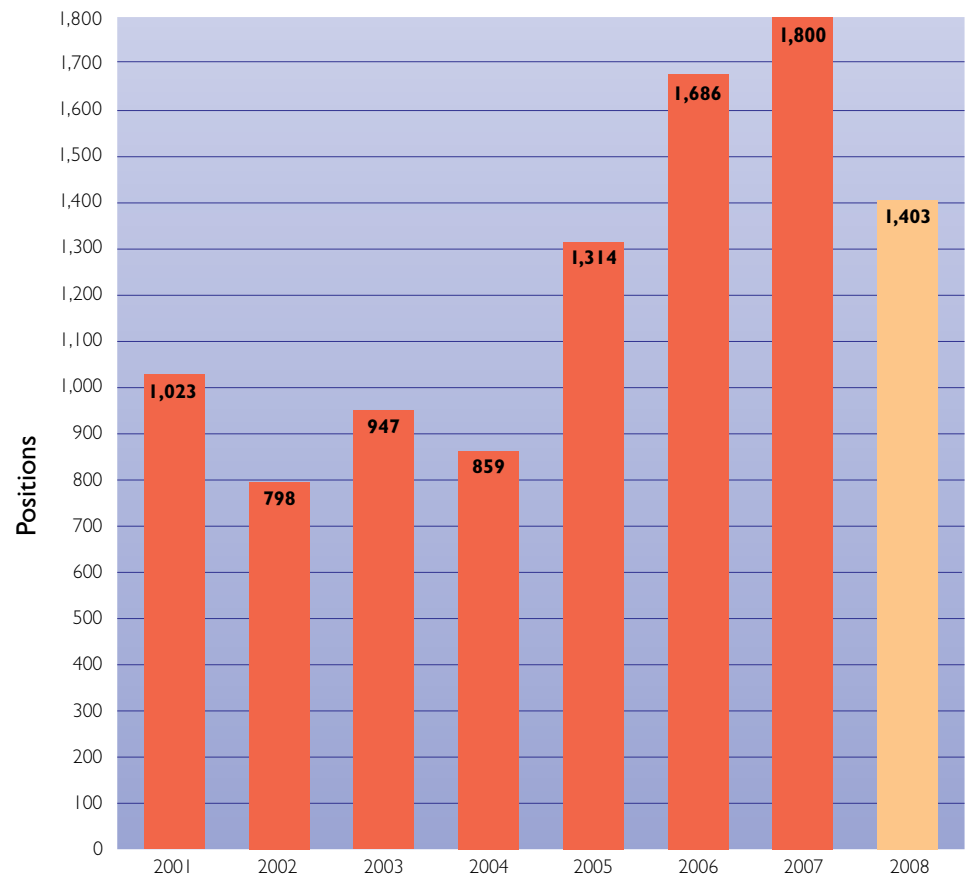
The goals of the Internship/Apprenticeship Program are:

- To provide on-the-job learning experience not obtainable in the classroom
- To illustrate on-the-job application of current classroom theories
- To give an opportunity for a realistic evaluation of career choices
- To identify possible full-time employees

The Internship/Apprenticeship Programs have been very successful. Three interns and two apprentices were hired for the Spring semester, 22 interns for the Summer semester.

Since its inception, the Internship Program has recruited several individuals who were hired on a full-time basis for various departments in Gwinnett County. Many departments have invited interns to return to work beyond their internships through individual department funding.

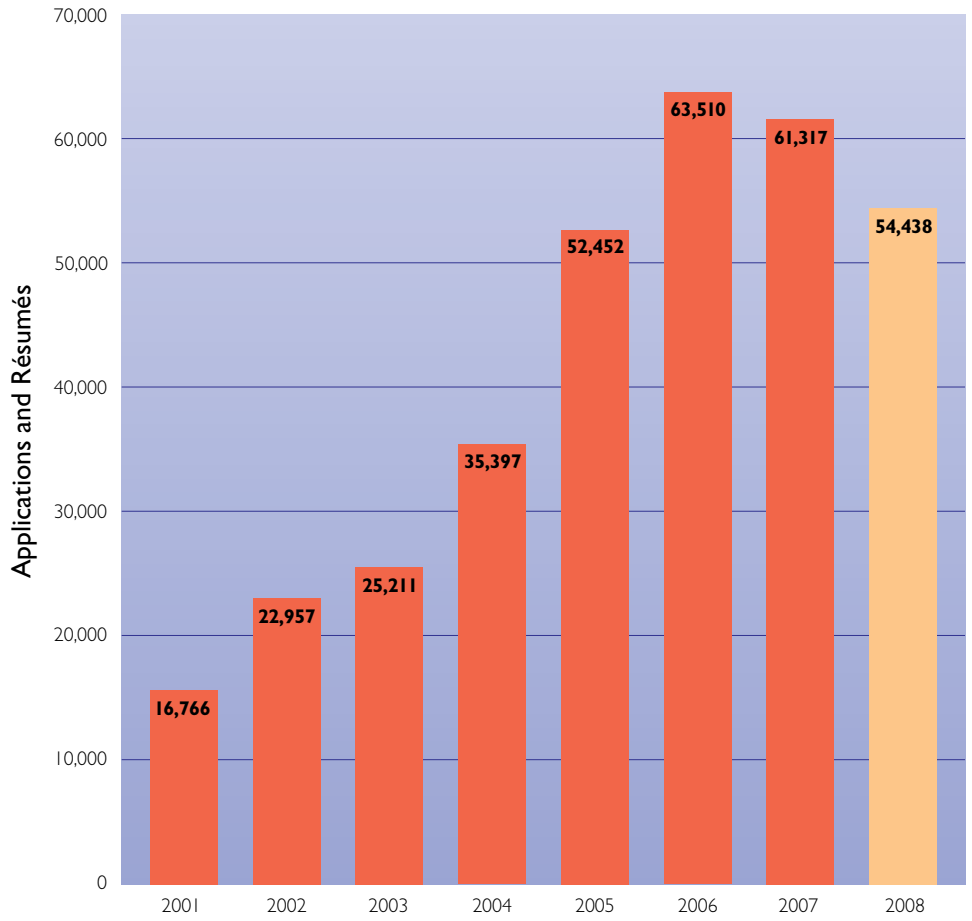
**total positions filled  
2001 – 2008**



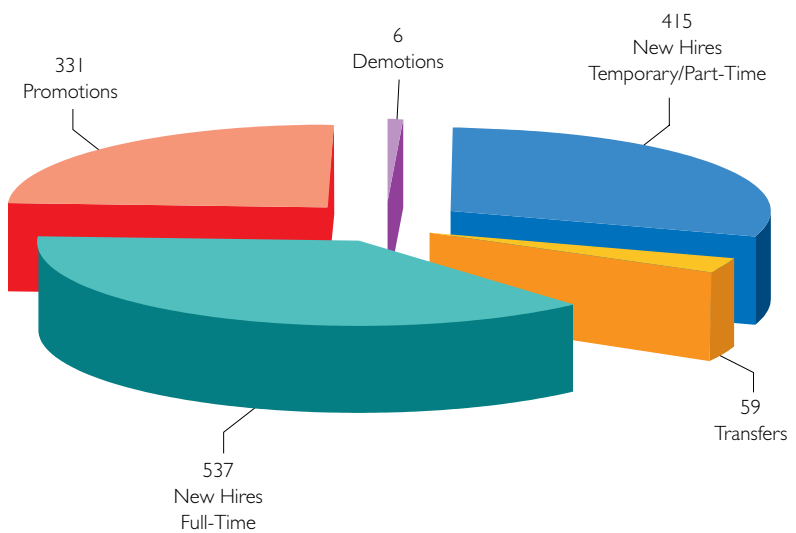


# human resources annual report • 2008

**total applications and  
résumés processed  
2001 – 2008**



**vacancies filled  
(by job status)  
2008**





**testing and  
assessment  
activities  
2008**

The Department of Human Resources took an active role in identifying reasons for employee turnover. To obtain this information, exit interview guidelines and a separation checklist form were developed to allow departments to coordinate the exit interview process for departing employees. All separating employees are encouraged to schedule an exit interview with their HR team representative.

2008 Promotional Testing				
Position	Written Exam	Assessment Center	Participants	Successful Candidates
Sheriff Corporal	October		85	12
Sheriff Sergeant	October		9	2
Sheriff Lieutenant	October		11	3
Sheriff Lieutenant		December	3	2
Fire Engineer	March		31	16
Fire Engineer		March	16	13
Fire Engineer #2	August		36	22
Fire Engineer #2		September	22	17
Fire Lieutenant	March		31	26
Fire Lieutenant		April	24*	22
Police Corporal	March		85	29
Police Sergeant	March		33	19
Police Sergeant		May	19	18
Police Lieutenant	March		31	12
Police Lieutenant		May	12	11
Corrections Sergeant	March		18	12
Corrections Sergeant		April	12	2
Corrections Lieutenant	March		6	5
Corrections Lieutenant		April	5	3

\* Candidate L2 was promoted to Fire Lieutenant between the written test and the assessment center, therefore, he did not go through the assessment center. Candidate L12 was a no show.



# human resources annual report • 2008

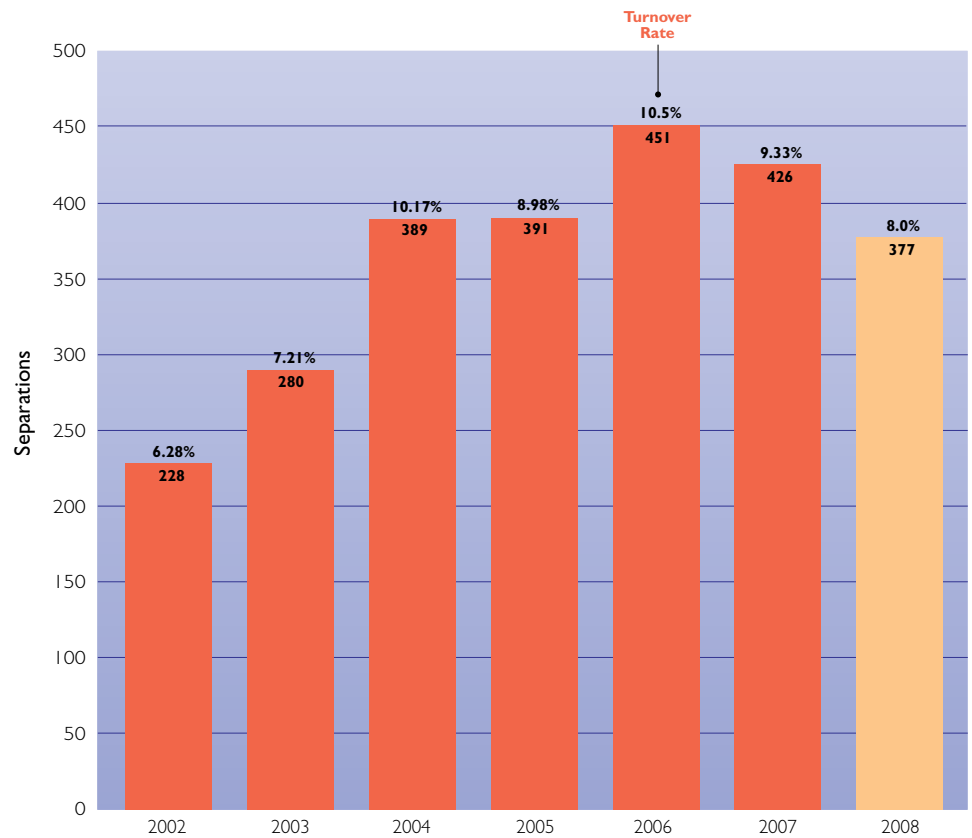
## full-time separation/ turnover by department 2008

Departments	EEs Year-End Count	Year-End Vol. Terminations	TO Percent
Community Services	251	28	11.16%
Corrections	143	12	8.40%
County Administration	34	1	2.95%
District Attorney	95	9	9.48%
Financial Services	166	6	3.62%
Fire and Emergency Services	775	54	6.97%
Human Resources	31	3	9.68%
Information Technology	74	9	12.17%
Law Department	12	0	0.00%
Planning and Development	142	20	14.09%
Police Services	982	99	10.09%
Sheriff	677	57	8.42%
Solicitor	51	6	11.77%
Support Services	106	12	11.32%
Transportation	175	7	4.00%
Water Resources	585	31	5.30%
Clerk of Court	98	8	8.17%
Clerk of Recorder's Court	17	0	0.00%
Judiciary – Other	91	4	4.40%
Juvenile Court	60	3	5.00%
Probate Court Judges	22	3	13.64%
Recorder's Court Judges	9	0	0.00%
Tax Commissioner	116	5	4.31%
<b>2008 Totals</b>	<b>4,712</b>	<b>377</b>	<b>8.00%</b>





**total number of separations/ turnover rate 2002 – 2008**



**Compensation Section Statistics for 2008**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Totals
CA Forms	5	4	3	6	5	2	8	2	0	0	0	7	42
Field Audits Conducted	1	1	0	0	4	1	12	7	25	40	3	0	94
Surveys Conducted	2	2	2	0	1	0	0	0	1	2	0	0	10
Class Specs Revised	5	0	3	3	0	0	0	0	2	0	0	0	13
Class Specs Written	0	0	0	0	1	0	0	0	4	0	0	0	5
Special Projects	4	3	4	1	5	1	0	0	1	0	0	0	19
Promas/Promos													
Approved	15	26	23	3	12	50	19	38	15	16	16	19	252
Denied	4	0	0	1	1	0	0	0	0	0	0	0	6
Demotions with Analysis	5	6	6	4	7	8	3	4	5	4	1	0	53
Other Salary Analysis	3	1	5	2	3	4	1	0	0	0	0	0	19
Written Surveys Processed	16	13	11	6	3	8	10	0	3	6	4	6	86
Telephone Surveys Processed	4	5	3	3	0	1	3	1	0	1	0	1	22



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Department	Classifications Reviewed
AOC	Administrative Associate II
Clerk of Recorder's Court	Court Associate III
Community Services	Administrative Associate II
County Administrator (Communications)	Administrative Associate II
District Attorney	Department wide
Finance	Risk Associates Series and Employee Self Service – Risk Management Division
Finance	Licensing and Revenue – Treasury Division
Fire	Office Services Coordinator
Human Resources	HR Associate I
Planning and Development	Administrative Associate IV
Police	Permit Tech Series
Police	Crime and Intelligence Analyst
Police	Code Enforcement Series
Police	Administrative Support Associate II
Police	Office Services Coordinator
Probate Court	Court Services Supervisor
Sheriff	Administrative Support Associate II
Support Services	Administrative Support Associate I
Tax Commissioner	Resources / Marketing positions
Transportation	Maintenance Tech II
Water Resources	Trades Tech III
Water Resources	WR Trades Associate II
Water Resources	Service Associate series



## hr systems and reporting



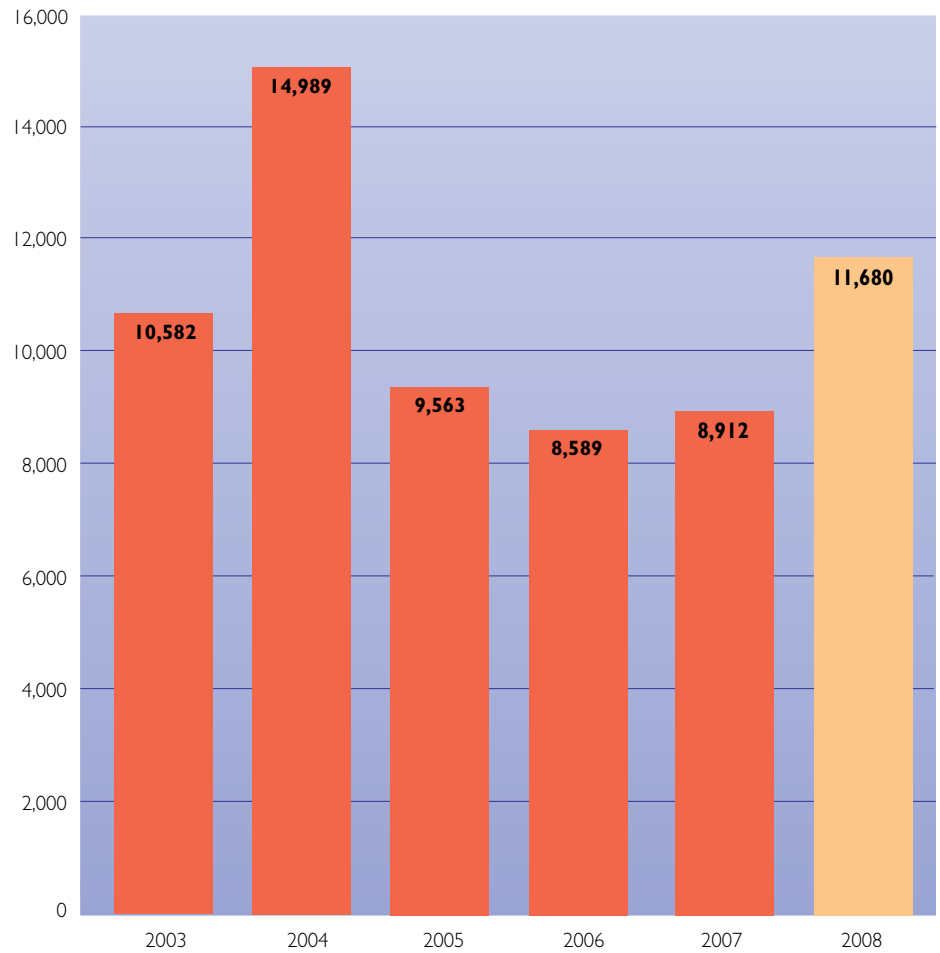
Tina Henry  
IT Liaison

### personnel actions processed 2003 – 2008

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:

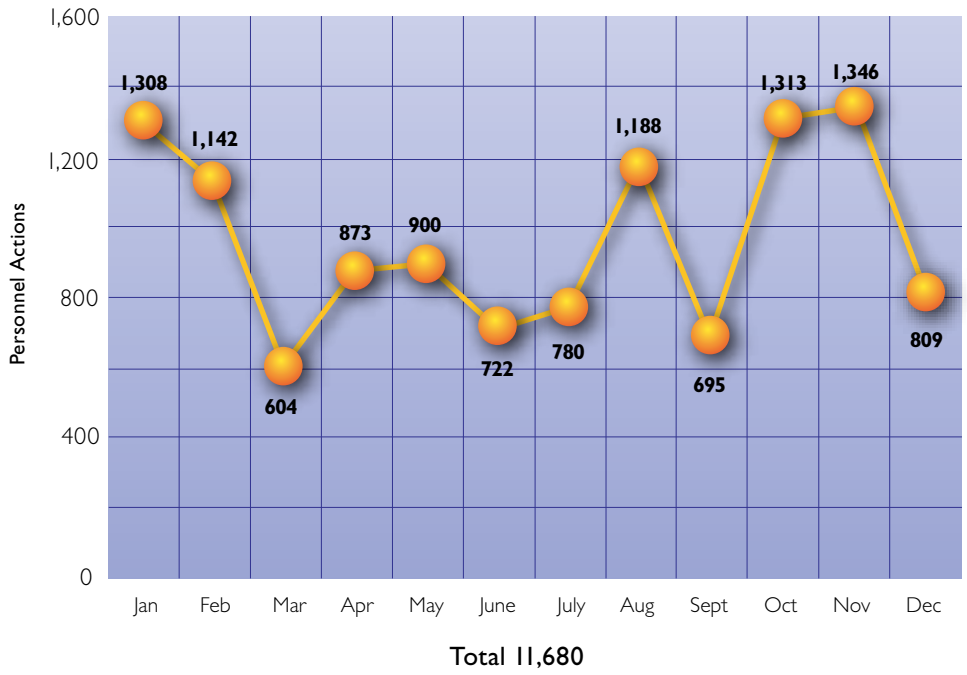
- Administration of the County's leave plans
- Maintenance of the position control system
- Preparation of various HRIS management reports
- Proper maintenance of all personnel records
- Administration of the County's HRIS system and other software systems





# human resources annual report • 2008

## total personnel actions processed 2008





**performance  
appraisal statistics  
(by department)  
2008**

Department	Employees Evaluated	Average Rating
Board of Commissioners/County Administration	26	2.60
Community Services	241	2.45
Community Services Subsidy	2	2.39
Corrections	145	2.61
District Attorney	81	2.24
Financial Services	156	2.31
Fire and Emergency Services	709	2.61
Human Resources	29	2.54
Law	10	2.73
Planning and Development	144	2.33
Fire Planning and Development	8	2.23
Police Services	913	2.57
Sheriff	578	2.58
Solicitor	40	2.26
Support Services	101	2.49
Transportation	162	2.36
Water Resources	571	2.41
Clerk of Court	87	2.55
Clerk of Recorder's Court	14	2.68
Court Administration	67	2.96
Juvenile Court	56	2.85
Probate Court	17	2.58
Recorder's Court Division 1	5	2.99
Recorder's Court Division 2		
Recorder's Court Division 3		
Tax Commissioner	109	2.72
Information Technology Services	70	2.50
<b>GRAND TOTAL</b>	<b>4,341</b>	<b>2.54</b>



## active employee census by age and years of service december 31, 2008

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	74	26	7	0	0	0	0	0	0	107	2.09%
20-24	137	121	47	10	15	2	0	0	0	332	6.48%
25-29	119	115	106	75	54	99	6	0	0	574	11.20%
30-34	67	89	68	63	43	207	69	0	0	606	11.82%
35-39	66	57	78	44	25	200	151	44	6	671	13.09%
40-44	40	58	50	42	40	151	130	115	100	726	14.17%
45-49	44	46	49	40	22	132	99	79	254	765	14.93%
50-54	35	39	33	22	19	115	72	55	177	567	11.06%
55-59	25	38	39	31	13	86	73	36	94	435	8.49%
60-64	10	8	12	16	8	68	38	38	23	221	4.31%
65-69	10	9	8	5	6	25	15	3	9	90	1.76%
>70	1	4	3	2	2	14	1	1	3	31	0.60%
TOTAL	628	610	500	350	247	1099	654	371	666	5,125	
Percentage of Labor Force	12.25%	11.90%	9.76%	6.83%	4.82%	21.44%	12.76%	7.24%	13.0%		100.00%



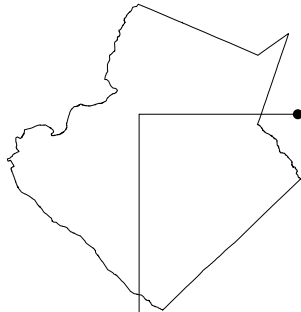
## active employee/authorized positions by department 2008

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	11	13	22	23	0	33	36
Community Services	226	243	23	25	245	494	268
Community Services Subsidy	2	2	0	0	0	2	2
Corrections	135	134	8	8	8	151	142
Financial Services	136	142	30	30	3	169	172
Fire and Emergency Services	744	726	31	32	2	777	758
Human Resources	24	25	7	7	1	32	32
Information Technology	61	64	13	15	0	74	79
Law	6	6	6	6	0	12	12
Planning and Development	127	148	5	6	10	142	154
Fire Planning and Development	8	8	0	0	0	8	8
Police	957	1,023	25	25	29	1,011	1,048
Support Services	94	98	12	14	7	113	112
Transportation	159	165	16	16	0	175	181
Water Resources	568	605	17	18	9	594	623
Clerk of Court*	0	0	98	99	1	99	99
Clerk of Recorder's Court*	0	0	9	9	5	14	9
Court Administration***	0	0	91	93	62	153	93
District Attorney	20	21	75	76	1	96	97
Juvenile Court	41	42	19	19	12	72	61
Probate*	0	0	22	22	1	23	22
Recorder's Court	16	16	1	1	8	25	17
Sheriff	647	657	30	31	5	682	688
Solicitor	23	24	28	30	6	57	54
Tax Commissioner*	0	0	116	118	1	117	118
Unallocated Positions	0	8	0	0	0	0	8
<b>Total</b>	<b>4,005</b>	<b>4,170</b>	<b>704</b>	<b>723</b>	<b>416</b>	<b>5,125</b>	<b>4,893</b>

\* Nonmerit

\*\* Most temporary/part-time employees do not occupy regular positions included in the County's authorized strength. Temporary/part positions are contingent upon funding, which is reviewed each year during the annual budget process.

\*\*\* Includes Administrative Office of the Courts, Magistrate, State, and Superior Courts



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The Dream House project as designed,  
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Trent **Bumgardner**  
Communications Division

Fall 2009

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