

Human Resources

ANNUAL REPORT
2012

gwinnettcounty, georgia



Board of Commissioners



Charlotte **Nash**

Commission Chairman



Jace **Brooks**

District 1 Commissioner



Lynette **Howard**

District 2 Commissioner



Tommy **Hunter**

District 3 Commissioner



John **Heard**

District 4 Commissioner

County Administration



Glenn **Stephens**

County Administrator



Aaron **Bovos**

Deputy County Administrator/CFO

Merit Board

Board Members

Jason **Thompson**
Post 1

Michael **Murphy**
Chairman
Post 2

Patrick **Parker**
Post 3

Larry **Still**
Post 4

William **Yurevich**
Post 5

Board Attorney

Richard A. **Carothers**

Executive Secretary to the Board

Harry G. **Mason**





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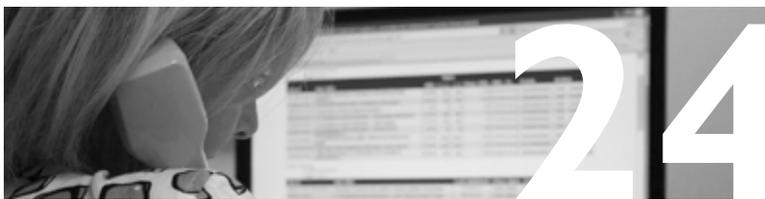
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Department of Human Resources

75 Langley Drive • Lawrenceville, GA 30046-6935
(tel) 770.822.7915 • (fax) 770.822.7929
www.gwinnettcounty.com



March 13, 2013

Gwinnett County Board of Commissioners
Gwinnett County Merit System Board

SUBJECT: 2012 Annual Report of Human Resources Activity

Dear Residents, Stakeholders, Chairman, and Members of the Board of Commissioners of Gwinnett County:

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2012. Listed below are some of our major accomplishments for the year:

- Implemented a contract for promotional testing with I/O Solutions public safety professionals, including police, fire, and sheriff
- Launched Volunteer Gwinnett in February 2012 resulting in 41,183 volunteer participants logging 991,136 hours by the end of 2012
- Hired 64 deputy sheriffs, 72 firefighters, 53 police officers, and 17 correctional officers
- Monitored and managed the 2012 budget required 90-day vacancy freeze process
- Successfully implemented an automated billing and payment solution for the collection of retiree health care
- Successfully implemented an Onboarding system to assist the new hire and orientation process, allowing electronic access to information and training
- Manager Self-Service was implemented as part of the ongoing effort to provide managers and supervisors across the organization with easy access to data and information about employees within their respective departments and divisions
- Added 457(b) Roth Plan and Secure Foundation Investment to Retirement Plans
- Developed and published Summary of Benefit Coverages (SBC's) for health plans
- Added Preventive Care to health plans to comply with Affordable Care Act
- Retired 104 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,

A handwritten signature in black ink that reads "Kenneth Poe".

Kenneth **Poe**
Director of Human Resources



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.



The Merit System Board



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

December 31, 2012

Human Resources Director
 Merit Board Members

Subject: **2012 Annual Report**

The year 2012 proved to be another productive year for the Merit Board.

The following table summarizes the grievance activity from 2007 – 2012.

	2012	2011	2010	2009	2008	2007
Grievances carried over from prior years	0	1	0	2	2	1
New grievance received	14	5	5	7	12	9
Executive secretary meetings	9	5	4	8	11	9
Hearings	1	0	0	3	3	1

The following table summarizes the grievance activity for 2012:

Total	Action
1	Merit Board Hearings: 1 – Upheld action of department 0 – Overturned action of department 0 – Settlement reach at Merit Board hearing
14	Executive Secretary Meetings: 3 – Grievance resolved at meeting 0 – Withdrawn after Executive Secretary meeting, before recommendation issued 2 – Executive Secretary recommendation not appealed to Merit Board 2 – Carried over to 2013 3 – Executive Secretary recommendation appealed to Merit Board 4 – 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.

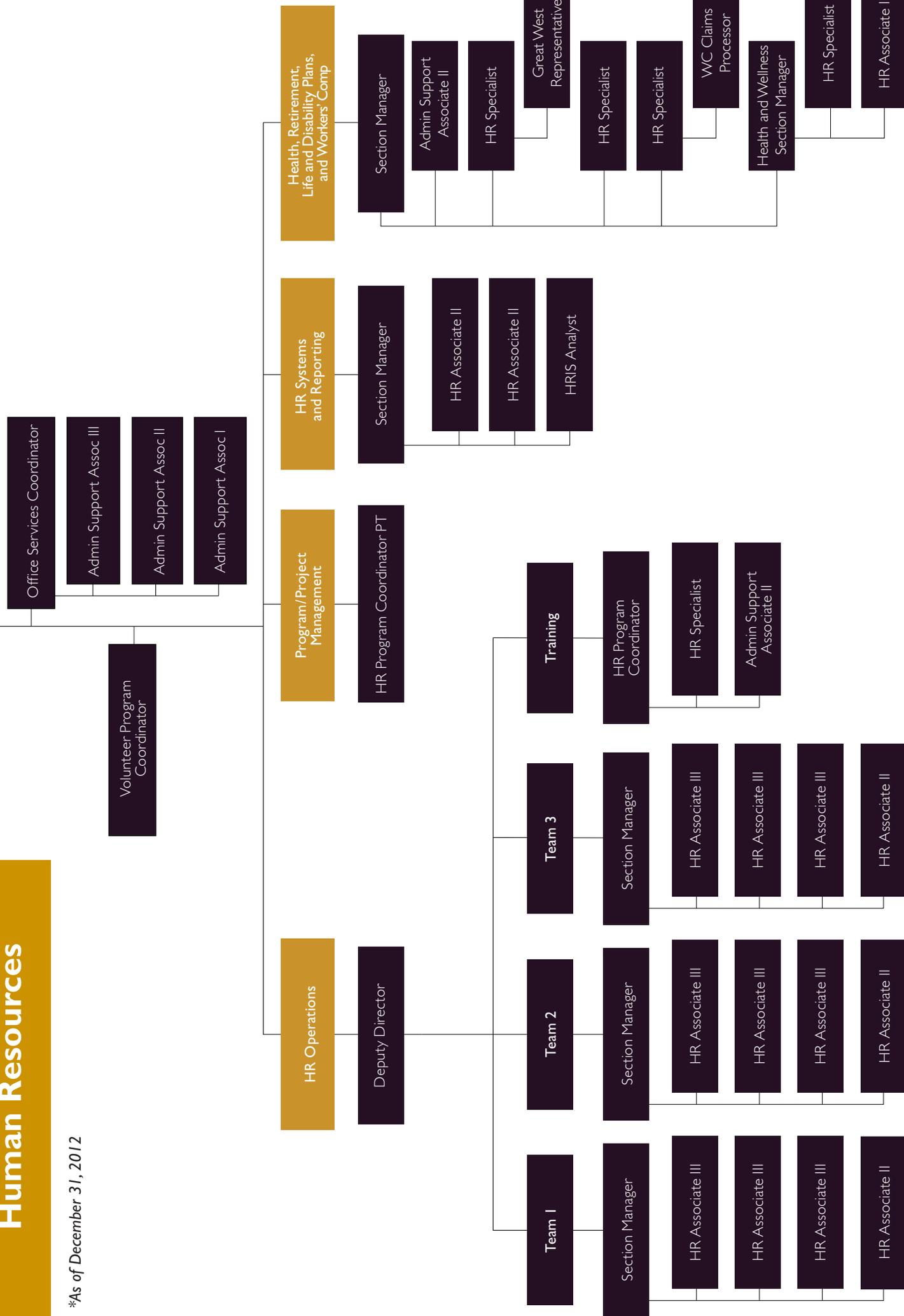
Merit Board Members 2012

Post	Name	Term
1	Jason Thompson	01.01.09 – 12.31.12
2	Michael Murphy	01.01.95 – 12.31.14
3	Patrick Parker	03.20.12 – 12.31.12
4	Larry Still	05.15.12 – 12.31.14
5	William Yurevich	01.01.10 – 12.31.13
Executive Secretary	Harry G. Mason	Appointed 04.15.03

Department of Human Resources

*As of December 31, 2012

Department Director



Staff as of December 31, 2012

Department of Human Resources

Human Resources Director	Kenneth Poe
Office Services Coordinator	Reneé Schoenfeld
Administrative Support Associate III	Tandy Krogh
Administrative Support Associate II	Doris Tucker
Human Resources Program Coordinator (PT)	Korie Brashears
Administrative Support Associate I (PT)	Gail Berube
Volunteer Program Coordinator (PT)	Kay Sibetta

Human Resources Operations

Deputy Director	Hazel McMullin
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Team 1 – Services the following departments:

Clerk of Court • Community Services • Police • Water Resources

Human Resources Manager	Michele Westerfield
Human Resources Associate III	Donna Pratt
Human Resources Associate III	Elizabeth Hammond
Human Resources Associate III	Janell Snipes
Human Resources Associate II	Janice Cepeda

Team 2 – Services the following departments:

Clerk of Recorder's Court • Corrections • District Attorney
Human Resources • Juvenile Court • Recorder's Court Judges
Sheriff • Solicitor • Support Services • Transportation

Human Resources Manager	Johnanna Weathers
Human Resources Associate III	Yvonne Boon
Human Resources Associate III	Erica Queen
Human Resources Associate III	Chris Henschel
Human Resources Associate II	Dwane Bennett

Staff as of December 31, 2012

Team 3 – Services the following departments:

County Administration • Court Administration • Financial Services
Fire and Emergency Services • Information Technology Services
Law Department • Planning and Development • Probate Court
Tax Commissioner

Human Resources Manager	Sandra Sheppard
Human Resources Associate III	Vicki Casella
Human Resources Associate III	Linda Budd
Human Resources Associate III	Cathy Canfield
Human Resources Associate II	Dianne Darcy

Training /Organizational Development

Human Resources Program Coordinator	<i>Vacant</i>
Human Resources Specialist	Diane Boone
Administrative Support Associate II	<i>Vacant</i>

HR Systems and Reporting

Human Resources Manager	Tina Henry
HRIS Analyst	Kathy Martin
Human Resources Associate II	Kathy Curbelo
Human Resources Associate II	Linda Hulsey

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

Human Resources Manager	Debbi Davidson
Human Resources Manager	Nancy Purves
Human Resources Specialist	Shirley Richardson
Human Resources Specialist	Sue Rooks
Human Resources Specialist	Megan Ward
Human Resources Specialist	Dawn Jones
Human Resources Associate II	Megan Butler
Administrative Support Associate II	Sandi Barber

Management and Administration

In 2012, Human Resources continued its efforts to provide efficient, effective, and comprehensive services to our customers. Human Resources service teams now provide full-service support to employees from one department. This consolidation of services allows for more efficient service delivery for human resources and benefits functions and provides an opportunity to streamline the organization. The department has three departmental service teams providing generalist human resources and benefits support to County departments and their employees.

In 2011, the countywide volunteer program, *Volunteer Gwinnett*, was added to Human Resources as a result of an Engage Gwinnett initiative. Engage Gwinnett was a 42 member citizens committee that was created in July 2009 under the sponsorship of the Gwinnett County Board of Commissioners and the Gwinnett Chamber of Commerce. From October 2009 to March 2010, its mission was to spend 6 months examining the community's need for current and future government services. The committee recommended services that should be continued and those that the County should no longer provide or support, suggesting appropriate service levels for those that were deemed essential. Engage Gwinnett made over 100 recommendations, one of which was to establish a one-stop shop countywide volunteer program with a goal of reaching 1 million volunteer hours by 2015.

The official *Volunteer Gwinnett* program was chartered in February 2012 as a countywide volunteer program designed to involve more residents in volunteer activities associated with County government. Volunteers have been an important part of some County departments and agencies for many years, and the County is expanding the volunteer program with a bold goal of reaching 1 million volunteer hours by 2015.

Human Resources also has an administrative/management team, a benefits planning, design, and implementation team for health, life, disability, safety, wellness, and workers' compensation programs, a human resources information systems team, and a program and contract management team to round out organizational, planning, and program maintenance needs.



Kenneth Poe
Director



Reneé Schoenfeld
Office Services Coordinator



Korie Brashears
Program Coordinator

Management and 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
- Conducting performance analysis reports and other management information regarding current and future program changes, organizational consulting, and climate surveys
- Assisting the County Administrator's Office with special projects
- Providing administrative support to the director
- Managing day-to-day activities of the Human Resources Department including the preparation and administration of the annual departmental budget
- Managing the County's various employee programs including education/tuition reimbursement, service awards, Most Valuable Person Award (MVP), charitable contributions, United Way campaign, American Red Cross blood drives, and the Employee Assistance Program (EAP)
- Providing administrative support to the Executive Secretary and the Merit Board
- Perform year-end audits and maintain all records of elected/principal officials and monthly paid employees
- Conduct annual countywide and County Administrator's compensation surveys
- Administering the coordination of the County's volunteer program



Significant Accomplishments

- Coordinated the 2012 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 751 employees received gifts for their years of service to Gwinnett County
- Coordinated reserved parking recognition for 82 employees with 25 or more years of service
- Coordinated the distribution of \$91,819 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 692 donations
- Processed tuition reimbursements for 118 employees in the amount of \$383,433.88
- Facilitated and participated in various salary surveys
- Launched *Volunteer Gwinnett* in February 2012, resulting in 41,183 volunteer participants logging 991,136 hours by the end of 2012
- Coordinated the annual United Way Campaign for Gwinnett County, resulting in \$11,474 in contributions by Gwinnett County employees
- Implemented a contract for promotional testing with I/O Solutions

2012 Most Valuable Person – Amanda Alexander

The 2012 MVP is someone who not only meets the criteria, but exceeds in each area of this award. Amanda Alexander is outstanding at promoting team spirit, shows compassion to fellow employees, is enthusiastic, and goes above and beyond the normal call of duty. She sets an example that others want to follow by having a positive attitude despite the tasks at hand and is a fantastic motivator who always looks for ways to engage her team to perform at exemplary levels.

A staff member with the Tax Commissioner's Office, Amanda is always friendly and serves both internal and external customers and her staff with a smile. In addition to performing her duties, she has diligently worked to establish better communication with the Tax Assessor's Office, Business License, Recorder's Court, and the Solicitor's Office to eliminate confusion and better serve our residents.

Amanda is a recent graduate of the County's EXCEL program and consistently pursues education and training opportunities to make sure she is up-to-date on the ever-changing bankruptcy laws.

Even off the clock, she keeps very busy serving her community through Relay for Life and as a volunteer for Wellspring Camp, which is a Christian camp for children and adults with disabilities and special needs. Amanda is an active member of her church, leading children's ministry activities and Sunday School, and she serves as a member of the hospitality committee. Every year, she coordinates a department-wide canned food drive to support the Lawrenceville Co-op.

She has worked for Gwinnett County for 12 years and is committed to her job and fellow employees. Aside from being an excellent Tax Services Assistant Manager, she is a first-class person who is an overall outstanding employee, citizen, and friend to everyone she meets. She is a woman of virtue and compassion, and we are so grateful for her service.



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, trophy of achievement, \$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
2012	Amanda Alexander	Tax Commissioner's Office
2011	Thomas Rutledge	Fire and Emergency Services
2010	Catherine Montgomery	Community Services
2009	Sandy Moore	Community Services
2008	Randy Stamper	Support Services
2007	Rodney Dawson	Fire and Emergency Services
2006	Melissa Black	Financial Services
2005	Laura M. Bardugon	Police
2004	Amanda Reed	Transportation
2003	John T. McDowell	Police Services
2002	Marco A. Silva	Police Services
2001	Charlie W. Sheffield	Community Services
2000	Ronald Dobbins	Sheriff
1999	Mindy Bayreuther	Police Services
1998	Eric Horne	Community Services
1997	John Irvine	Sheriff
1996	Donna Mitchell	Fire and Emergency Services
1995	Jan Byers	Financial Services
1994	Anna Garneau	Law
1993	Lynn Smith	Administrative Services
1992	Ronda Davis	Public Utilities
1991	Patrick Larson	Planning and Development

Service Awards

Government services in Gwinnett County are enhanced by the professionalism, dedication, and productivity of its employees. Gwinnett County Government and the Board of Commissioners believe in recognizing and rewarding long-term County employees. Since 1972, County employees with five or more years of service have been honored and awarded a token of appreciation for their tenure.

Each of these outstanding employees receives a round service award lapel pin embossed with the shape of Gwinnett County. Within the shape of the county is a colored stone that corresponds with the years of service to the County.

Service awards for employees with 5, 10, 15, 20, 25, 30, 35, and 40 years are sent to department directors to distribute. In 2012, 751 employees were eligible to receive awards for their years of service to Gwinnett County and its residents.

Service Awards 2012

Years of Service	Total
5	352
10	159
15	112
20	35
25	82
30	9
35	2
40	0
Total Employees Eligible	751



Charitable Contributions Program

The Charitable Contributions Committee is comprised of 10 people:

- Human Resources Director or designee
- Employee representative to the Merit Board
- Eight committee members

The eight committee members represent the employee population and are chosen at-large from their employee group to serve on the committee. Only the eight committee members and the employee representative to the Merit Board are voting members.

Committee Purpose

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

Committee Policies and Procedures

- Committee will meet at least twice a year, once in the fall and once in the spring
- Employee contributions will be completely voluntary with no pressure applied in solicitation of contributions
- Employee contributions must be made in the sum of at least \$1 per pay period
- Recommended charities must meet the Internal Revenue Services (IRS) criteria for 501(c)(3) organizations
- Employees must annually contribute a minimum of \$50 in order for a charity to remain on the approved list
- Preference for donation consideration will be given to charities that are located in or directly support Gwinnett County

Employee Charitable Contributions Disbursement Recommendations 2012

Organization	Total
AMC Cancer Research Center	\$ 2,461.84
American Cancer Society	\$ 4,696.09
American Diabetes Association	\$ 2,690.83
American Heart Association	\$ 1,372.09
American Red Cross	\$ 2,174.62
Boy Scouts of America	\$ 2,021.37
Childkind	\$ 451.37
Children's Healthcare of Atlanta	\$ 4,768.05
Children's Shelter	\$ 3,466.87
CHRIS Kids	\$ 330.37
Community Health Charities of Georgia	\$ 109.37
Creative Enterprise	\$ 575.83
Cystic Fibrosis Foundation	\$ 374.37
EarthShare	\$ 648.47
Epilepsy Foundation of Georgia	\$ 296.83
Family Promise of Gwinnett County	\$ 728.37
Fear This	\$ 198.37
Foster Children's Foundation	\$ 456.37
Gwinnett Fire Employee Benevolent Fund	\$ 19,647.64
Gwinnett Police Employee Benevolent Fund	\$ 19,382.14
Hemophilia of Georgia	\$ 447.37
Hi-Hope	\$ 42.86
HealthMPowers	\$ 105.37
Leukemia and Lymphoma Society	\$ 973.83
March of Dimes	\$ 737.59
Muscular Dystrophy Association	\$ 1,488.37
National Kidney Foundation	\$ 688.37
Partnership Against Domestic Violence	\$ 1,651.37
SafeKids Gwinnett	\$ 205.05
Salvation Army	\$ 1,249.17
Sheriff Benevolent Fund	\$ 6,321.64
Special Olympics Georgia	\$ 2,099.37
UGA Arch Foundation/Embrace Georgia	\$ 3.49
United Cerebral Palsy of Atlanta	\$ 483.19
United Way of Gwinnett County	\$ 8,470.70
Total	\$ 91,819.00

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 2012, the cost of the program was budgeted through the participants' respective departments.



Tuition Reimbursement Program 2012

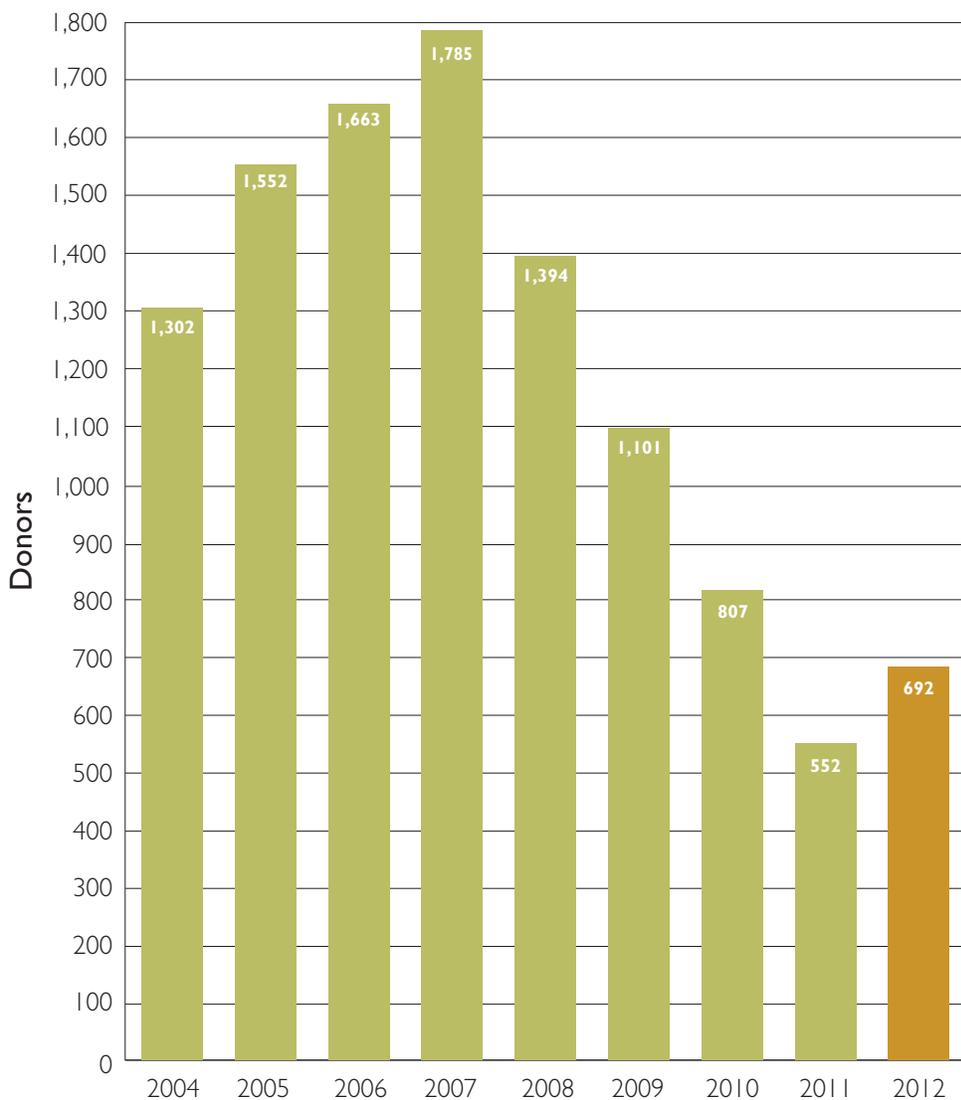
Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Administrative Office of the Courts	0	0	0
Clerk of Court	0	0	0
Community Services	8	15	19,042.08
Corrections	6	21	31,091.37
County Administration	1	1	1,712.25
District Attorney	0	0	0
Financial Services	9	30	38,149.24
Fire and Emergency Services	67	187	170,720.64
Human Resources	2	4	2,620.00
Information Technology Services	3	17	15,693.77
Juvenile Court	0	0	0
Planning and Development	0	0	0
Police Services	0	0	0
Probate Court	0	0	0
Sheriff	8	35	42,934.79
Solicitor	0	0	0
Support Services	0	0	0
Tax Commissioner	1	2	1,089.36
Transportation	1	3	4,949.81
Water Resources	12	35	55,430.57
Totals	118	350	383,433.88

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.

Blood Drive Participation 2004 – 2012



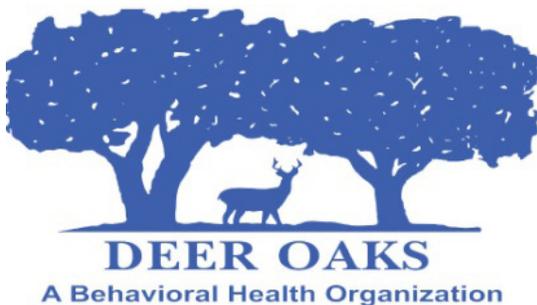
Employee Assistance Program

The Board of Commissioners established the Employee Assistance Program (EAP) to provide confidential, professional assistance to employees and their families when personal difficulties arise. The EAP offers solutions to problems associated with alcohol, drugs, marital or family problems, legal problems, job-related issues, or financial problems. The program also provides managers and supervisors with a constructive way to aid employees and reduce any adverse impact to the County that occurs when an employee's personal problems interfere with his or her job performance.

In June 2011, Gwinnett County established its contract agreement with Deer Oaks, to provide confidential counseling services to County employees. During 2012, 7.6 percent of the workforce used the services offered by the EAP provider. Deer Oaks provides a web-based resource center for employees and supervisors at www.deeroaks.com. More than 348 visits were made to the site during 2012, indicating that it is a very important resource in the employee assistance program.

Gwinnett County Government currently pays \$1.39 per month for each eligible County employee. This premium also covers counseling benefits for employee dependent coverage and coverage for up to 6 months after an employee retires or terminates.

Statistics provided by Deer Oaks.



Employee Assistance Program Utilization 2012

Program Utilization	2012 Report period: January 1, 2012, through December 31, 2012	Partici- pants	Grand Total
Clients served during reporting period	Employees	229	
	Retirees	0	
	Dependents	119	348
Gender	Male	151	
	Female	197	348
Problem Category	Relational Problems	121	
	Child/Adolescent Problems	30	
	Anxiety/Stress	31	
	Emotional/Personal Problems	37	
	Depression	23	
	Addictions	10	
	Legal Problems	35	
	Grief	30	
	Work-Related Problems	10	
	Anger Management Problems	10	
	Financial Problems	4	
	Eating Disorder	1	
	Medical/Health Related Issues	1	
	Childcare/Eldercare Resources	0	
	Supervisor Related Problems	1	
	Harassment/Sexual Harassment	2	
	Provided Information	2	348
Referral Source	Self	2	
	Manager/Supervisor	346	
	Human Resources	2	
	Family Member	n/a	
	Missing	n/a	348
Total Employee Assistance Program Expense for 2012:			\$ 74,409.48

Volunteer Gwinnett

Volunteer Gwinnett is a countywide volunteer program designed to involve more residents in volunteer activities associated with County government. Volunteers have been an important part of some County departments and agencies for many years. The County is expanding the volunteer program with a bold goal of reaching 1 million volunteer hours by 2015.

Gwinnett County depends on volunteers to help provide residents with the best services and programs possible. Our volunteers directly contribute to the excellent quality of life residents enjoy in our community.



Kay Sibetta
Volunteer Program Coordinator

Significant accomplishments:

- Launched the *Volunteer Gwinnett* program in February 2012
- Hired a part-time Volunteer Coordinator
- Designated departmental volunteer liaisons who met on a quarterly basis
- Implemented infrastructure to support program with new website www.volunteergwinnett.net and publicity campaign
- Exceeded 2012 goal and engaged 41,183 volunteers in 991,136 hours of volunteerism

Volunteer Impact

Category	January – December 2012	2012 Goals	Variance	Financial Impact
# of Hours	991,136	600,000	+391,136	\$25,596,853.44
# of Volunteers	41,183	20,000	+21,183	\$21.79 per hour*

*Source: Independent Sector www.independentsector.org/volunteer_time
Estimated dollar value for volunteer time in 2011 was \$21.79 per hour

Participation by Department

Department	Number of hours
Overall	988,308
County Administration	758
Community Services	941,131
Corrections	3,248
Elected Official Departments*	2,814
Financial Services	473
Fire and Emergency Services	4,804
Human Resources	476
Information Technology Services	629
Law	620
Planning and Development	1,237
Police	17,839
Support Services	569
Transportation	6,623
Water Resources	9,917

**Includes Clerk of Court, Clerk of Recorder's Court, Court Administration, District Attorney, Juvenile Court, Probate Court Judges, Recorder's Court Judges, Sheriff, Solicitor, and Tax Commissioner*

Employee Development

Employee Development aims to increase County effectiveness by working to develop leadership within the organization. Training and development programs such as management development, team building, leadership, interpersonal effectiveness, and new employee orientation enable us to achieve our mission. We also provide support for the Human Resources teams by providing facilitation of specialized programs to meet the training needs unique to particular departments.

Significant Accomplishments

- Successfully completed the 10th Senior Management Development Program session, EXCEL; program graduates totaled 19 and represented various departments throughout the County
- Successfully completed three sessions of the LEADacademy (Leadership, Education, and Development), the County's supervisory development program; a total of 64 employees participated
- Trained 2,464 County employees
- 988.5 hours of training were provided to County employees

Self-Paced Library

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

Services, Courses, and Programs

Programs and courses are specifically designed for employee development and to enhance employee skill levels as determined by the County's performance standards. Classroom instruction facilitated in 2012 totaled 988.5 hours.



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 10th group of County employees to successfully complete the EXCEL program graduated in 2012. The group consisted of 19 program participants who represented various departments throughout the County.

2012 EXCEL Program Graduates

Name	Department
Alexandra Roberts	Tax Commissioner
Amanda Alexander	Tax Commissioner
Audrey Parker	Correctional Services
Benjamin Smarr	Water Resources
Cassandra Butts	Clerk of Recorder's Court
Darlesa Barron	Corrections
Hollis Britt	Support Services
Jack Ohlin	Corrections
Jerry Martin	Water Resources
Keith Phinney	Corrections
Kerry Edwards	Support Services
Lisa Ballouk	Financial Services
Martin Valentine	Water Resources
Melanie Miller	Community Services
Richard Platto	Water Resources
Robert Williams	Transportation
Roger Williams	Support Services
Shaunieka Taste	County Administration
Stacey Sonnenschein	District Attorney

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:

Leadership Education And Development

Intended Audience

- New supervisors
- Strategic non-supervisory employees

Purpose and Objectives

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

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

A total of 64 supervisors and LEAD personnel participated in and successfully completed the LEAD Academy Program in 2012.



LEAD Academy Graduates – Spring 2012



LEAD Academy Graduates – Summer 2012



LEAD Academy Graduates – Fall 2012

**LEAD 22
Spring 2012**

**LEAD 24
Summer 2012**

Cindy Stokes	Financial Services
David Clark	Court Administration
Derrick Skinner	County Administration
Dianne Black	Information Technology Services
Gloria Bathurst	Financial Services
James Jackson	Fire and Emergency Services
Jeffrey Kelley	Fire and Emergency Services
Kevin Vincent	District Attorney
Larry Hunter	Transportation
Michael Ludwiczak	Law
Michelle Webb	Tax Commissioner
Nancy Purves	Human Resources
Reneé Schoenfeld	Human Resources
Richard Martin	Support Services
Ronda Collins	Planning and Development
Stoney Polite	Fire and Emergency Services
Traci Williams	Financial Services
Victoria Burkholder	Tax Commissioner
Wayne Holt	Water Resources
William Moon	Transportation

Buffy Alexzulian	Financial Services
Crystal Lewis	Police
David Mullis	Tax Commissioner
Duane Exum	Tax Commissioner
Emily Fehn	County Administration
Erica Dove	Solicitor
Gregory Gaines	Water Resources
James Truvillion	Community Services
Jennifer Leith	Police
Jennifer Mitchell	Probate Court Judges
Jennifer Payne	Financial Services
Jeremy Collins	Tax Commissioner
Justin Jeffcoat	Support Services
Kenneth Keena	Transportation
Mark Cook	Corrections
Patricia Deal	Information Technology Services
Paul Boyer	Water Resources
Paul Turner	Financial Services
Pierce Freeman	Water Resources
Robert Hutton	Information Technology Services

**LEAD 25
Fall 2012**

Alan Berg	Water Resources	Janell Snipes	Human Resources
Allison Cauthen	Solicitor	Laurie Bohon	Financial Services
Ava Camejo-Douglas	Community Services	Laurie Doyle	Support Services
Billy Cain	Transportation	Maria Serban	Planning and Development
Brad Owens	Transportation	Matthew Burke	Transportation
Calvin Houston	Corrections	Matthew Phillips	Fire and Emergency Services
Christopher Medved	Police	Stewart Oliver	Financial Services
Dan Mayfield	District Attorney	Stuart Bozeman	Police
Darlene Poellnitz	Financial Services	Tammy Hulteen	Solicitor
Gary Schussler	Community Services	Wesley Barnhart	Police
Greg Gauthier	Water Resources	Will Herndon	Fire and Emergency Services
Herbert Frazier	Corrections	William Hoskinson	Support Services

Human Resources Operations

The department has three generalist teams that are assigned several departments to support. The teams consist of a team leader, three professional staff members, and one support staff member. Each team handles all functional and specialty areas as combined HR services for their assigned departments. Through working with the departments in these various areas, the HR staff has a comprehensive understanding of the departments' needs and is able to fully assess situations presented to them. The Human Resources Department provides customer service through a one-stop approach, uses a team approach to tasks, builds business partner relationships with departments, and better uses HR resources.

HR Operations manages a full range of services including:

- Conducting all phases of the employment process, which include position postings, recruitment, application screening, background checks, and conditional/final job offers
- Facilitating testing and promotional processes
- Providing information concerning fair employment practices, Merit System Rules and Regulations, County Administrator Policies, and the Employee Handbook
- Reviewing and analyzing the County's Non-Discrimination Plan
- Assisting employees in the day-to-day performance of their job duties and responsibilities
- Counseling employees at all levels in the organization
- Investigating employee problems, complaints, and/or appeals
- Providing special purpose employee training and new employee orientation
- Maintaining the Compensation and Classification Systems within the County
- Maintaining an equitable and competitive salary administration program, which is the formal system for classifying positions and compensating employees
- Assessing career progression promotions, demotions, reallocation of vacant positions to ensure proposed classification, and salary recommendations coincide with applicable policies
- Maintaining information on laws governing compensation of elected/principal officials and monthly paid employees
- Responding to inquiries concerning salary and compensation policies and procedures



*Hazel McMullin
Deputy Director*



*Michele Westerfield
Team 1 Section Manager*



*Johnanna Weathers
Team 2 Section Manager*



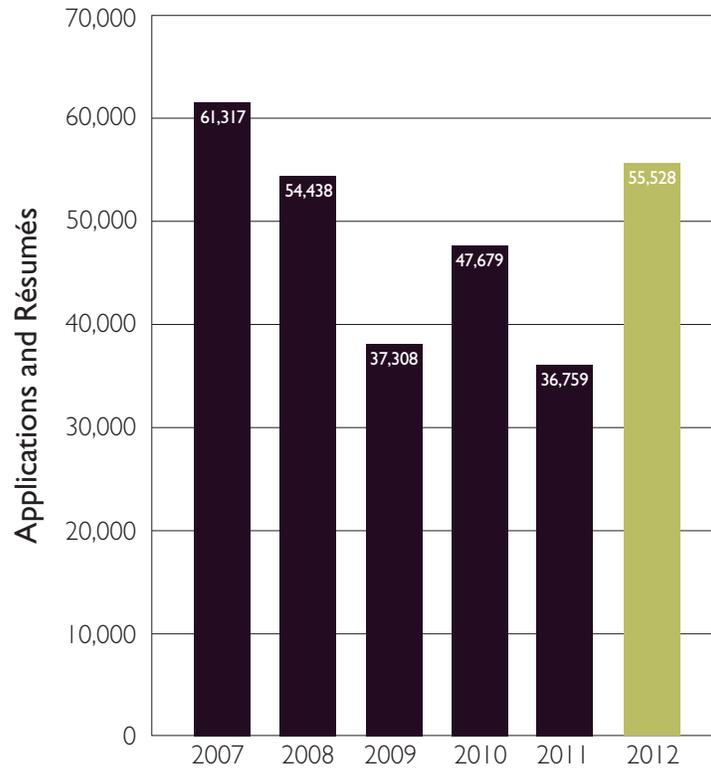
*Sandra Sheppard
Team 3 Section Manager*

Significant Accomplishments

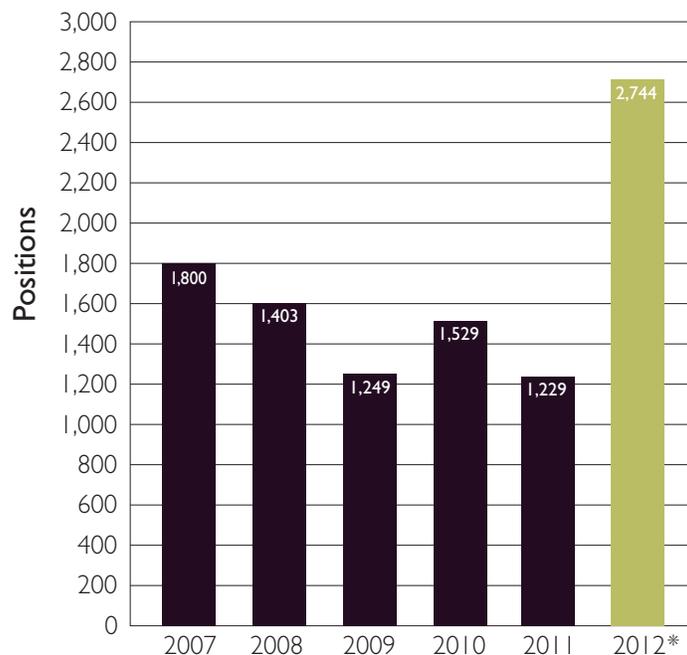
- Hired 53 Police Officers, 64 Deputy Sheriffs, 17 Correctional Officers, and 72 Firefighters
- Participated in eight public safety promotions processes resulting in 86 employees becoming qualified for promotional registers at the ranks of Fire Lieutenant; Sheriff Corporal, Sergeant, and Lieutenant; and Communications Officer III, IV, and Communications Supervisor; and Corrections Corporal
- Accepted and screened 55,528 applications for employment; hired 2,228 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 723 *Family and Medical Leave Act* requests
- Completed 15 workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated policies as required
- 426 separated full-time employees received an exit interview survey
- Successfully represented Gwinnett County in nine unemployment insurance eligibility appeal hearings and responded to 74 claims
- Calculated costing for various pay initiatives
- Participated in developing strategic objectives for the Balance Scorecard initiative in HR
- Updated and presented employee training programs on employment law issues and County policies
- Participated in training activities for LEAD Academy, FileNet, and all Human Resources area cross-training initiatives
- Provided training for 866 supervisory and management staff on the following topics: management and leadership; diversity; Drug and Alcohol Policy; unlawful harassment; retirement processes and planning; and workers' compensation processes
- Engaged in discussions regarding the Human Resources department reorganization
- Submitted articles and interest stories regarding County policies and procedures to the *GC Insider* employee newsletter
- Assisted departments in revising staffing plans to align with new business plans
- Participated in benefits open enrollment for County employees
- Participated in coordination of H1N1 vaccinations
- 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 2012 budget required 90-day vacancy freeze process.
- There were seven EEOC claims filed in 2012. Of the seven, three cases were closed in favor of the County. There are four cases still open.



Total Applications and Resumés Processed 2007 – 2012



Total Positions Filled 2007 – 2012



*Increased as a result of hiring poll workers for eight elections in 2012.

Vacancies Filled (by job status) 2012



Testing and Assessment Activities 2012

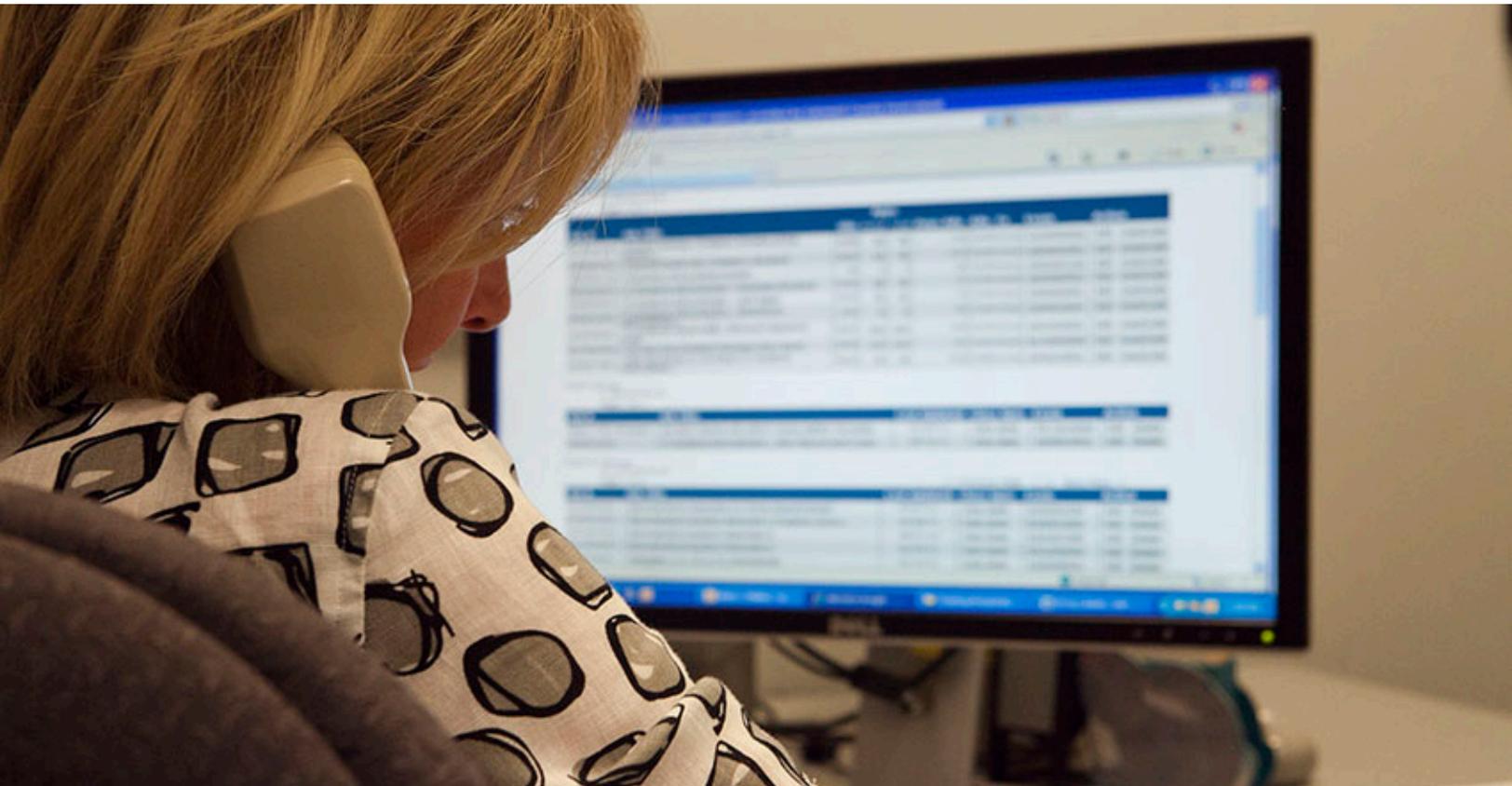
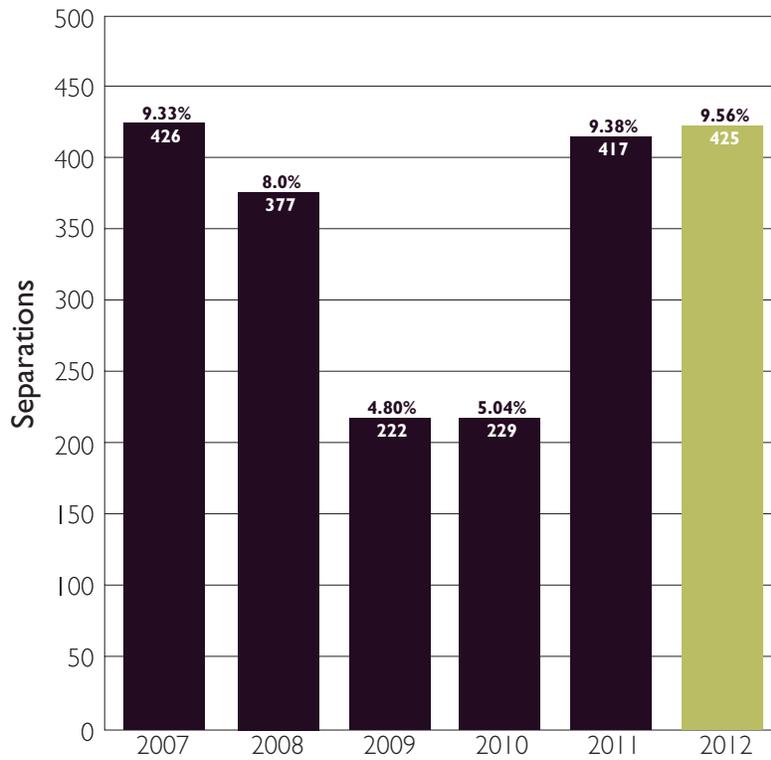
2012 Promotional Testing				
Position	Written Exam	Assessment	Participants	Successful Candidates
Sheriff Corporal	October	N/A	32	11
Sheriff Sergeant	October	N/A	11	3
Sheriff Lieutenant	October	N/A	13	6
Sheriff Lieutenant	N/A	November	6	5
Corrections Corporal	May	N/A	21	11
Corrections Sergeant	May	N/A	19	13
Corrections Sergeant	N/A	June	13	7
Corrections Lieutenant	May	N/A	5	4
Corrections Lieutenant	N/A	June	4	3
Fire Lieutenant	May	N/A	21	15
Communications Officer III	N/A	March	19	14
Communications Officer IV	N/A	March	10	5
Communications Officer Supervisor	N/A	March	10	8

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

Full-Time Separation/Turnover (by department) 2012

Departments	Number of Employees (as of Dec 31, 2012)	Employment Separations	Turnover Percent
Community Services	219	26	11.87%
Corrections	115	17	14.78%
County Administration	28	5	17.86%
District Attorney	101	7	6.93%
Financial Services	119	10	8.40%
Fire and Emergency Services	787	47	5.97%
Human Resources	34	1	2.94%
Information Technology Services	105	12	11.43%
Law Department	14	2	14.29%
Planning and Development	66	8	12.12%
Police Services	968	97	10.02%
Sheriff	674	65	9.64%
Solicitor	53	3	5.66%
Support Services	91	18	19.78%
Transportation	130	14	10.77%
Water Resources	528	53	10.04%
Clerk of Court	105	15	14.29%
Clerk of Recorder's Court	16	2	12.50%
Judiciary – Other	96	6	6.25%
Juvenile Court	56	2	3.57%
Probate Court Judges	21	1	4.76%
Recorder's Court Judges	9	0	0.00%
Tax Commissioner	112	14	12.50%
2012 Totals	4,447	425	9.56%

Total Number of Separations/Turnover Rate 2007 – 2012



Human Resources Systems and 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.

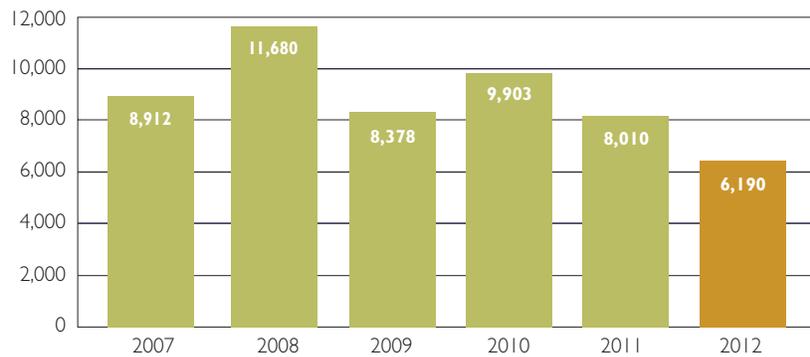
The HR Systems and Reporting staff is responsible for the following functions:

- 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

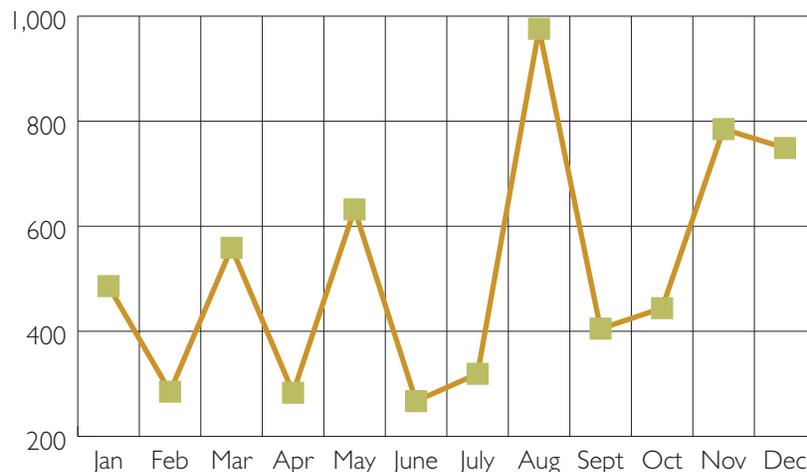
Significant accomplishments:

- Successfully implemented an automated billing and payment solution for the collection of retiree health care
- Successfully implemented an Onboarding system to assist the new hire and orientation process, allowing electronic access to information and training
- Supported 2012 Benefits Open Enrollment
- Manager Self-Service was implemented as part of the ongoing effort to provide managers and supervisors across the organization with easy access to data and information about employees within their respective departments and divisions

Personnel Actions Processed 2007 – 2012



Total Personnel Actions Processed 2012

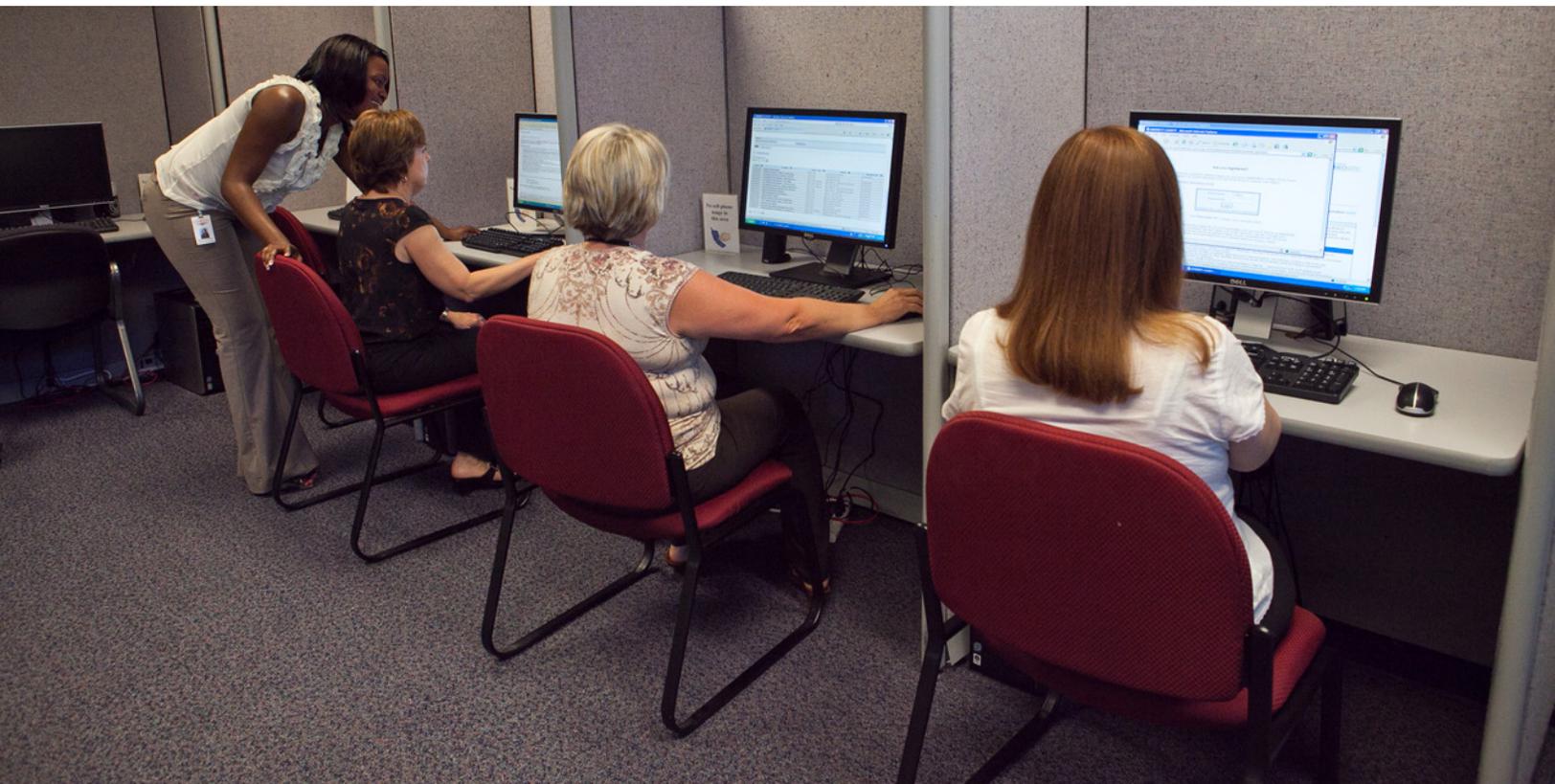


Performance Appraisal Statistics (by department) 2012

Department	Employees Evaluated	Average Rating (Based on five-point scale)	CA Support Dept Appointed Employees	Average Rating (Based on three-point scale)
Board of Commissioners/County Administration	7	2.74		
Community Services	244	2.46		
Corrections	118	2.70		
District Attorney	54	2.38		
Financial Services	84	2.30	29	3.22
Fire and Emergency Services	750	2.57		
Human Resources	24	2.38	8	3.55
Law	2	2.82		
Planning and Development	43	2.39		
Fire Planning and Development	4	2.54		
Police Services	943	2.63		
Sheriff	672	2.58		
Solicitor	41	2.38		
Support Services	73	2.38	4	3.24
Transportation	121	2.30		
Water Resources	493	2.42		
Clerk of Court	92	2.76		
Clerk of Recorder's Court	13	2.72		
Court Administration	45	2.97		
Juvenile Court	34	2.93		
Probate Court	8	2.55		
Recorder's Court Division 1 Recorder's Court Division 2 Recorder's Court Division 3	5	3.00		
Tax Commissioner	110	2.70		
Information Technology Services	86	2.28	9	3.26
Total	4,066	2.55	50	3.28

Active Employee Census by Age and Years of Service December 31, 2012

Age	<1	1	2	3	4	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	55	30	11	2	2	0	0	0	0	100	2.02%
20 – 24	137	51	54	26	17	17	0	0	0	302	6.09%
25 – 29	79	58	118	59	81	185	2	0	0	582	11.73%
30 – 34	52	39	73	48	55	300	83	4	0	654	13.19%
35 – 39	38	22	26	26	45	237	189	54	1	638	12.86%
40 – 44	38	15	34	23	32	182	177	129	44	674	13.59%
45 – 49	28	31	31	17	19	156	127	97	220	726	14.64%
50 – 54	31	20	19	14	23	130	102	64	118	521	10.50%
55 – 59	27	21	15	8	22	100	85	53	64	395	7.96%
60 – 64	14	13	11	4	15	87	48	32	36	260	5.24%
65 – 69	11	3	6	3	5	21	10	3	2	64	1.29%
>70	5	4	1	1	3	15	13	0	2	44	0.89%
Total	515	307	399	231	319	1430	836	436	487	4960	
Percentage of Labor Force	10.38%	6.19%	8.04%	4.66%	6.43%	28.83%	16.85%	8.79%	9.82%		100.0%



Active Employee/Authorized Positions (by department) 2012

Departments	Full-Time Merit Employees	Full-Time Merit Positions	Nonmerit, Appt/ Elected Employees	Nonmerit, Appt/ Elected Positions	Temporary/ Part-Time Employees**	Total Employees	Total Full-Time Authorized Positions
Commissioners	10	11	18	24	0	28	35
Community Services	197	216	22	23	370	589	239
Community Services Subsidy	0	0	0	0	0	0	0
Corrections	108	127	7	7	7	122	134
Financial Services	88	93	31	33	4	123	126
Fire and Emergency Services	756	813	31	31	2	789	844
Human Resources	26	27	8	9	2	36	36
Information Technology	97	106	8	10	1	106	116
Law	7	7	7	9	0	14	16
Planning and Development	60	67	6	9	0	66	76
Fire Planning and Development	0	0	0	0	0	0	0
Police	946	1042	22	23	3	971	1065
Support Services	82	94	9	12	3	94	106
Transportation	118	129	12	14	0	130	143
Water Resources	513	559	15	21	5	533	580
Clerk of Court*	0	0	105	105	0	105	105
Clerk of Recorder's Court*	15	16	1	1	5	21	17
Court Administration***	0	0	96	98	66	162	98
District Attorney	22	22	79	81	1	102	103
Juvenile Court	38	42	18	19	14	70	61
Probate*	0	0	21	21	4	25	21
Recorder's Court	0	0	9	9	6	15	9
Sheriff	645	675	29	31	16	690	706
Solicitor	25	25	28	29	3	56	54
Tax Commissioner*	0	0	112	118	1	113	118
Unallocated Positions	0	4	0	0	0	0	4
Total	3,753	4,075	694	737	513	4,960	4,812

* Nonmerit

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

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

Benefits

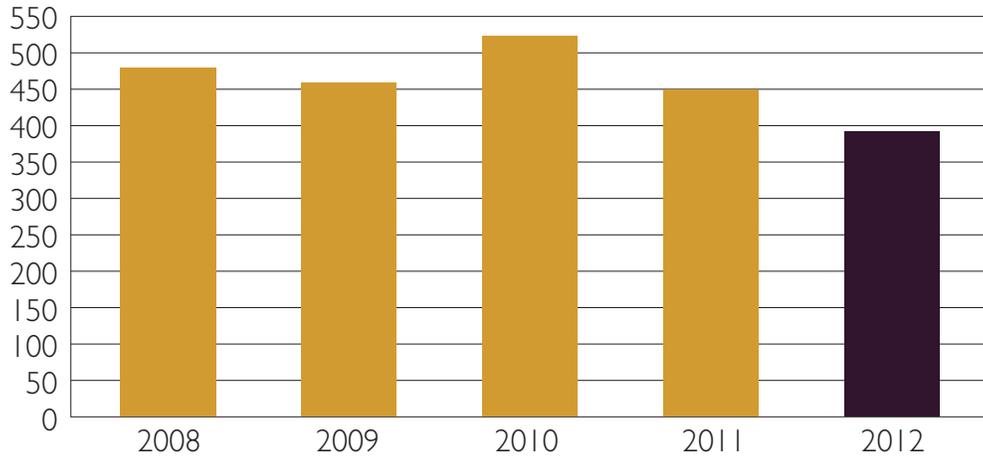
The Benefits Section of Human Resources is responsible for delivering benefits to more than 4,800 active employees and 1,400 retirees. These benefits include four health insurance plans, three dental insurance plans, two vision plans, three life insurance products, and two disability insurance plans. This section 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 section to provide this benefit. A state-of-the-art Wellness program is administered by this section.

Significant Accomplishments

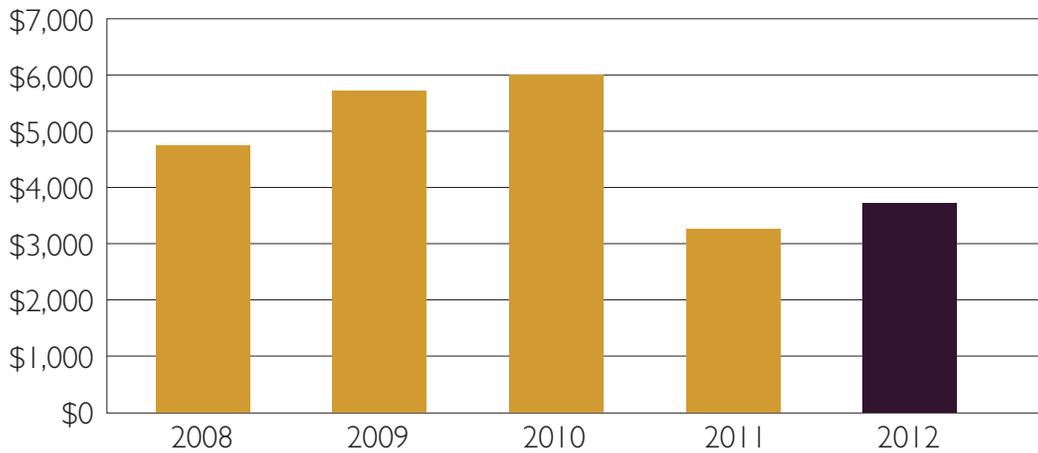
- Processed 104 retirement applications and 54 Deferred Vested Pension applications
- Conducted two Annual Enrollment sessions for 4,800 active employees and 1,400 retirees
- Conducted a RFP for a Vision Insurance
- Conducted a RFP for Workers' Compensation TPA
- Participation in the Wellness Program was 60.8 percent; 1,937 employees received Wellness incentives
- Administered annual flu shots in a joint effort with Fire and Emergency Services personnel to employees, dependents, and retirees
- Conducted the annual Wellness Fair with additional exhibits and vendors
- Conducted six Retirement Process Seminars for prospective retirees
- Annual enrollment – 1.2 percent increase in enrollment of most cost-effective health plans or waived health coverage
- Started a pilot program to have an Athletic Trainer present during Police Academy for assessments and onsite triage
- Implemented the use of a physical therapy network to control costs
- Settled seven Worker's Compensation Claims
- Provided training for supervisors on Workers' Compensation and Disability using third party administrator and outside counsel
- Added 457(b) Roth Plan and Secure Foundation Investment to Retirement Plans.
- Developed and published Summary of Benefit Coverages (SBC's) for health plans
- Added Preventive Care to health plans to comply with *Affordable Care Act*.



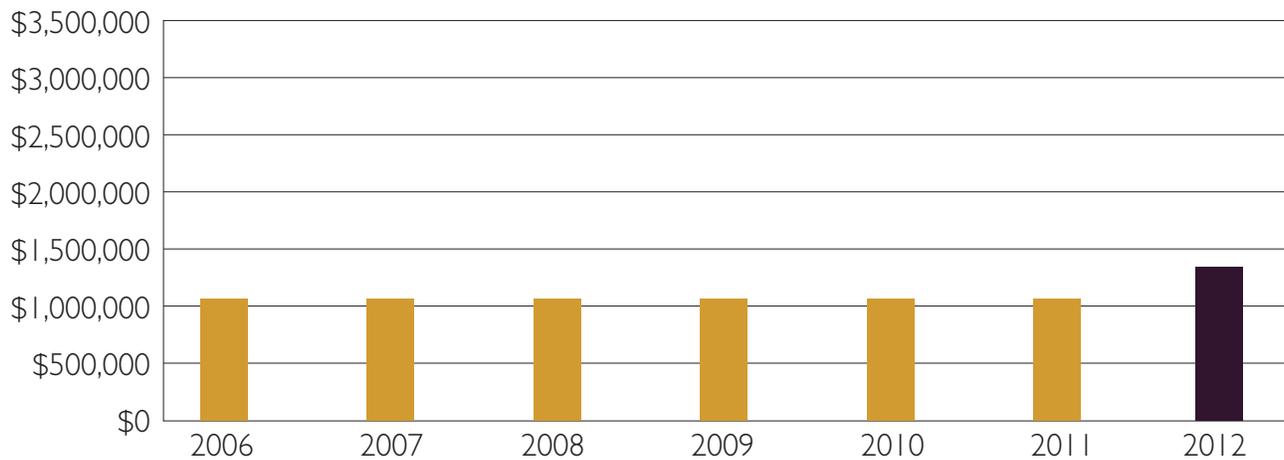
Number of Workers' Compensation Claims 2008 – 2012



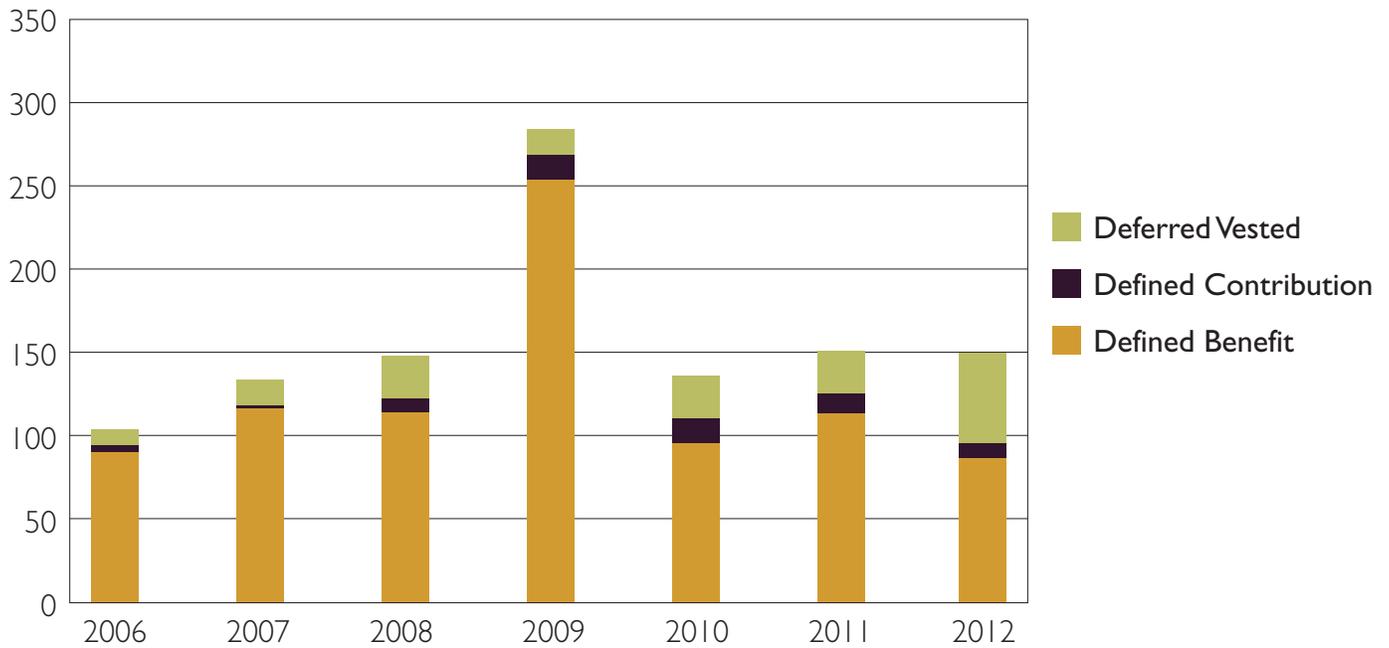
Average Incurred Loss 2003 – 2012



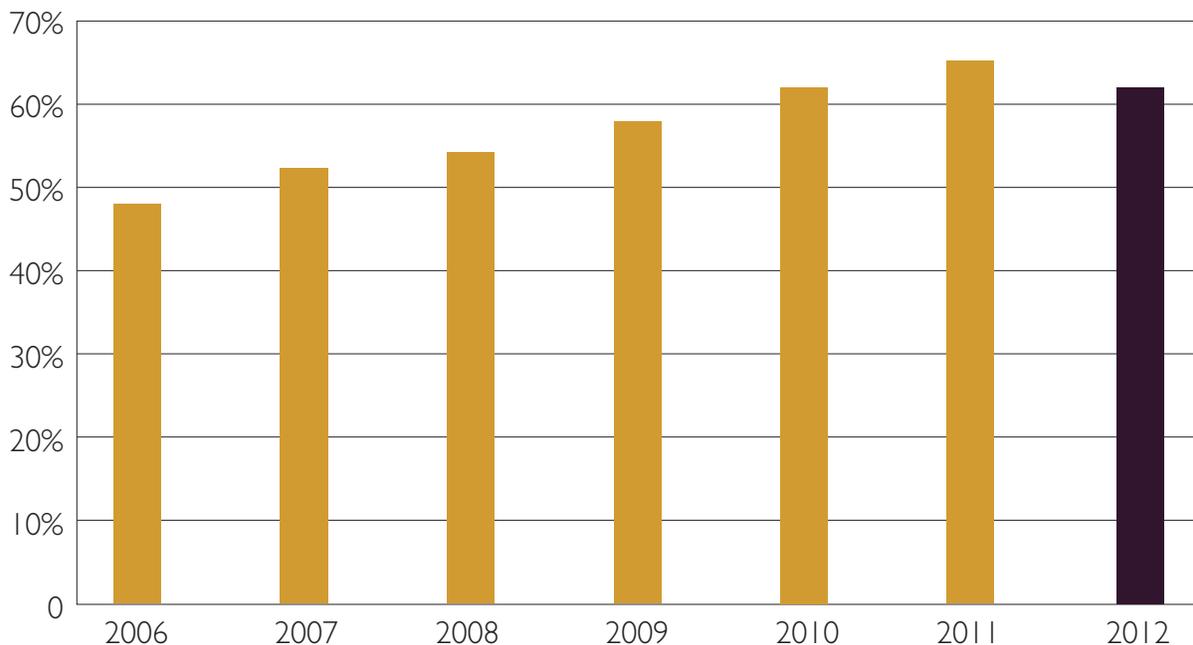
Total Dollars Loss – Workers' Compensation Claims 2003 – 2012



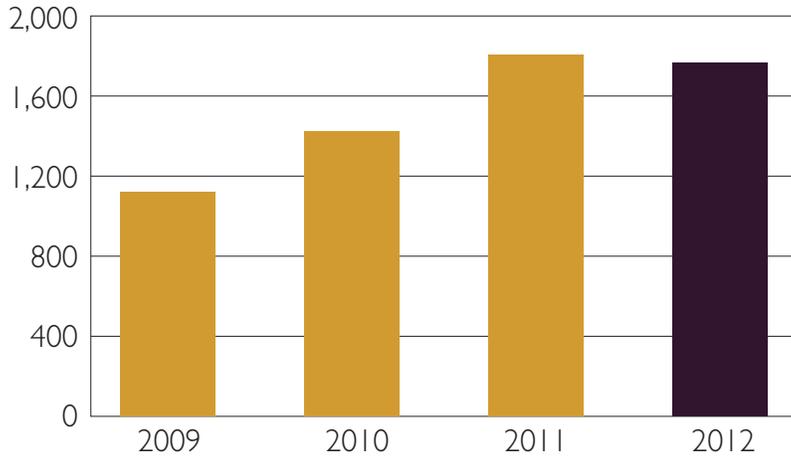
Retirements 2006 – 2012



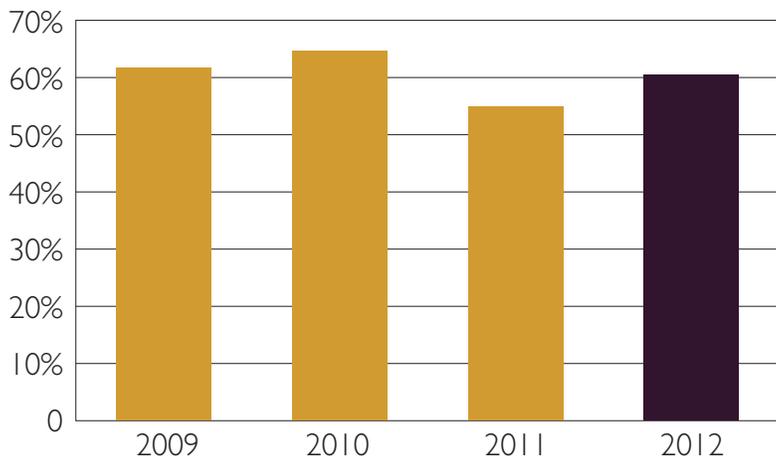
Deferred Compensation Plan 457 Participation 2006 – 2012



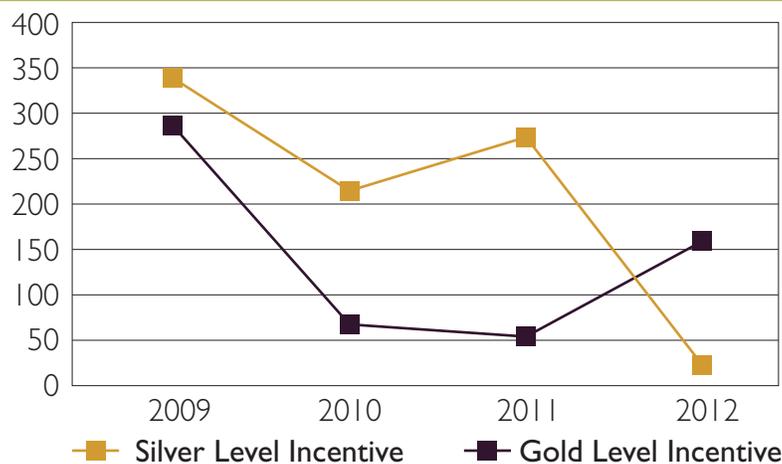
Wellness Assessments Completed 2009 – 2012



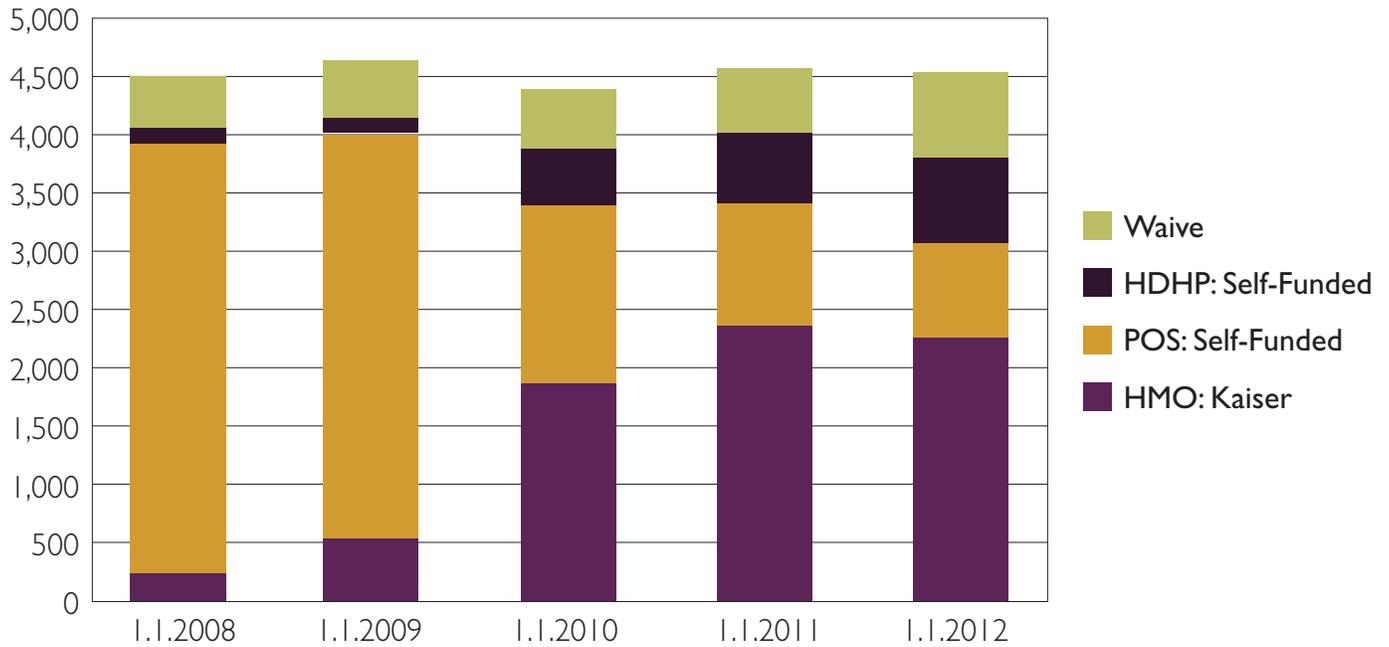
Wellness Plan Participation 2009 – 2012



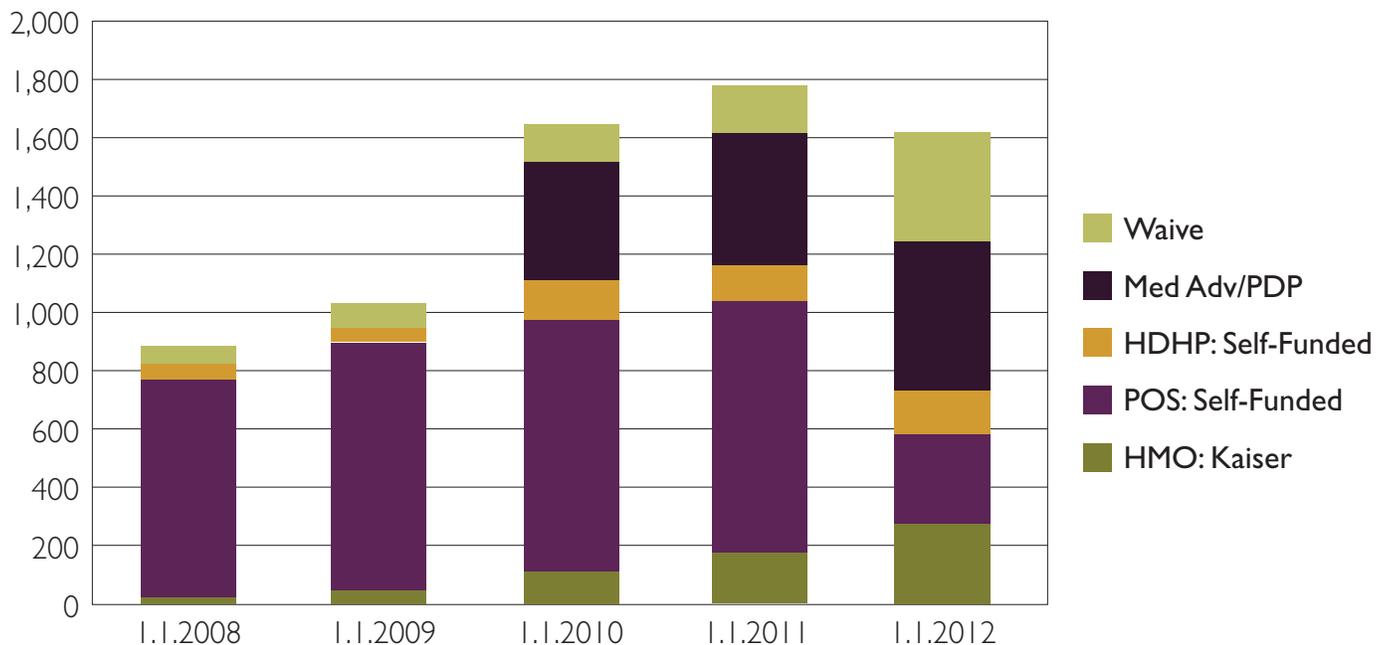
Number of Wellness Incentives Received 2009 – 2012



Health Plan Enrollment: Active Employees 2008 – 2012



Health Plan Enrollment: Retirees 2008 – 2012



2012 Budget Summary

Human Resources (General Fund)

Expenditures/Appropriations (\$'s)	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget (**)
Personal Services	2,422,629	2,325,648	2,198,291	-
Operations	409,562	327,098	361,383	-
Contributions to Other Funds	23,769	24,188	11,134	-
Total	2,855,960	2,676,934	2,570,807	-
Authorized Positions - Human Resources	25	28	31	-

**Moved to Administrative Support - a new internal service fund

Human Resources (Risk Management Fund)

Expenditures/Appropriations (\$'s)	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Personal Services	-	26,045	42,425	-
Operations	-	7,606	970	-
Contributions to Other Funds	-	455	-	-
Total	-	34,106	43,396	-
Authorized Positions - Human Resources	-	3	3	3

Human Resources (Workers Compensation Fund)

Expenditures/Appropriations (\$'s)	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Personal Services	-	-	43,570	61,730
Operations	-	3,710,092	3,191,156	4,158,023
Contributions to Other Funds	-	-	10,484	15,122
Total	-	3,710,092	3,245,210	4,234,875
Authorized Positions - Human Resources	-	-	1	2

Human Resources (Group Self-Insurance Fund)

Expenditures/Appropriations (\$'s)	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Personal Services	-	421,519	248,484	254,706
Operations	-	45,176,931	38,024,745	43,120,740
Contributions to Other Funds	-	3,988	245,021	255,025
Total	-	45,602,438	38,518,249	43,630,471
Authorized Positions - Human Resources	-	5	3	4

Human Resources (Administrative Support Fund)

Expenditures/Appropriations (\$'s)	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget
Personal Services	-	-	-	2,582,807
Operations	-	-	-	504,811
Contributions to Other Funds	-	-	-	13,391
Total	-	-	-	3,101,009
Authorized Positions - Human Resources	-	-	-	28



Please consider the environment before printing this report.