



**gwinnett**county  
GEORGIA

**20  
16**

**HUMAN RESOURCES**  
ANNUAL REPORT

## Board of Commissioners



Charlotte Nash  
Chairman



Jace Brooks  
District 1



Lynette Howard  
District 2



Tommy Hunter  
District 3



John Heard  
District 4

## County Administration



Glenn Stephens  
County Administrator



Phil Hoskins  
Deputy County Administrator



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## Letter from the Director



**Gwinnett County Board of Commissioners  
Gwinnett County Merit System Board**

SUBJECT: *2016 Annual Report of Human Resources Activity*

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2016. Listed below are our major accomplishments for the year:

- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 97 percent completion
- Volunteer Gwinnett recorded 61,732 volunteer participants logging 921,814 hours by the end of 2016
- Hired 80 Police Officers, 69 Deputy Sheriffs, 16 Correctional Officers, and 110 Firefighters
- Monitored and managed the 2016 budget required 90-day vacancy freeze process
- Retired 152 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 "Scott Fuller".

**Scott Fuller**, Director of Human Resources



## Mission, Vision, Values

### Mission

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


### Vision

Through collaborative efforts and excellent customer service, we will continue to build a culturally diverse and high-caliber workforce that contributes to the overall success of Gwinnett County Government.

### Values

**Integrity:** We commit to acting truthfully, ethically, and professionally. We will treat everyone with dignity, courtesy, and respect. We will be personally responsible and accountable for the services we deliver to our customers and develop their trust in us as competent, professional service providers.

**Teamwork:** We foster and promote an organizational climate where all facets of County government can work closely together. We will accomplish this by encouraging and supporting the individual talents and contributions of all team members.



**Responsiveness:** We provide timely, relevant, and comprehensive services to meet the organization's needs to include ongoing development, implementation, and evaluation of all of our services to address changing needs.

**Innovation:** We challenge ourselves to be open-minded and creative, and to realize that the ability to disagree helps identify options and resolve differences constructively. We support reasonable risk-taking.

**Fairness:** We are committed to merit-based employment principles and equal employment opportunity. We advocate fair treatment in our behaviors, our policies, and our practices.

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

# Letter from the Merit Board



Human Resources Director  
Merit Board Members

SUBJECT: *2016 Annual Report*

The following table summarizes the grievance activity from 2011 – 2016:

	2016	2015	2014	2013	2012	2011
Grievances carried over from prior years	1	1	4	3	0	1
New grievance received	7	10	1	15	14	5
Executive Secretary meetings	6	10	1	16	9	5
Hearings	2	1	0	2	1	0

The following table summarizes the grievance activity for 2016:

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

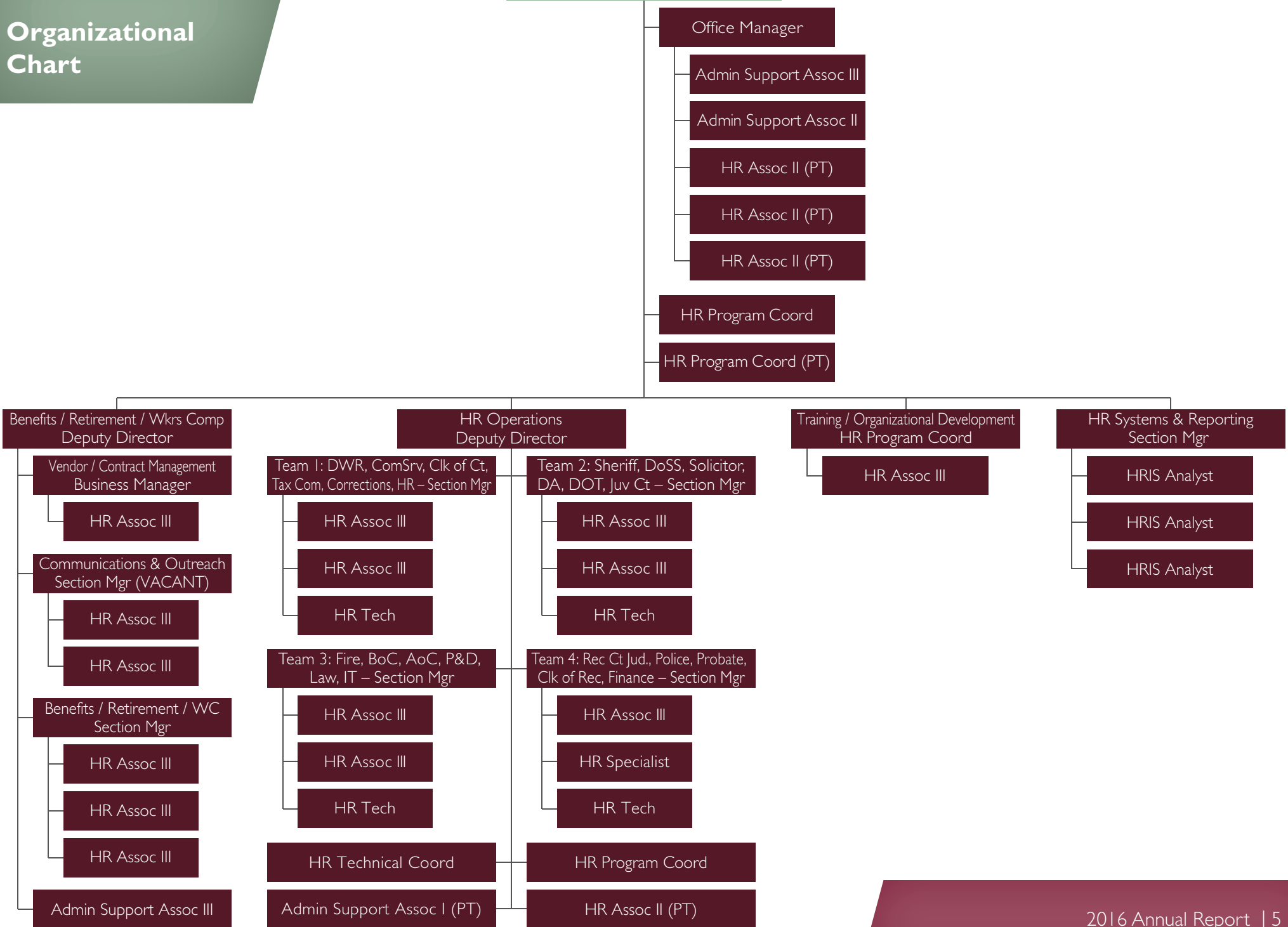
The Executive Secretary of the Merit Board is appointed by the Board of Commissioners to conduct meetings with grievants and department representatives in an effort to reach a mutual agreement between the parties. In the event that an agreement cannot be reached, the Executive Secretary issues a recommendation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

### Merit Board Members 2016

Post	Name	Term
1	Jason Thompson	01.01.09 – 12.31.16
2	Michael Murphy	01.01.95 – 12.31.18
3	Kim Walton	01.01.13 – 12.31.16
4	Myron Bullock	04.01.14 – 12.31.18
5	Joe Durrence	01.01.14 – 12.31.17
Executive Secretary	Harry G. Mason	Appointed 04.15.03
Board Attorney	Richard A. Carothers	–

# Organizational Chart

## DEPARTMENT DIRECTOR





# Staff as of December 31, 2016

## Department of Human Resources

Human Resources Director .....	Scott Fuller
Office Manager .....	Reneé Schoenfeld
Administrative Support Associate III .....	Tandy Krogh
Administrative Support Associate II.....	Tamekia Vanlier
Human Resources Associate II (PT) .....	Doris Tucker
Human Resources Associate II (PT) .....	Carol Green
Human Resources Program Coordinator (PT).....	Korie Brashears
Human Resources Program Coordinator .....	Vacant

## Human Resources Operations

Deputy Director.....	Sandra Sheppard
Human Resources Program Coordinator .....	Pam Cason
Human Resources Technical Coordinator.....	Erica Queen
Administrative Support Associate I (PT) .....	Gail Berube
Administrative Resources Associate II (PT).....	Joann Allensworth

## Training/Organizational Development

Human Resources Program Coordinator .....	Yvonne Boon
Human Resources Associate III .....	Vacant

## Team 1 – Services the following departments:

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

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

## Team 2 – Services the following departments:

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

Human Resources Manager .....	Michele Westerfield
Human Resources Associate III .....	Victoria Powell
Human Resources Associate III .....	Lisa Page
Human Resources Technician .....	Dwane Bennett

## Team 3 – Services the following departments:

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

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

## Team 4 – Services the following departments:

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

Human Resources Manager .....	Adrienne McAllister
Human Resources Associate III .....	Sharon Sanders
Human Resources Specialist .....	Sylvia Goalen
Human Resources Technician .....	Kathy Curbelo

## HR Systems and Reporting

Human Resources Manager .....	Stephen Hart
HRIS Analyst.....	Kathy Martin
HRIS Analyst.....	Megan Butler
HRIS Analyst.....	Janice Cepeda

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

Deputy Director.....	Sheryl Dallas
Business Manager.....	Debbi Davidson
HR Associate III.....	Victoria Burkholder
Human Resources Manager .....	Vacant
Human Resources Associate III .....	Misty Kyle
Human Resources Associate III .....	Nancy Purves
Human Resources Manager .....	Raechell Dickinson
Human Resources Associate III .....	Sue Rooks
Human Resources Associate III .....	Vacant
Human Resources Associate III .....	Vacant
Administrative Support Associate III .....	Kelly Ellison
Human Resources Associate II (PT) .....	Jill Friedman

## Management & Administration



In 2016, Human Resources continued its efforts to provide efficient, effective, and comprehensive services to our customers. The various teams provide full human resources support to all departments throughout the County. This consolidation of services allows for more efficient service delivery for human resources and benefits functions and provides an opportunity to streamline the organization. The department has four departmental service teams providing generalist human resources and benefits support to County departments and their employees.

The official *Volunteer Gwinnett* program was chartered in February 2012 as a countywide volunteer program designed to involve more residents in volun-

teer activities associated with County government. Volunteers have been an important part of some County departments and agencies for many years.

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



*Scott Fuller*  
Director



*Sandra Sheppard*  
Deputy Director



*Sheryl Dallas*  
Deputy Director



*Renee Schoenfeld*  
Office Manager

## Management & Administration

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

- Overseeing the management of the County's human resources by developing vision, mission, and strategic plans to implement the Board of Commissioners' goals and objectives
- Administering policies and procedures including the Merit System Rules and Regulations, Human Resources management policies, federal and state employment and labor laws, and all other policies deemed appropriate and necessary by the County Administrator and Board of Commissioners
- Assisting in the reorganization of various County departments
- Analyzing current and future program changes, organizational consulting, and climate surveys
- Assisting the County Administrator's Office with special projects
- Providing administrative support to the director
- Managing day-to-day activities of the Human Resources Department including the preparation and administration of the annual departmental budget
- Managing the County's various employee programs including education/tuition reimbursement, service awards, Most Valuable Person Award (MVP), charitable contributions, United Way campaign, American Red Cross blood drives, and the Employee Assistance Program (EAP)
- Providing administrative support to the Executive Secretary and the Merit Board
- Perform year-end audits and maintain all records of elected/principal officials and monthly paid employees
- Conduct annual countywide and County Administrator's compensation surveys
- Administering the coordination of the County's volunteer program

### **Significant accomplishments:**

- Coordinated the 2016 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 717 employees received gifts for their years of service to Gwinnett County
- Coordinated reserved parking recognition for 38 employees with 25 or more years of service
- Coordinated the distribution of \$76,127.00 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 820 donations
- Processed tuition reimbursements for 149 employees in the amount of \$453,073.99
- Facilitated and participated in various salary surveys
- Volunteer Gwinnett recorded 61,732 volunteer participants logging 921,814 hours by the end of 2016
- Coordinated the annual United Way Campaign for Gwinnett County, resulting in \$10,517.32 in contributions by Gwinnett County employees
- Coordinated the completion of the bi-annual Ethics Training Compliance for County Employees resulting in 97 percent completion



## 2016 Most Valuable Person: Corporal Jon P. Doherty

Corporal Jon P. Doherty, our 2016 MVP, exemplifies going above and beyond for his community, and his work for the Gwinnett County Police Department can only be described as heroic.

Cpl. Doherty began working for the County in 2000 before transferring into the Vice Unit in 2003. He has since devoted himself to rescuing exploited juveniles and adults. His exceptional ability to build relationships with colleagues, neighboring police departments, community members, and victims alike has proven invaluable in the mission of cracking down on human trafficking in Georgia.

In 2016, he made 106 arrests and led the Gwinnett Police Vice Unit in stats and performance.

Cpl. Doherty has also been heavily involved with the FBI's Metro Atlanta Child Exploitation Task Force, known as MATCH, since 2010. He has successfully encouraged City of Dunwoody Police and Norcross Police Department to work with MATCH as well. As MATCH Coordinator FBI Special Agent Nathan

Whiteman said, Cpl. Doherty's "impact on the fight against human trafficking and the commercial sex trafficking of minors in Georgia is truly immeasurable."

He is known to go the extra mile for victims, as noted in one incident last October in which he worked through the night and early into the next morning to find a safe place for a 16-year-old trafficking victim to stay before she could be reunited with her family.

Cpl. Doherty's compassionate interactions with the community are known to produce long lasting effects. One woman who had previously been arrested by Cpl. Doherty in 2009, wrote to him to say that he had saved her life. The woman is now a college educated wife, mother, and business owner.

Cpl. Doherty's exceptional service to the Gwinnett community merits recognition and appreciation, and we are honored to have him as our 2016 MVP.



## The Most Valuable Person Award (MVP)

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

Each year, nomination forms are sent to each department director and elected official to nominate one of their employees for this prestigious award. The

nominees are selected by either their department director or an elected official, and a panel from the Leadership Gwinnett Alumni Association judges the candidates. The MVP recipient receives a certificate, plaque, \$1,000 award, and a reserved parking space for one year. The recipient's name is also added to a Most Valuable Person plaque displayed in the Gwinnett Justice and Administration Center.

Year	Employee	Department
2016	Jon P. Doherty	Police
2015	Jerry White	Corrections
2014	Sue Meeks	Fire and Emergency Services
2013	Humberto Garcia	Police Services
2012	Amanda Alexander	Tax Commissioner's Office
2011	Thomas Rutledge	Fire and Emergency Services
2010	Catherine Montgomery	Community Services
2009	Sandy Moore	Community Services
2008	Randy Stamper	Support Services
2007	Rodney Dawson	Fire and Emergency Services
2006	Melissa Black	Financial Services
2005	Laura M. Bardugon	Police
2004	Amanda Reed	Transportation

Year	Employee	Department
2003	John T. McDowell	Police Services
2002	Marco A. Silva	Police Services
2001	Charlie W. Sheffield	Community Services
2000	Ronald Dobbins	Sheriff
1999	Mindy Bayreuther	Police Services
1998	Eric Horne	Community Services
1997	John Irvine	Sheriff
1996	Donna Mitchell	Fire and Emergency Services
1995	Jan Byers	Financial Services
1994	Anna Garneau	Law
1993	Lynn Smith	Administrative Services
1992	Ronda Davis	Public Utilities
1991	Patrick Larson	Planning and Development

## Service Awards

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

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

Service awards for employees with 5, 10, 15, 20, 25, 30, 35, and 40 years are sent to department directors to distribute. In 2016, 717 employees were eligible to receive awards for their years of service to Gwinnett County and its residents.

### Service Awards 2016

Years of Service	Total
5	137
10	257
15	161
20	109
25	38
30	12
35	2
40	1
<b>Total Employees Eligible</b>	<b>717</b>

## Charitable Contributions Program

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



## Charitable Contributions Program

### Employee Charitable Contributions Disbursement 2016

Organization	Total
AMC Cancer Research Center	\$ 1,453.25
American Cancer Society	4,487.50
American Diabetes Association	1,938.00
American Heart Association	960.75
American Red Cross	1,368.00
Boy Scouts of America	1,821.00
Childkind	324.00
Children's Healthcare of Atlanta	3,728.00
Children's Shelter	3,100.50
CHRIS Kids	364.50
Community Health Charities of Georgia	42.00
Creative Enterprise	338.00
Cystic Fibrosis Foundation	165.00
EarthShare	683.00
Embrace-Georgia's Foster Families	54.00
Epilepsy Foundation of GA	81.00
Family Promise of Gwinnett County	513.00

Organization	Total
Gold Shield Foundation	1,006.00
Gwinnett Fire Employee Benevolent Fund	17,172.50
Gwinnett Police Employee Benevolent Fund	15,844.50
Hemophilia of Georgia	297.00
Hi-Hope	124.00
Kids Health Inc.	81.00
Leukemia and Lymphoma Society	1,622.50
March of Dimes	443.00
Muscular Dystrophy Association	1,001.00
National Kidney Foundation	505.00
Partnership Against Domestic Violence	766.50
Safekids Gwinnett	139.00
Salvation Army	1,610.00
Sheriff Benevolent Fund	6,222.50
Special Olympics Georgia	1,568.50
United Cerebral Palsy of Atlanta	238.00
United Way of Gwinnett County	6,064.50
<b>Total</b>	<b>\$ 76,127.00</b>

## Tuition Reimbursement

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

This program covers tuition costs, books up to \$100 per class, and mandatory fees. Reimbursement for employees attending private institutions is limited to the cost for a comparable program at a state-supported school. In 2016, the cost of the program was budgeted through the participants' respective departments.

Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Community Services	2	5	5,507.75
Correctional Services	1	4	2,268.00
County Administration	2	6	6,948.39
Court Administration	6	20	21,560.07
District Attorney	1	3	1,991.19
Financial Services	8	38	47,754.37
Fire and Emergency Services	62	212	149,799.96
Human Resources	1	2	3,430.00
Information Technology Services	4	13	13,342.95
Law	1	7	7,139.32
Police Services	30	111	97,095.28
Probate Court Judges	1	6	4,512.34
Sheriff	19	71	51,118.32
Solicitor	1	3	4,091.35
Support Services	2	8	4,389.26
Tax Commissioner	4	7	6,342.79
Transportation	1	6	9,900.00
Water Resources	3	19	15,822.65
<b>Totals</b>	<b>149</b>	<b>541</b>	<b>453,073.99</b>

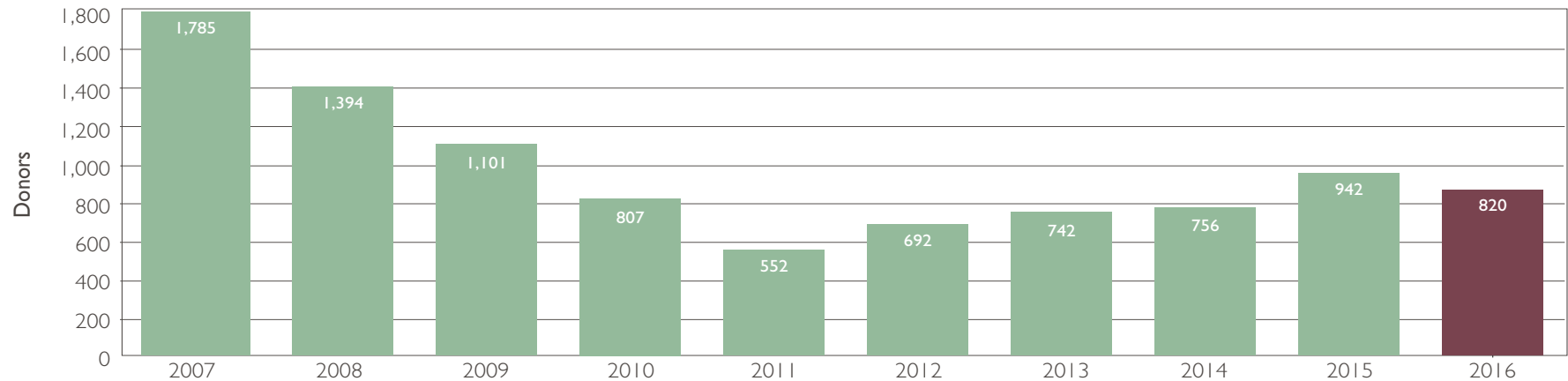


## Employee Blood Drives

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

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

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



## Employee Assistance Program

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

In January 2016, Gwinnett County renewed its contract agreement with Humana EAP and Work-Life Services, to provide confidential counseling and work life services to County employees. During 2016, 11.2 percent of the workforce used the services offered by the EAP provider. Humana EAP and

Work-Life Services provides a web-based resource center for employees and supervisors at [www.humana.com/eap](http://www.humana.com/eap). More than 390 visits were made to the site during 2016, indicating that it is a very important resource in the employee assistance program. There were 298 training classes provided by Humana EAP with more than 1,635 participants. An enhancement for 2016 for this program was the addition of an onsite EAP Counselor who is at the County for 8 hours per week. This addition has proved to be convenient for employees, and we have been able to educate them on the many benefits of this program by utilizing this resource at meetings and lunch and learn classes.

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

*Statistics provided by Humana EAP and Work-Life Services.*

# Employee Assistance Program

## Employee Assistance Program Utilization 2016

Program Utilization	2016 Report period: January 1, 2016 through December 31, 2016	Participants	Grand Total
Clients served during reporting period	Employees	343	
	Retirees	Unknown	
	Dependents	109	452
Gender	Male	199	
	Female	253	
	Unknown	N/A	452
Problem Category	Relational Problems	97	
	Child/Adolescent Problems	20	
	Anxiety/Stress	47	
	Emotional/Personal Problems	15	
	Depression	37	
	Addictions	5	
	Legal Problems	54	
	Grief	15	
	Work-Related Problems	9	
	Anger Management Problems	8	
	Financial Problems	7	
	Eating Disorder	0	
	Medical/Health Related Issues	10	
	Childcare/Eldercare Resources	26	
	Supervisor Related Problems	0	
	Harassment/Sexual Harassment	0	
	Provided Information	89	
	Safe Taxi Ride	0	
Knowledge of Service	Supervisor – *includes 68 for Human Resources	76*	
	Promotional Material	111	
	Colleague	11	
	Website	27	
	Other	188	
<b>Total Employee Assistance Program Expense for 2016:</b>			<b>\$147,870.87</b>

# 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.

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.

In September of 2016, the Volunteer Gwinnett program was transferred to the Department of Community Services.

## Significant accomplishments:

- Engaged 61,732 volunteers, who combined, worked a total of 921,814 volunteer hours
- Created new additions to website to highlight volunteer engagement and appreciation ([www.volunteergwinnett.net](http://www.volunteergwinnett.net))
- Designated departmental volunteer liaisons who met on a quarterly basis

Category	Jan – Dec 2016	2016 Goals	Variance	Financial Impact
Number of Hours	921,814	1,000,000	-78,186	\$21,717,937.84
Number of Volunteers	61,732	N/A	N/A	\$23.56 per hour*

\*Source: Independent Sector [www.independentsector.org/volunteer\\_time](http://www.independentsector.org/volunteer_time). Estimated dollar value for volunteer time in 2015 was \$23.56 per hour.



**Kay Sibetta**  
 Volunteer Gwinnett and  
 Human Relations Commission Coordinator

## Participation by Department

Department	Number of Hours
Overall	921,814
County Administration	167
Community Services	884,597
Corrections	2,423
Elected Official Departments*	4,809
Financial Services	367
Fire and Emergency Services	7,089
Human Resources	11
Information Technology Services	543
Law	771
Police	15,324
Support Services	1,452
Transportation	2,447
Water Resources	1,815

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

## Training/Organizational Development



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

### Significant accomplishments:

- Successfully completed the 14<sup>th</sup> Senior Management Development Program session, EXCEL; program graduates totaled 16 and represented various departments throughout the County
- Successfully completed two sessions of the LEAD Academy (Leadership, Education, and Development), the County's supervisory development program; a total of 51 employees participated
- Trained 3,409 County employees
- County employees were provided with 1,045 hours of training

## Services, Courses, and Programs

Programs and courses are specifically designed for employee development and to enhance employee skill levels as determined by the County's performance standards. Classroom instruction facilitated in 2016 totaled 1,045 hours.



*Yvonne Boon*  
*Human Resources Program Coordinator*

# EXCEL – Management Development Program

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

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

- EXecutive
- Competence
- Excellence
- Leadership

**Purpose and Objectives**

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

The 14<sup>th</sup> group of County employees to successfully complete the EXCEL program graduated in 2016. The group consisted of 16 program participants who represented various departments throughout the County.

2016 EXCEL Program Graduates	
Aprial Martin	Corrections
Herbert Frazier, Jr.	Corrections
Chad Willbanks	Water Resources
Charlie Roberts	Water Resources
Holly Dare	Tax Commissioner
Jamie Cramer	Community Services
Lindsey Jorstad	Community Services
Sheila Fowler	Community Services
Larry Hunter	Transportation
Jennifer Reed	Clerk of Court
Joseph Weatherford	Financial Services
Victoria Burkholder	Human Resources
Traci Williams	Information Technology Services
Phillip Merck	Fire and Emergency Services
Marcus Canada	Planning & Development
Rodney Ramey	Sheriff



# LEAD Academy – Supervisory Development Program

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

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

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



## Intended Audience

- New supervisors
- Strategic non-supervisory employees

## Purpose and Objectives

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

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

A total of 51 supervisors and LEAD personnel participated in and successfully completed the LEAD Academy Program in 2016.

### LEAD 33: Winter 2016

Madison Gaubert	AOC
Amber Ledford	Clerk of Court
Michelle Mayfield	Clerk of Court
Carol Rowe-Jones	Community Services
Jason Cutchins	Community Services
Jeff Anderson	Corrections
Heather Moody	Water Resources
Justin Garmon	Water Resources
Phil Page	Water Resources
Damaras Masters-Reese	Financial Services
Chad Bird	Fire and Emergency
Michael Thomas	Fire and Emergency
Stephen Hart	Human Resources
Tor Yang	Information Technology
Terri Adams	Law
Curtis Clemons	Police Services
Lorette Thompson	Police Services
Pam McDaniel	Police Services
Willie Bailey	Police Services
Jennifer Chamblee	Probate Court
Katie Young	Recorder's Court
Jon Paul Boudreau	Support Services
Judy Angelo	Tax Commissioner
Pam Orgera	Tax Commissioner
Constance Clinkscales	Transportation
Jon Brewer	Transportation

### LEAD 34: Summer 2016

Kate Ording	Clerk of Court
Matt Wilson	Communications
Marie Pinela	Community Services
Tracy Greene	Corrections
Damien Cruz	District Attorney
Dustin Williams	Financial Services
Kevin Mylander	Financial Services
Keith Gawronski	Fire and Emergency
Rob Mathis	Fire and Emergency
Megan Butler	Human Resources
Michelle Saunders	Human Resources
Ken Klemm	Information Technology
Mary Mathis	Juvenile Court
Michael Alexander	Juvenile Court
Curt Harrell	Police Services
Jamie Couch	Police Services
Michelle Anglin	Police Services
Sheryl Davis	Recorder's Court Judges
Amy Foster	Sheriff
Ashley Myles	Tax Commissioner
Jessica Turner	Tax Commissioner
Brittney Bulfinch	Transportation
Jody Woodall	Transportation
Bill Defino	Water Resources
Sam Paul	Water Resources





# Human Resources Operations



The department has four generalist teams that are assigned several departments to support. The teams consist of a team leader, two professional staff members, and one support staff member. Each team handles all functional and specialty areas as combined HR services for their assigned departments. Through working with the departments in these various areas, the HR staff

has a comprehensive understanding of the departments' needs and is able to fully assess situations presented to them. The Human Resources Department provides customer service through a one-stop approach, uses a team approach to tasks, builds business partner relationships with departments, and uses HR resources efficiently.

## HR Operations manages a full range of services including:

- Conducting all phases of the employment process, which include position postings, recruitment, application screening, background checks, and conditional/final job offers
- Coordinating testing and promotional processes with contractor
- Providing information concerning fair employment practices, Merit System Rules and Regulations, County Administrator Policies, and the Employee Handbook
- Reviewing and analyzing the County's Non-Discrimination Plan
- Assisting employees in the day-to-day performance of their job duties and responsibilities
- Counseling employees at all levels in the organization
- Investigating employee problems, complaints, and/or appeals

- Providing special purpose employee training
- Maintaining the Compensation and Classification Systems within the County
- Maintaining an equitable and competitive salary administration program, which is the formal system for classifying positions and compensating employees
- Assessing career progression promotions, demotions, reallocation of vacant positions to ensure proposed classification, and salary recommendations coincide with applicable policies
- Maintaining information on laws governing compensation of elected/principal officials and monthly paid employees
- Responding to inquiries concerning salary and compensation policies and procedures



*Sandra Sheppard  
Deputy Director*



*Elizabeth Bailey  
Team 1 Section Manager*



*Michele Westerfield  
Team 2 Section Manager*



*Vicki Casella  
Team 3 Section Manager*



*Adrienne McAllister  
Team 4 Section Manager*

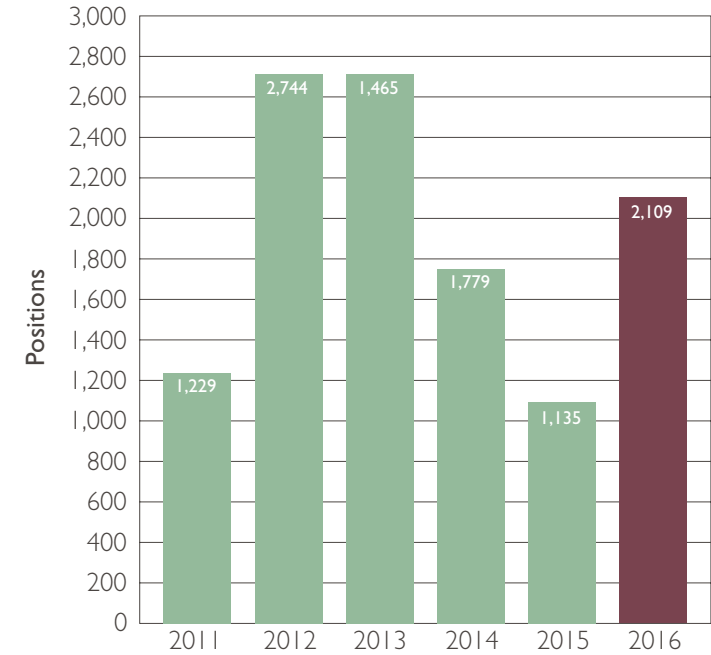
## Significant accomplishments:

- Hired 80 Police Officers, 69 Deputy Sheriffs, 16 Correctional Officers, and 110 Firefighters
- Participated in 12 public safety promotions processes resulting in 145 employees becoming qualified for promotional registers at the ranks of Correctional Officer Corporal, Correctional Officer Sergeant, Correctional Officer Lieutenant, Deputy Sheriff Corporal, Deputy Sheriff Sergeant, Deputy Sheriff Lieutenant, Communications Officer III, Communications Officer IV, Communications Officer Supervisor, Police Officer Corporal, Police Officer Sergeant, Police Officer Lieutenant, Firefighter Driver/Engineer, Firefighter Lieutenant, and Firefighter Captain.
- Accepted and screened 50,090 applications for employment; hired 1,098 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 835 Family and Medical Leave Act requests
- Completed 2 workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated policies as required
- 485 separated full-time employees received an exit interview survey
- Successfully represented Gwinnett County in eight 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, EXCEL, and other Human Resources areas for cross-training purposes
- Provided training for 520 supervisory and management staff on the following topics: management and leadership; diversity; Drug and Alcohol Policy; unlawful harassment; FMLA/ADA, interviewing/selection; and performance management
- Engaged in discussions regarding the Human Resources department organizational structure
- Submitted articles and interest stories regarding County policies and procedures to the GC Insider News employee newsletter
- Assisted departments in revising staffing plans to align with new business plans
- Participated in benefits open enrollment for County employees
- Conducted actuarial studies to prepare rate increases for health care plan premiums and plan design
- Tracked personnel actions via staffing plans and request-to-fill forms as cost-containment measures
- Monitored and managed the 2016 budget required 90-day vacancy freeze process

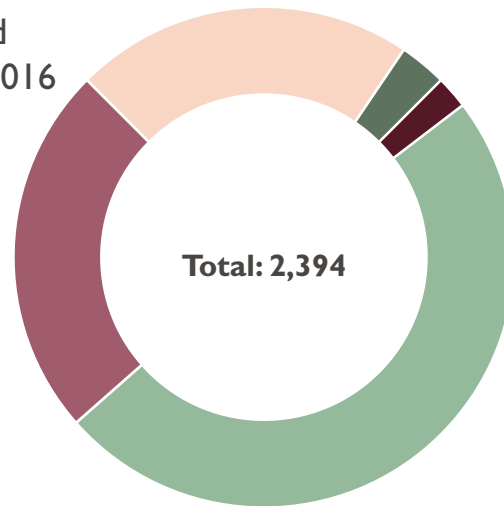
## Total Applications and Resumés Processed 2011 – 2016



## Total Positions Filled 2011 – 2016



## Vacancies Filled (by job status) 2016



- Transfer: 55
- Promotion: 1,165
- New Hire, Temporary/Part-Time: 515
- New Hire, Full-time: 583
- Demotion: 76

## 2016 Promotional Testing

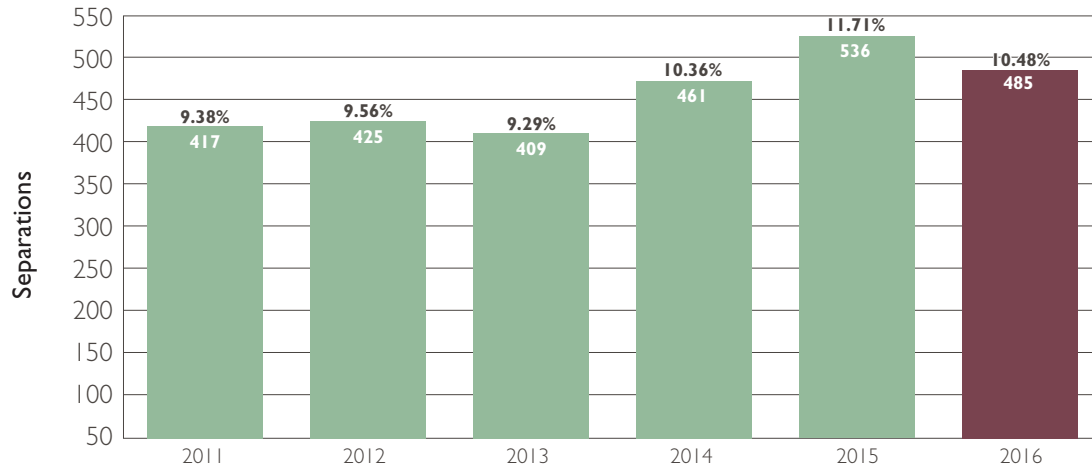
Position	Participants	Passed z
Corrections Corporal	23	13
Corrections Sergeant (Written Exam & Assessment)	20	13
Corrections Lieutenant (Written Exam & Assessment)	3	3
CO III	2	1
CO IV	5	5
CO Supv	5	4
Deputy Sheriff, Corporal	45	11
Deputy Sheriff, Sergeant	8	5
Deputy Sheriff, Lieutenant (Written Exam and Assessment)	9	1
Firefighter Driver/Engineer (Written Exam and Assessment)	96	37
Firefighter Lieutenant (Written Exam)	28	26
Firefighter Lieutenant (Assessment)	28	26

# Human Resources Operations

## Full-Time Separation/Turnover (by department) 2016

Departments	Number of Employees (as of December 31, 2016)	Employment Separations	Turnover Percent
Community Services	250	22	8.80%
Corrections	128	12	9.38%
County Administration	35	2	5.71%
District Attorney	114	10	8.77%
Financial Services	113	9	7.96%
Fire and Emergency Services	870	84	9.66%
Human Resources	36	7	19.44%
Information Technology Services	111	8	7.21%
Law Department	15	0	0.00%
Planning and Development	66	8	12.12%
Police Services	933	125	13.40%
Sheriff	661	61	9.23%
Solicitor	52	18	34.62%
Support Services	115	16	13.91%
Transportation	139	11	7.91%
Water Resources	553	52	9.40%
Clerk of Court	99	14	14.14%
Clerk of Recorder's Court	17	2	11.76%
Judiciary – Other	108	10	9.26%
Juvenile Court	61	5	8.20%
Probate Court Judges	26	1	3.85%
Recorder's Court Judges	9	0	0.00%
Tax Commissioner	115	8	6.96%
<b>2016 Totals</b>	<b>4,626</b>	<b>485</b>	<b>10.48%</b>

## Total Number of Separations/Turnover Rate 2011 – 2016



# Human Resources Systems & Reporting



The HR Systems and Reporting section is responsible for managing the Human Resources Information (HRIS) system and maintaining the official personnel files for County employees. This section also assists other divisions and departments with automation projects as needed.

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

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

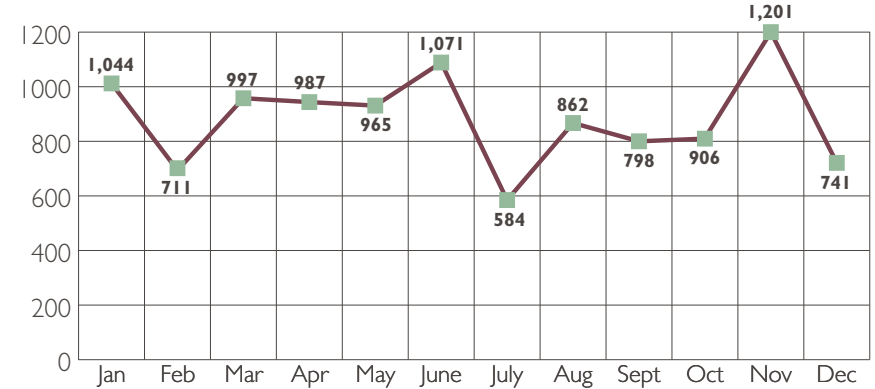
**Significant accomplishments:**

- Managed system changes and support throughout 2016 Benefits Open Enrollment
- Implemented large-scale system changes to support the County's wellness program
- Continued rollout of ESS Electronic Time Entry
- Continued implementing ACA-mandated 1095 reporting for employees
- Conducted personalized org management training sessions for departments across the county
- Participated in bimonthly liaison workshops to improve system knowledge across all departments

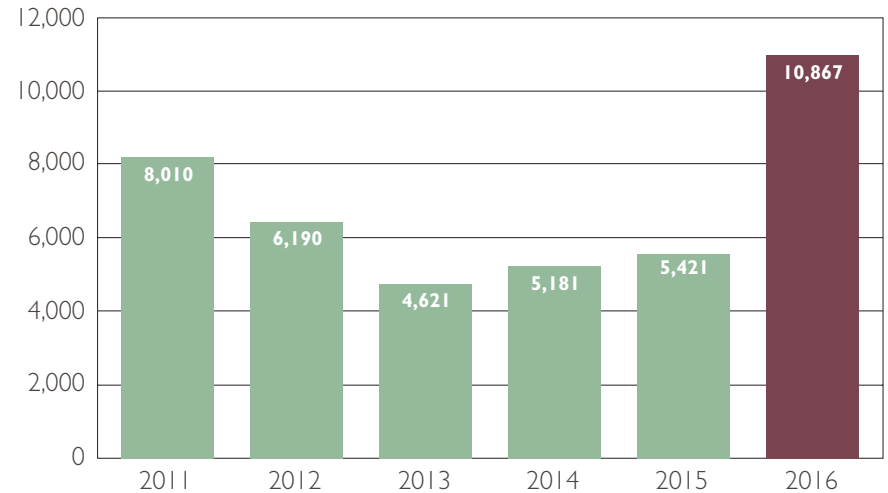


**Stephen Hart**  
*Human Resources Manager*

**Total Personnel Actions Processed 2016**



**Personnel Actions Processed 2011 – 2016**



# Human Resources Systems & Reporting

## Performance Appraisal Statistics (by department) 2016

Department	Employees Evaluated	Average Rating (Based on three-point scale)	CA Support Dept Appointed Employees	Average Rating (Based on five-point scale)
Board of Commissioners/County Administration	20	2.52	N/A	N/A
Community Services	218	2.50	N/A	N/A
Corrections	123	2.65	N/A	N/A
District Attorney	99	2.50	N/A	N/A
Financial Services	86	2.33	23	3.35
Fire and Emergency Services	821	2.55	N/A	N/A
Human Resources	26	2.56	9	4.01
Law	14	2.81	N/A	N/A
Planning and Development	50	2.51	N/A	N/A
Fire Planning and Development	2	2.58	N/A	N/A
Police Services	881	2.61	N/A	N/A
Sheriff	633	2.61	N/A	N/A
Solicitor	36	2.44	N/A	N/A
Support Services	98	2.39	N/A	N/A
Transportation	127	2.30	N/A	N/A
Water Resources	489	2.42	N/A	N/A
Clerk of Court	89	2.60	N/A	N/A
Clerk of Recorder's Court	14	2.80	N/A	N/A
Court Administration	76	2.93	N/A	N/A
Juvenile Court	53	2.87	N/A	N/A
Probate Court	23	2.22	N/A	N/A
Recorder's Court	5	2.99	N/A	N/A
Tax Commissioner	110	2.70	N/A	N/A
Information Technology Services	74	2.21	23	3.15
<b>Total</b>	<b>4,167</b>	<b>2.57</b>	<b>55</b>	<b>3.50</b>



## Human Resources Systems & Reporting

### Active Employee Census by Age and Years of Service December 31, 2016

Age	<1	1	2	3	4	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	75	19	2	1	0	0	0	0	0	97	1.90%
20 – 24	158	131	52	19	10	3	0	0	0	373	7.31%
25 – 29	127	140	100	73	65	109	4	0	0	618	12.11%
30 – 34	76	69	48	49	59	221	94	5	0	621	12.16%
35 – 39	48	46	45	25	27	166	187	79	1	624	12.22%
40 – 44	44	43	39	25	36	105	166	167	50	675	13.22%
45 – 49	39	33	38	22	20	108	110	147	158	675	13.22%
50 – 54	44	38	30	16	21	81	143	104	169	646	12.65%
55 – 59	32	32	32	20	19	70	66	70	61	402	7.87%
60 – 64	19	9	10	13	19	48	52	35	50	255	5.00%
65 – 69	7	5	5	8	6	19	21	8	15	94	1.84%
>70	5	1	0	1	7	2	8	1	0	25	0.49%
Total	674	566	401	272	289	932	851	616	504	5,105	100%
<b>Percentage of Labor Force</b>	<b>13.20%</b>	<b>11.09%</b>	<b>7.86%</b>	<b>5.33%</b>	<b>5.66%</b>	<b>18.26%</b>	<b>16.67%</b>	<b>12.07%</b>	<b>9.87%</b>	<b>100%</b>	

# Human Resources Systems & Reporting

## Active Employee/Authorized Positions (by department) 2016

Departments	Full-Time Merit Employees	Full-Time Merit Positions	Nonmerit, Appt/Elected Employees	Nonmerit, Appt/Elected Positions	Temporary/ Part-Time Employees	Total Employees	Total Full-Time Authorized Positions
County Administration	7	10	28	30	1	36	40
Community Services	225	238	19	21	359	603	259
Community Services Subsidy	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrections	119	126	9	9	4	132	135
Financial Services	80	83	33	38	1	114	121
Fire and Emergency Services	835	863	35	35	2	872	898
Human Resources	23	26	13	15	5	41	41
Information Technology	83	87	28	32	10	121	119
Law	5	6	10	10	0	15	16
Planning and Development	61	68	4	9	2	67	77
Fire Planning and Development	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police	910	1,070	23	23	9	942	1,093
Support Services	99	105	16	16	8	123	121
Transportation	125	131	14	15	0	139	146
Water Resources	510	543	41	45	10	561	588
Clerk of Court	0	0	99	106	1	100	106
Clerk of Recorder's Court	15	15	2	2	4	21	17
Court Administration	0	0	105	105	25	130	105
District Attorney	22	22	92	92	4	118	114
Juvenile Court	40	42	21	22	7	68	64
Probate	0	0	26	26	5	31	26
Recorder's Court	0	0	9	9	0	9	9
Sheriff	630	679	30	32	29	689	711
Solicitor	22	24	30	31	4	56	55
Tax Commissioner	0	1	115	119	2	117	120
Unallocated Positions	N/A	N/A	N/A	N/A	N/A	N/A	7
<b>Total</b>	<b>3,811</b>	<b>4,139</b>	<b>802</b>	<b>842</b>	<b>492</b>	<b>5,105</b>	<b>4,988</b>

## Benefits



The Benefits Division of Human Resources is responsible for delivering benefits to more than 4,600 active employees and 1,500 retirees. These benefits include six health insurance plans, a hospital indemnity plan, three dental insurance plans, two vision plans, three life insurance products, two disability insurance plans, a Health Savings Account plan, flexible savings accounts, a health reimbursement account, and voluntary insurance plans including an identity protection plan, a critical illness plan, universal life insurance and accident insurance. This division also administers the retirement plans offered

to employees consisting of a Defined Benefit Retirement Plan, a Defined Contribution Retirement Plan, a Deferred Compensation Plan, and a Retiree Medical Savings Account. Workers' compensation benefits are administered by Alternative Service Concepts, which partners with this division to provide this benefit. A state-of-the-art Wellness program which includes an onsite employee wellness clinic, an onsite EAP Counselor and a Wellness Advocate are provided by this division. This division is also responsible for providing the Employee Assistance Program (EAP).



*Sheryl Dallas  
Deputy Director*



*Debbi Davidson  
Business Manager*



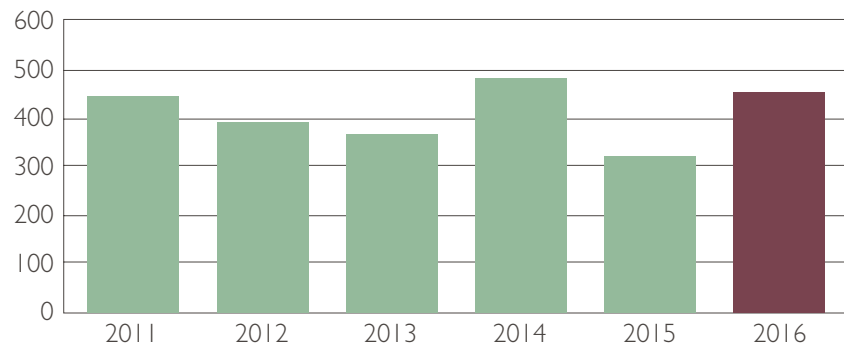
*Raechell Dickinson  
Human Resources Manager*

### Significant accomplishments:

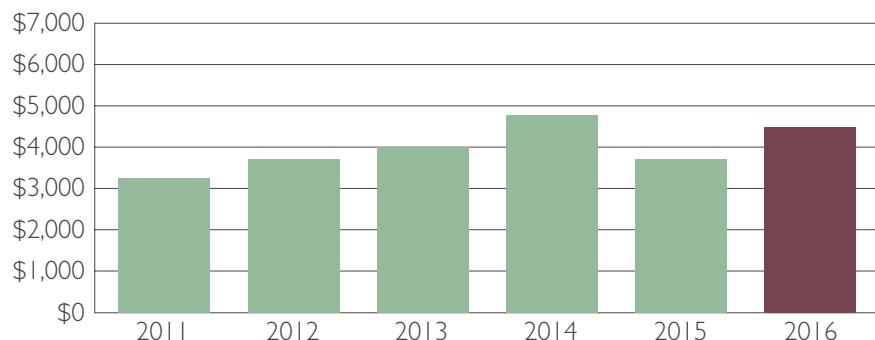
- Processed 123 retirement applications and 32 Deferred Vested Pension applications
  - Conducted Annual Enrollment sessions with assistance from HR Teams for each Department:
    - 53 sessions for active employees
    - 4 sessions for retirees
  - Conducted 51 Wellness Program Information sessions for employees for each Department
  - Participation in the Wellness Program was 86 percent; 3,557 employees received Wellness Incentives
  - 4,912 patients were seen at the Wellness Center during 2016. The Wellness Center provides preventative care and minor acute care for employees, pre-Medicare eligible retirees, and enrolled dependents over 18
  - Added an onsite EAP Counselor at 8 hours per week to the Wellness Center staff
  - Administered over 1,600 annual flu shots in a joint effort with Fire and Emergency Services personnel in 23 Flu Shot Clinics and the Wellness Center. Flu shots were administered to employees, dependents, and retirees
  - Conducted the annual Wellness Fair with additional exhibits and vendors. Attendance exceeded previous years with over 1,600 participants
  - Conducted 10 Retirement Process Seminars for prospective retirees and 3 Prepare for Retirement workshops
- Other Wellness activities conducted by this division include:
    - 14 Jumpstart Your Day events
    - 71 Bring Benefits to You meetings
    - 27 Lunch and Learn events
    - 6 Walk it Out at Work events
    - 12 Wellness Champion meetings
    - 3 Wellness Challenges
    - 39 Biometric Screening events
  - Closed 241 Worker's Compensation Claims
  - Provided training for supervisors on Workers' Compensation and Disability
  - Issued Request for Proposals for:
    - HMD Health Insurance for employees and retirees
    - Identity Theft Protection for employees and dependents
    - Medicare Advantage Health Plan for Medicare-eligible retirees
    - On-demand consultant for benefit plans
    - Voluntary benefits: Accident Insurance, Critical Illness Insurance, Universal Life Insurance, and Hospital Indemnity Insurance
    - Life Insurance, Short-Term Disability Insurance, and Long-Term Disability Insurance

# Benefits

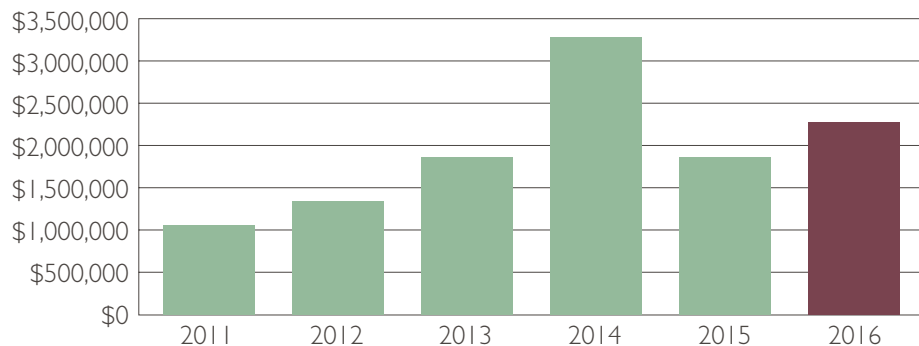
## Number of Workers' Compensation Claims 2011 – 2016



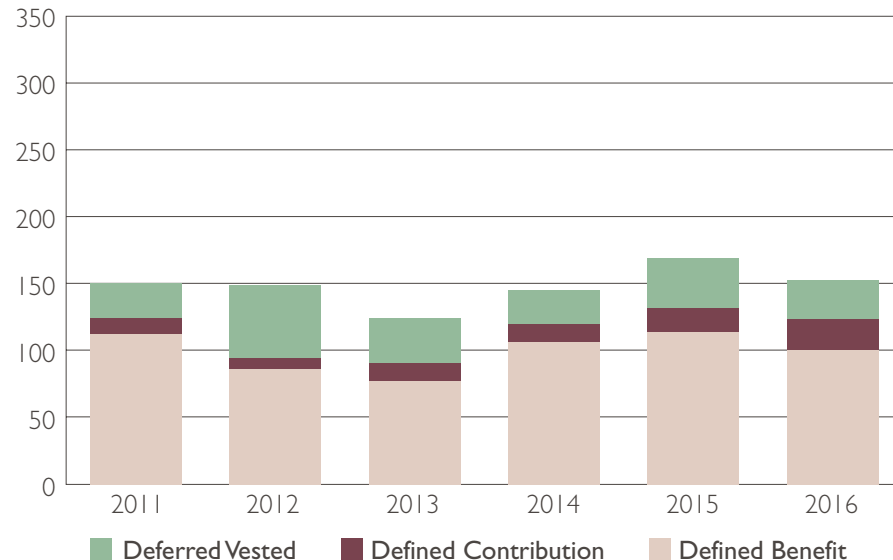
## Average Incurred Loss 2011 – 2016



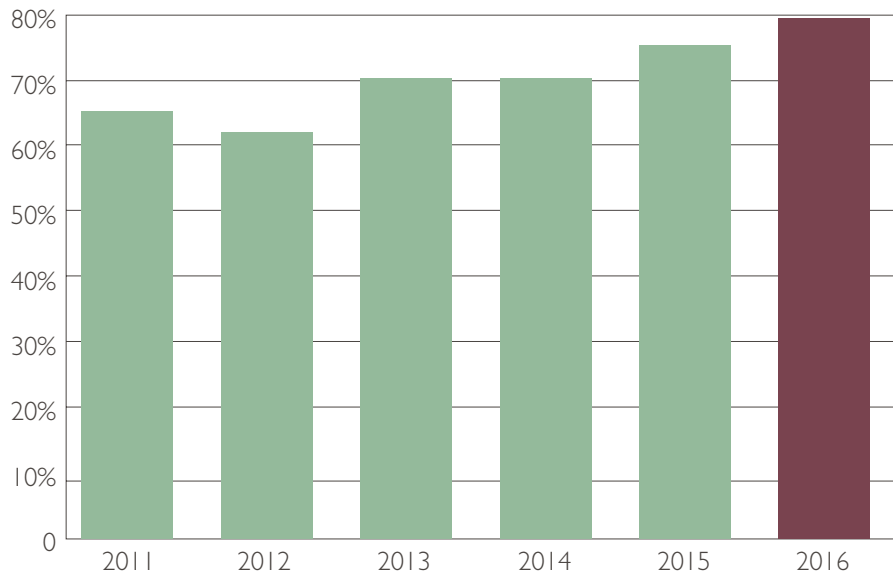
## Total Dollars Loss – Workers' Compensation Claims 2011 – 2016



## Retirements 2011 – 2016

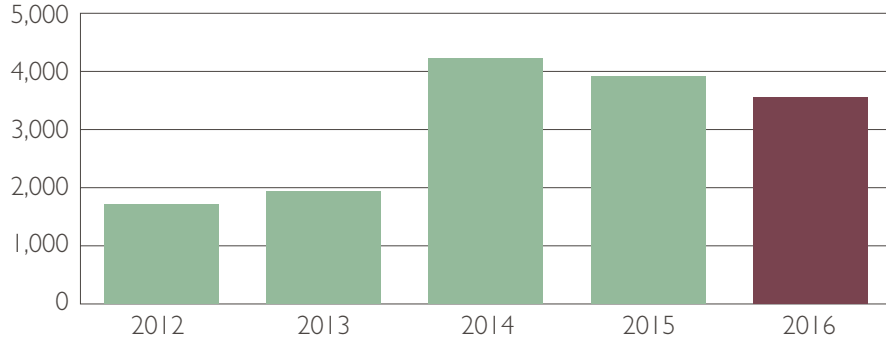


## Deferred Compensation Plan 457 Participation 2011 – 2016

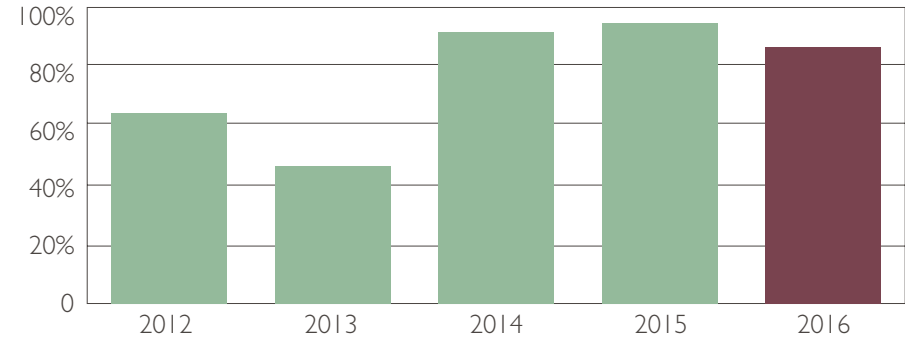


# Benefits

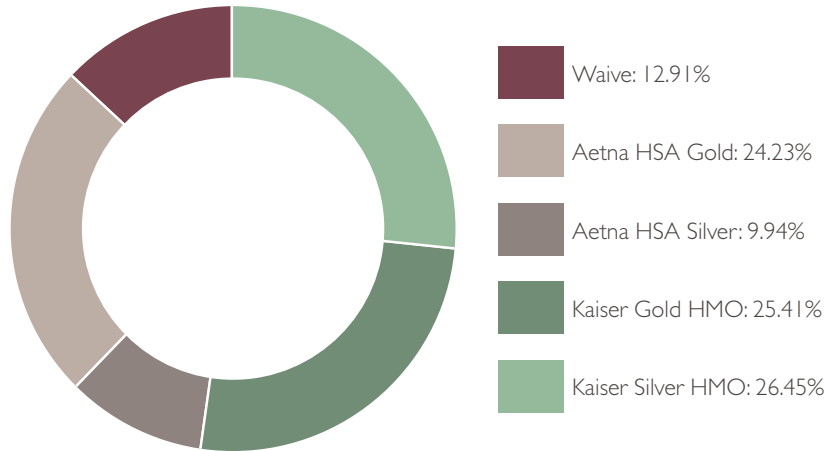
## Wellness Assessments Completed 2012 – 2016



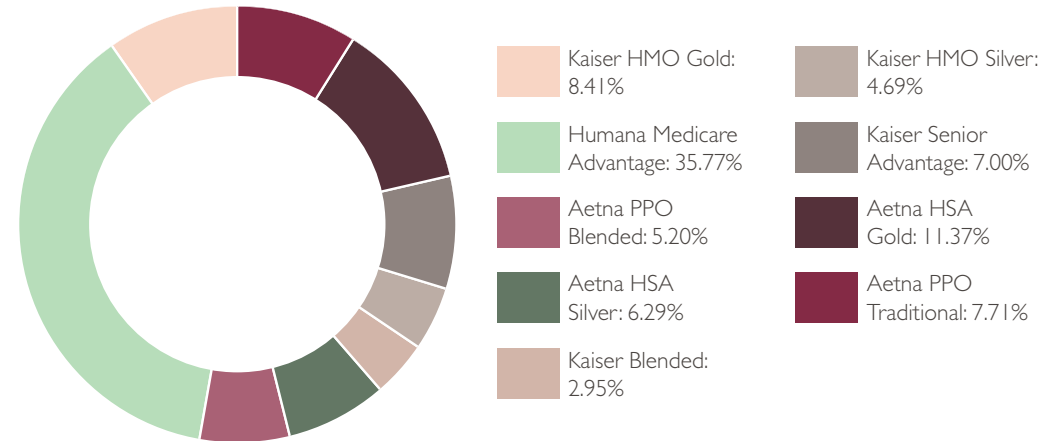
## Wellness Plan Participation 2012 – 2016



## Health Plan Enrollment: Active 2016



## Health Plan Enrollment: Retirees 2016



# Budget Summary



## Human Resources (Workers' Compensation Fund)

Appropriations (\$)	2014 Actual	2015 Unaudited	2016 Budget
Personal Services	66,800	67,433	109,643
Operations	2,642,843	2,572,893	4,202,909
Contributions to Other Funds	15,758	33,109	20,234
<b>Total</b>	<b>2,725,401</b>	<b>2,673,435</b>	<b>4,332,786</b>
Authorized Positions – Human Resources			

## Human Resources (Group Self-Insurance Fund)

Appropriations (\$)	2014 Actual	2015 Unaudited	2016 Budget
Personal Services	278,688	322,579	482,196
Operations	43,689,726	45,728,998	49,151,905
Contributions to Other Funds	189,649	168,791	385,639
Contributions to Capital and Capital Outlay	1,024,513	665,850	–
<b>Total</b>	<b>45,182,576</b>	<b>46,886,218</b>	<b>50,019,740</b>
Authorized Positions – Human Resources	4	4	4

## Human Resources (Administrative Support Fund)

Appropriations (\$)	2014 Actual	2015 Unaudited	2016 Budget
Personal Services	2,425,061	2,567,696	2,890,202
Operations	311,780	475,856	547,061
Contributions to Other Funds	15,806	9,007	17,831
Contributions to Capital and Capital Outlay	9,348	–	–
<b>Total</b>	<b>2,761,995</b>	<b>3,052,559</b>	<b>3,455,094</b>
Authorized Positions – Human Resources	32	32	30



**Please consider the environment before printing this report.**

**gwinnett**county  
Department of **Human Resources**  
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