

Human Resources

**ANNUAL REPORT
2010**



Board of Commissioners



Charlotte **Nash**

Commission Chairman



Shirley **Lasseter**

District 1 Commissioner



Lynette **Howard**

District 2 Commissioner



Mike **Beaudreau**

District 3 Commissioner



John **Heard**

District 4 Commissioner

County Administration



Glenn **Stephens**

County Administrator



Aaron **Bovos**

Deputy County Administrator/CFO

Chairman Charlotte Nash and Commissioners Lynette Howard and John Heard took office in 2011.

Merit Board

Board Members

Jason **Thompson**
Post 1

Michael **Murphy**
Chairman
Post 2

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

Mitch **Peevy**
Post 4

William **Yurevich**
Post 5

Board Attorney

Richard A. **Carothers**

Executive Secretary to the Board

Harry G. **Mason**





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**Merit Board
Summary**



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Mission, Vision, Values



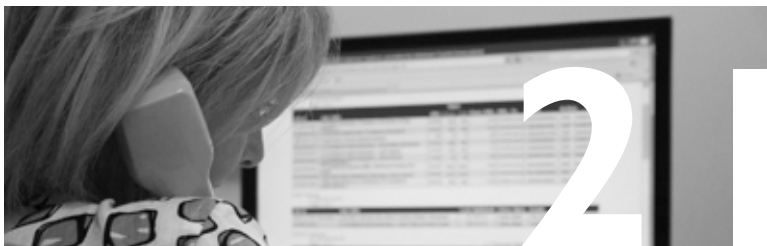
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**Management and
Administration**



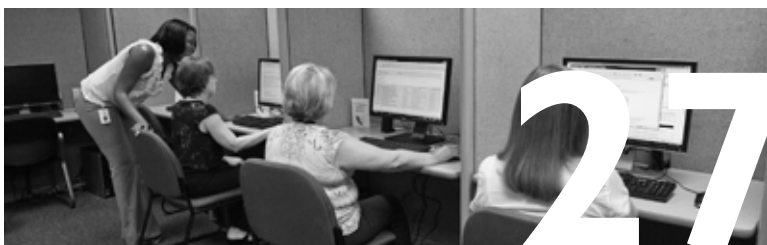
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**Engage Gwinnett
Update**

Merit Board Summary

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

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

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

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

Merit Board Members 2010

Post	Name	Term
1	Jason Thompson	01.01.09 – 12.31.12
2	Michael Murphy	01.01.95 – 12.31.10
3	A. Richard Lowing	01.01.05 – 12.31.12
4	Mitch Peevy	01.01.07 – 12.31.10
5	William Yurevich	01.01.10 – 12.31.13
Executive Secretary	Harry G. Mason	Appointed 04.15.03

The Merit System Board

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



December 31, 2010
 Board of Commissioners
 Merit Board Members

RE: **Annual Report for 2010**

The year 2010 proved to be another productive year for the Merit Board.

The following table summarizes the grievance activity from 2003 – 2010.

	2010	2009	2008	2007	2006	2005	2004	2003
Grievances carried over from prior years	0	2	2	1	2	4	2	12
New grievances received	5	7	12	9	10	10	6	18
Executive secretary meetings	4	8	11	9	11	9	5	22
Hearings	0	3	3	1	2	4	0	8

The following table summarizes the grievance activity for 2010:

Total	Action
0	Merit Board Hearings: 0 – Upheld action of department 0 – Overturned action of department 0 – Settlement reached at Merit Board hearing
11	Executive Secretary Meetings: 1 – Grievance resolved at meeting 1 – Settled or withdrawn before Merit Board meeting 0 – Withdrawn after Executive Secretary meeting before recommendation issued 1 – Executive Secretary recommendation not appealed to Merit Board 1 – Carried over to 2011 5 – Executive Secretary recommendation appealed to Merit Board 2 – Settled or withdrawn before Executive Secretary meeting

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

Sincerely,

Harry G. **Mason**
 Executive Secretary

Department of Human Resources

75 Langley Drive • Lawrenceville, GA 30046-6935
(tel) 770.822.7915 • (fax) 770.822.7938
www.gwinnettcounty.com



May 1, 2011

Gwinnett County Board of Commissioners
Gwinnett County Merit System Board

SUBJECT: 2010 Annual Report of Human Resources Activity

The following report summarizes the activities and accomplishments of the Department of Human Resources in 2010. Listed below are our major accomplishments for the year:

- Assisted departments in revising staffing plans to align with new business plans
- Assisted in preparing and delivering 13 reductions in force and 23 retirement incentive offers
- Hired 121 police officers, 55 deputy sheriffs, and 121 firefighters
- Implemented an enhanced Wellness Program
- Increased participation in the 457 Deferred Compensation Program
- Participated in coordination of H1N1 vaccinations
- Retired 112 employees
- Saved over \$1.5 million in health care costs through consolidation of health care providers and plan changes

I extend my appreciation to the staff of the Department of Human Resources for their commitment, dedication, and professionalism in reaching our goals.

Many thanks to the Board of Commissioners, County Administrator, and the Merit System Board for your continued confidence and support to improve the Human Resources Management program.

Sincerely,

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

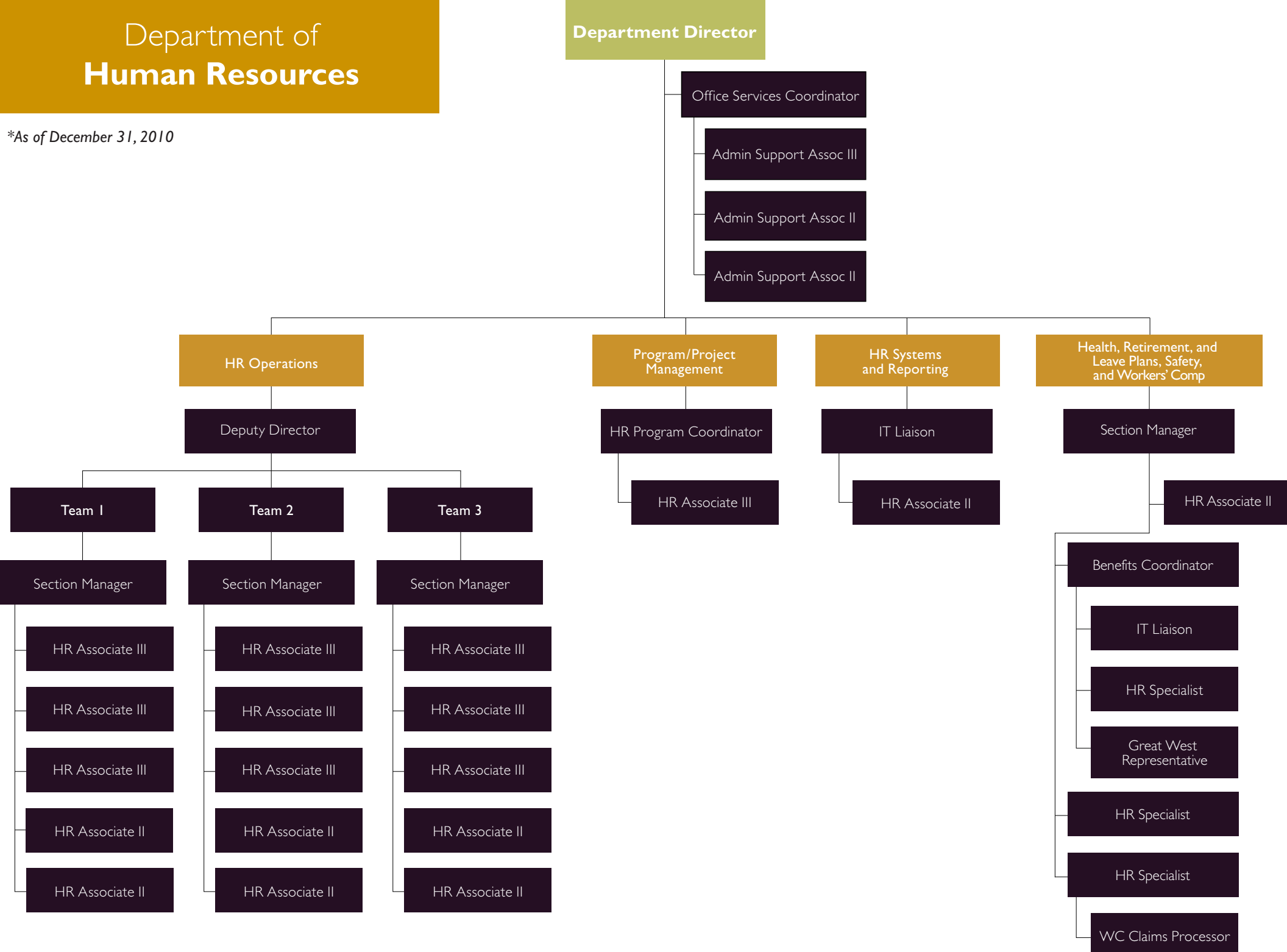
We strive for the highest levels of individual and organizational achievement by providing opportunities for all employees to contribute ideas, develop their potential, and make the best use of their talents and abilities. We strive to keep abreast of and implement best practices for our service delivery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



Department of Human Resources

Department Director

*As of December 31, 2010



Staff as of December 31, 2010

Department of Human Resources

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

Kenneth **Poe**
Sherrie **Rabon**
Reneé **Schoenfeld**
Tandy **Krogh**
Doris **Tucker**

Human Resources Operations

Deputy Director

Hazel **McMullin**

Team 1 – Services the following departments:

Clerk of Court • Community Services • Police • Water Resources

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

Michele **Westerfield**
Vacant
Elizabeth **Hammond**
Jerry **Kelly**
Dwane **Bennett**
Vacant

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

Johnanna **Weathers**
Nancy **Purves**
Erica **Queen**
Diane **Boone**
Dianne **Darcy**
Kristan **Harris**

Staff as of December 31, 2010

Team 3 – Services the following departments:

County Administration • Court Administration • Financial Services
Fire and Emergency Services • Information Technology Services
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	Donna Pratt
Human Resources Associate II	Linda Hulsey
Human Resources Associate II	<i>Vacant</i>

Program/Project Management

Human Resources Program Coordinator	Korie Brashears
Human Resources Associate III	Beverly McLee

HR Systems and Reporting

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

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

Human Resources Manager	Debbi Davidson
Benefits Coordinator	Shirley Richardson
IT Liaison	Kathy Martin
Human Resources Specialist	Sue Rooks
Human Resources Specialist	Melissa Black
Human Resources Specialist	Dawn Jones
Human Resources Associate II	Sandi Barber

Management and Administration

In 2010, 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. 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.

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



*Kenneth Poe
Director*



*Sherry Rabon
Office Services Coordinator*



*Korie Brashears
Program Coordinator*

Significant Accomplishments

- Coordinated the 2010 Most Valuable Person/Employee Award (MVP) nomination process and ceremony
- Administered the Employee Service Award program where 673 employees received gifts for their years of service to Gwinnett County
- Coordinated reserved parking recognition for 42, employees with 25 or more years of service
- Coordinated the distribution of \$102,652.89 from the Employee Charitable Contributions Program
- Conducted employee blood drives totaling 807 donations
- Processed tuition reimbursements for 229 employees in the amount of \$638,558.92
- Facilitated and participated in various salary surveys

2010 Most Valuable Person – Catherine Montgomery

Catherine Montgomery was a Gwinnett County employee for 29 years and is now a recent retiree. She was committed to her job, clients, and fellow employees and made it her goal to help anyone – whether a fellow staff member or a citizen – with whatever needs that person may have had. Every day, she brought team spirit and enthusiasm for the tasks at hand.

As a staff member in the Health and Human Services Division, she was tasked with leading a well-organized kitchen that provided meals to Gwinnett's seniors every day. Her heart always went into the planning and execution of these meals, and she was well-known in the senior community for the care that she put into every meal she prepared.

Through Catherine's zealous leadership, every meal now includes a healthy morning snack, choices in entrée items, fresh salads, and the preparation of weekly frozen meals for the homebound. She always took the time to cheerfully instruct and mentor dozens of inmates, volunteers, and less-experienced staff. In addition, she successfully completed the National Registry of Food Service Professionals Food Safety Manager Certification, which required many hours of study on her own time.

Off the clock, and now that she is retired, she keeps very busy with community activities such as serving the members of her church and those in need. She has donated money, clothing, food, and prayer to anyone in need without any expectation of the favor being returned. And for years, she supported the senior clients without any desire for recognition, whether she was preparing items to be donated or delivering a meal herself on her lunch break.

No matter what the day brings, she's always there with a positive "can do" attitude that is contagious to those around her. Catherine was an outstanding employee and is an amazing citizen and friend to everyone she meets. She excels at everything she does, and the County is grateful for her service.



Service Awards

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

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

Each of these outstanding employees 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 five, 10, 15, 20, 25, 30, 35, and 40 years are sent to department directors to distribute. In 2010, 673 employees were eligible to receive awards for their years of service to Gwinnett County and its residents.

Service Awards 2010

Years of Service	Total
5	292
10	178
15	85
20	64
25	42
30	8
35	4
40	0
Total Employees Eligible	673



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 MVP recipient receives a certificate, trophy of achievement, \$1,000 U.S. savings bond, and a reserved parking space for one year. The recipient's name is also added to a Most Valuable Person plaque.

Year	Employee	Department
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 Home	Community Services
1997	John Irvine	Sheriff
1996	Donna Mitchell	Fire and Emergency Services
1995	Jan Byers	Financial Services
1994	Anna Garneau	Law
1993	Lynn Smith	Administrative Services
1992	Ronda Davis	Public Utilities
1991	Patrick Larson	Planning and Development

Charitable Contributions Program

The Charitable Contributions Committee is comprised of 10 people:

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

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

Committee Purpose

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

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 2010

Organization	Total
AMC Cancer Research Center	\$ 2,767.66
American Cancer Society	\$ 5,049.15
American Diabetes Association	\$ 2,961.15
American Heart Association	\$ 1,505.75
American Red Cross	\$ 2,307.71
Boy Scouts of America	\$ 2,395.41
Childkind	\$ 742.33
Children's Healthcare of Atlanta	\$ 5,017.89
Children's Shelter	\$ 3,762.41
CHRIS Kids	\$ 444.41
Community Health Charities of Georgia	\$ 259.91
Creative Enterprise	\$ 512.58
Cystic Fibrosis Foundation	\$ 490.91
EarthShare	\$ 715.91
Epilepsy Foundation of Georgia	\$ 275.41
Family Promise of Gwinnett County	\$ 444.41
Fear This	\$ 382.41
Foster Children's Foundation	\$ 454.41
Gwinnett Fire Employee Benevolent Fund	\$ 21,855.50
Gwinnett Police Employee Benevolent Fund	\$ 20,090.50
Hemophilia of Georgia	\$ 405.57
Hi-Hope	\$ 891.91
HealthMPowers	\$ 225.39
Leukemia and Lymphoma Society	\$ 1,015.41
March of Dimes	\$ 995.16
Muscular Dystrophy Association	\$ 1,375.41
National Kidney Foundation	\$ 608.16
Partnership Against Domestic Violence	\$ 2,375.41
Salvation Army	\$ 1,282.76
Sheriff Benevolent Fund	\$ 6,055.00
Special Olympics Georgia	\$ 1,606.13
United Cerebral Palsy of Atlanta	\$ 479.41
United Way of Gwinnett County	\$ 12,901.35
Total	\$ 102,652.89

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 2010, the cost of the program was budgeted through the participants' respective departments.



Tuition Reimbursement Program 2010

Department	Number of Participants	Number of Courses Approved	Total Reimbursements
Administrative Office of the Courts	1	9	\$ 7,318.18
Clerk of Court	0	0	0.00
Community Services	13	51	30,758.61
Corrections	8	47	35,567.24
County Administration	0	0	0.00
District Attorney	2	4	4,176.00
Financial Services	8	46	38,538.08
Fire and Emergency Services	93	325	193,173.97
Human Resources	2	14	8,613.00
Information Technology Services	2	14	16,328.09
Juvenile Court	2	13	14,399.09
Planning and Development	0	0	0.00
Police Services	70	305	203,729.47
Probate Court	0	0	0.00
Sheriff	16	60	38,897.59
Solicitor	0	0	0.00
Support Services	3	10	4,795.89
Tax Commissioner	1	5	6,583.00
Transportation	2	9	5,093.65
Water Resources	11	45	30,587.06
Totals	234	957	\$ 638,558.92

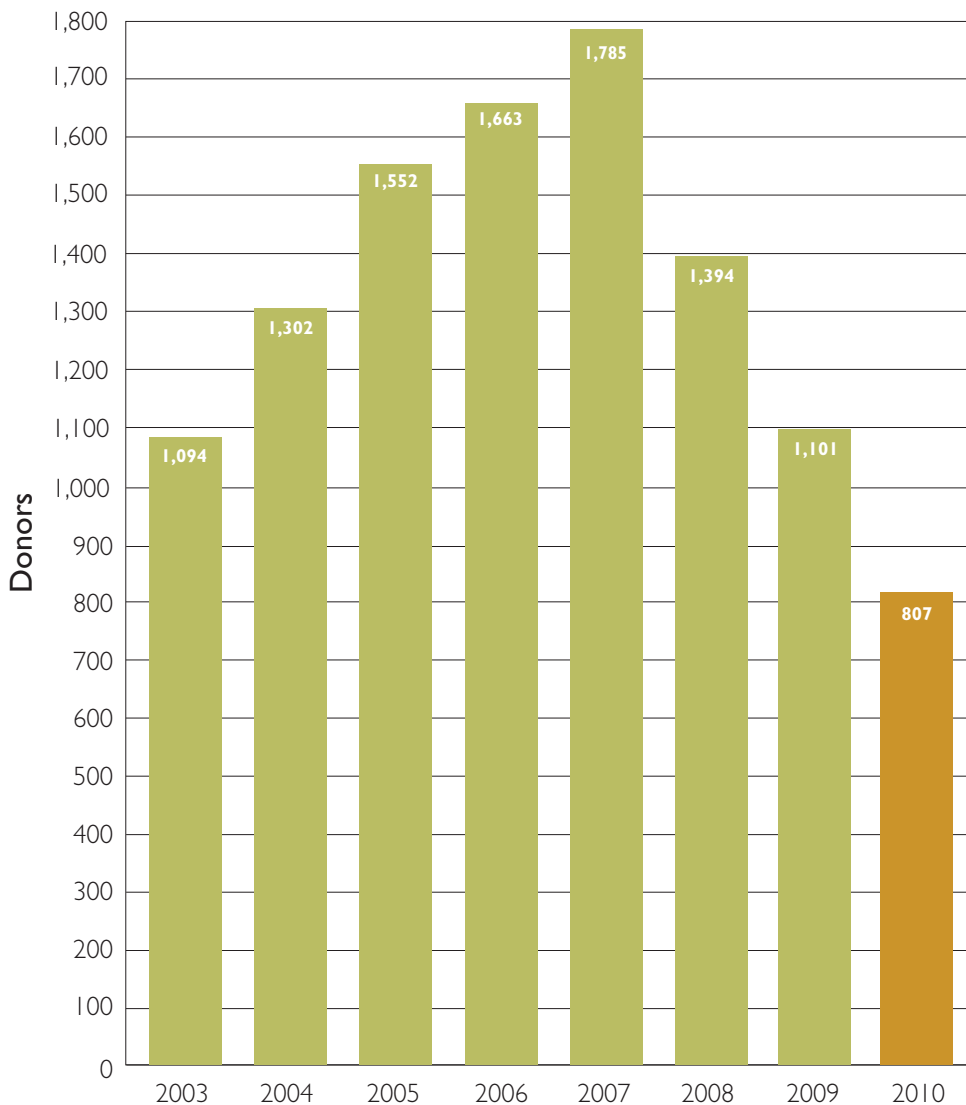
Employee Blood Drives

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.

In 2004, Police Services and the Department of Water Resources increased participation by 25 percent. In addition to the Human Resources Department-sponsored blood drives, the Department of Water Resources, Fire and Emergency Services, and the Sheriff's Department sponsored their first drives. In 2010, Gwinnett County employees participated in a total of 11 drives.

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 2003 – 2010



Employee Assistance Program

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

In June 2006, Gwinnett County renewed its contract agreement with North Pines Center, Inc., to provide confidential counseling services to County employees. During 2010, 15 percent of the workforce used the services offered by the EAP provider. In June 2001, North Pines Center, Inc., designed and implemented a web-based resource center, www.eapworklife.com. Over 262 visits were made to the site during 2010 indicating that it is a very important resource in the employee assistance program. In 2007, North Pines added two additional resources: attorneys and financial advisors. Now employees have a 30-minute consultation available to seek answers to important questions regarding personal issues. This year, nine people used the legal service.

Gwinnett County Government currently pays \$1.65 per month for each eligible County employee. This premium also covers counseling benefits for employee dependent coverage.

Statistics provided by
North Pines Center, Inc.



Employee Assistance Program Utilization 2010

Program Utilization	2010 Report period: January 1, 2010, through December 31, 2010	Participants	Grand Total
Clients served during reporting period	Employees	166	
	Dependents	52	218
Gender	Male	106	
	Female	112	218
Problem Category	Alcohol	4	
	Drug	5	
	Financial	0	
	Marital	47	
	Family	19	
	Legal	9	
	Other Alcohol	0	
	Other Drug	0	
	Violence	11	
	Career	0	
	Occupational	6	
	Childcare	1	
	Grief	11	
	Individual Adjustment	105	
	Eldercare	0	
Missing	0	218	
Referral Source	Self	153	
	Manager/Supervisor	19	
	Human Resources	9	
	Family Member	37	
	Missing	0	218
Total Employee Assistance Program Expense for 2010:			\$ 87,951.60

Employee Development

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

Significant Accomplishments

- Successfully completed the eighth Senior Management Development Program session (EXCEL); program graduates totaled 25 from various departments throughout the County
- Successfully completed three sessions of the Supervisory Development Program (LEAD Academy); program graduates totaled 76
- Facilitated three customized training programs for various departments within the County
- Made arrangements with the University of Phoenix and the Employee Assistance Program vendor to offer most requested training topics to employees at no cost to the County
- Trained 962 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 2010 totaled 715 hours.



Customized Training Programs

At the request of various departments, a few programs were specifically designed to meet their expressed needs. Programs customized in 2010 are noted below:

Department/Division/Organization	Topic
Planning and Development	Business Writing – Performance Appraisals
Financial Services – Tax Assessor's/Property	MBTI Personality Type and Team Building
District Attorney's Office	Customer Service, You're in Control

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 eighth group of County employees to successfully complete the EXCEL program graduated in 2010. The group consisted of 25 program participants who represented various departments throughout the County.

2010 EXCEL Program Graduates

Name	Department
Alisha Voutas	Water Resources
Barry Sasser	Corrections
Bertha Brazil	Corrections
Bryant Davis	Financial Services
Charles Horner	Water Resources
Chris Williams	Tax Commissioner
Debbi Davidson	Human Resources
Don Gravitt	Water Resources
Elizabeth Hammond	Human Resources
Jason Duncan	Community Services
Jeff Boss	Water Resources
Jonathan Semerjian	Water Resources
Joyce Martin	Police Services
Lara Bardugon	Police Services
Lynn Hart	Community Services
Mark Stonecypher	Transportation
Melanie Tabb	Information Technology Services
Richard Schoeck	Water Resources
Sharon Manning	Financial Services
Sharon Stevenson	Information Technology Services
Srinivas Jalla	Water Resources
Tammy Gibson	Community Services
Tom Sever	Transportation
Tommy Howard	Support Services
Vicki Casella	Human Resources

LEAD Academy – Supervisory Development Program

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

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

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

Leadership Education And Development

Intended Audience

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

Purpose and Objectives

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

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

A total of 76 supervisors and LEAD personnel participated in and successfully completed the LEAD Academy Program in 2010.



LEAD Academy Graduates – Winter 2010



LEAD Academy Graduates – Spring/Summer 2010



LEAD Academy Graduates – Fall/Winter 2010

**Winter 2010
January – April**

Chris Miller	Community Services
Adrienne Noble	Community Services
Audrey Howell	Corrections
Candy Pitman	District Attorney
Carol Speight	Support Services
Cody Boggs	Support Services
Darlene Cobb	Police Services
Debbie Boyd	Water Resources
Gina Horner	Support Services
Jodi Meaders	Corrections
Judy Payne	Tax Commissioner
Kerry Edwards	Support Services
Kevin Richardson	Corrections
Martin Valentine	Water Resources
Melissa Clay	Fire and Emergency Services
Mikey Harned	Support Services
Nita Brannen	Police Services
Paul Noe	Support Services
Renee Everett	Police Services
Shakira Questelles	Human Resources
Shaunieka Taste	County Administrator
Susan Chilton	Information Technology Services
Tammie Martin	Transportation
Vanessa Smith	Police Services
William Watkins	Water Resources
Wilson Shirley	Support Services

**Spring/Summer 2010
May – August**

Alexandra Roberts	Tax Commissioner
Brian Ross	Water Resources
Charles Queen	Financial Services
Christine Kinsella	Community Services
Don Utes	Community Services
Ella Williams	Water Resources
Eric Swett	Water Resources
Garry Burkhart	Water Resources
Jancy Vickers	Police Services
Juanita Iseley	Police Services
Kelly Stone	Solicitor's Office
Ken Penman	Support Services
Lisa Robbins	Water Resources
Melanie Brooks	Tax Commissioner
Myra Taylor	Community Services
Paula Hess	Information Technology Services
Penny Yarbrough	Information Technology Services
Phillip Page	Water Resources
Steven Sims	Water Resources
Susan Gardner	District Attorney's
Susan Gifford	Police Services
Susan Paul	Financial Services
Tammy Hicks	Water Resources
William (Bruce) Rainey	Support Services
William Thompson (Buster)	Water Resources

**Fall/Winter 2010
September – December**

Amanda Leheny	Fire and Emergency Services
Audrey Parker	Corrections
Brent Alexander	Water Resources
Bruce Erskine	Planning and Development
Bruce Konningrud	Tax Commissioner
Cheryl O'Kelley	Financial Services
Chris Bagby	Water Resources
Deirdre Blackard	Water Resources
Jeff Hairston	Support Services
John Ray	Transportation
Julie Mims	Law Department
Karen Lougee	Transportation
Kel Britt	Support Services
Lewis Cooksey	Transportation
Michael Pearson	Police Services
Matt Bornhorst	Tax Commissioner
Melanie Miller	Community Services
Michelle Smiley	Support Services
Mike Martin	Fire Services
Robert Poole	Support Services
Sandra Cespedes	Water Resources
Sandy Mahathirath	Financial Services
Sherrie Rabon	Human Resources
Steve Teare	Information Technology Services
Wilma Lascano	Tax Commissioner

Human Resource 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 two support staff members. Each team handles all functional and specialty areas as combined HR services for their assigned departments. Through working with the departments in these various areas, the HR staff has a comprehensive understanding of the departments' needs and is able to fully assess situations presented to them. The Human Resources Department provides customer service through a one-stop approach, 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

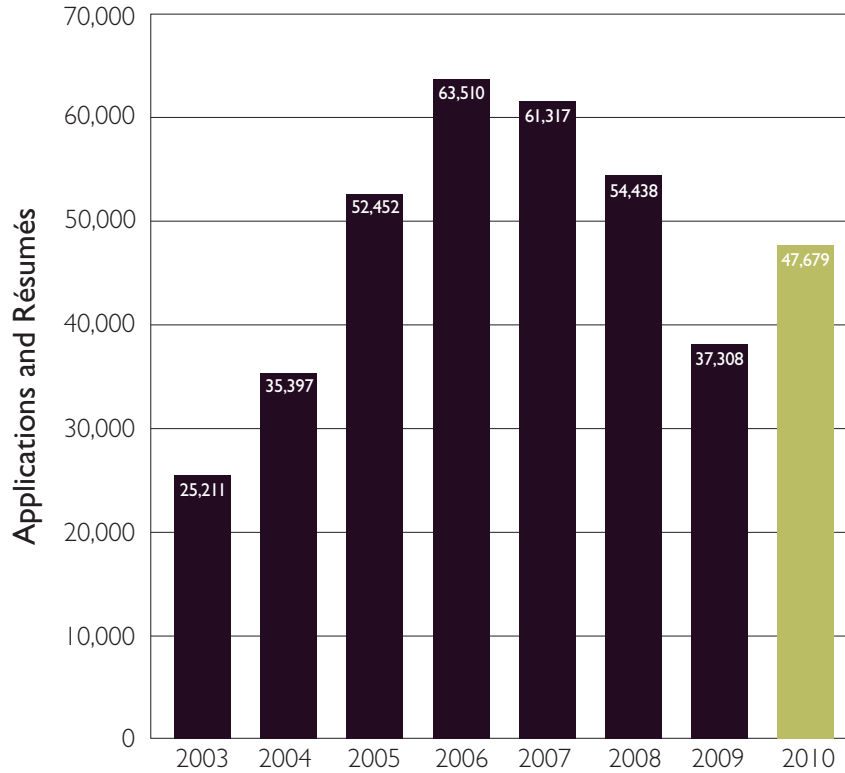


Significant Accomplishments

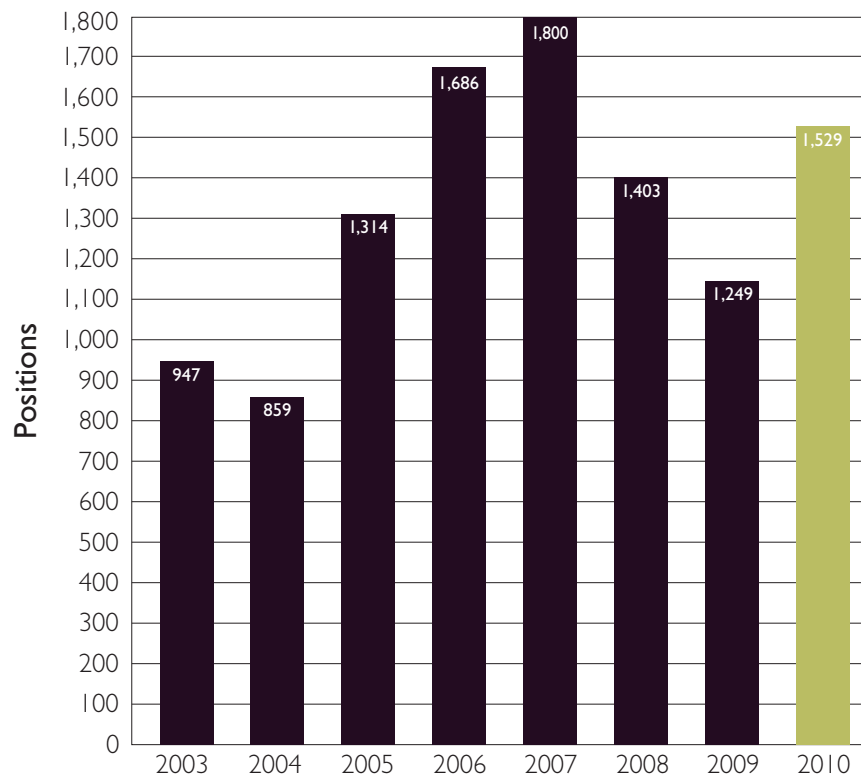
- Hired 121 police officers, 55 deputy sheriffs, and 121 firefighters
- Successfully completed federally mandated drug/alcohol testing for commercial drivers license holders; as required, 50 percent of the required covered employees were randomly drug- and alcohol-tested
- Processed and reviewed approximately 717 *Family and Medical Leave Act* requests
- Completed 22 workplace investigations
- Conducted research to ensure compliance with federal and state employment laws and updated policies as required
- 387 separated full-time employees received an exit interview survey
- Successfully represented Gwinnett County in 14 unemployment insurance eligibility appeal hearings and responded to 118 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
- Engaged in discussions regarding the Human Resources department reorganization
- Submitted articles and interest stories regarding County policies and procedures to the *GC Insider* newsletter
- Assisted in preparing and delivering 13 reductions in force and 23 retirement incentive offers countywide
- Assisted departments in revising staffing plans to align with new business plans
- Participated in 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
- Coordinated the annual United Way Campaign for Gwinnett County resulting in \$12,901.35 in contributions by Gwinnett County employees
- Coordinated participation in the ACCG internship program; three interns were hired and paid by state grant for up to 160 hours each



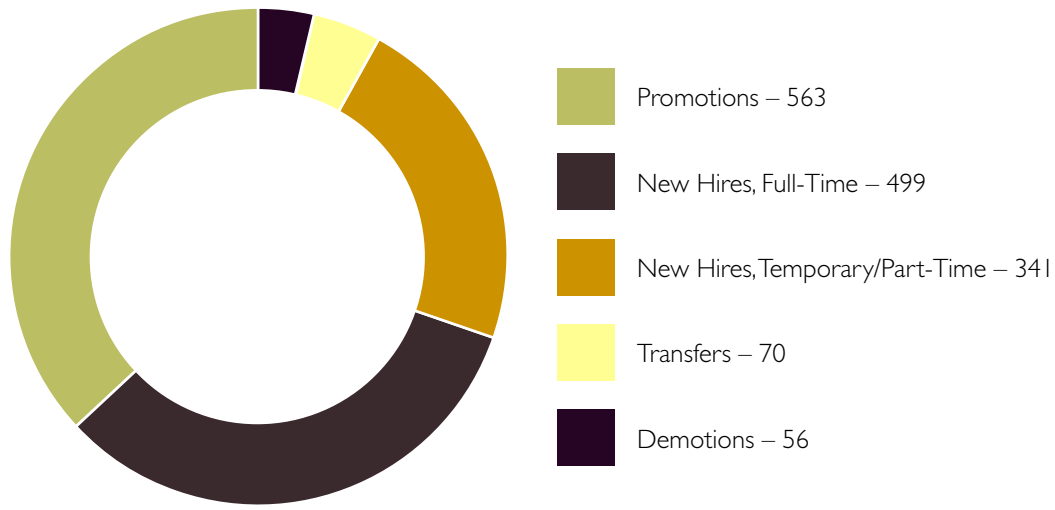
Total Applications and Résumés Processed 2003 – 2010



Total Positions Filled 2003 – 2010



Vacancies Filled (by job status) 2010



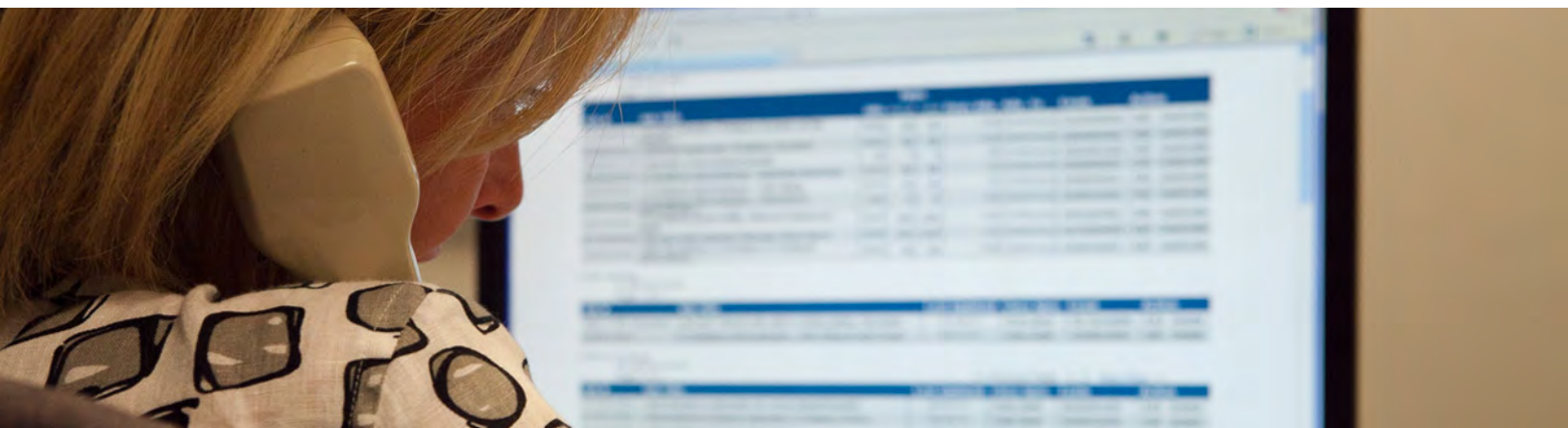
Testing and Assessment Activities 2010

2010 Promotional Testing				
Position	Written Exam	Assessment	Participants	Successful Candidates
Sheriff Corporal	October	N/A	57	10
Sheriff Sergeant	October	N/A	19	11
Sheriff Lieutenant	October	November	10	1
Fire Engineer	March	N/A	62	52
Fire Lieutenant	August	N/A	39	21
Fire Lieutenant	N/A	September	20	16
Police Sergeant	January	N/A	50	37
Police Sergeant	N/A	March	37	30

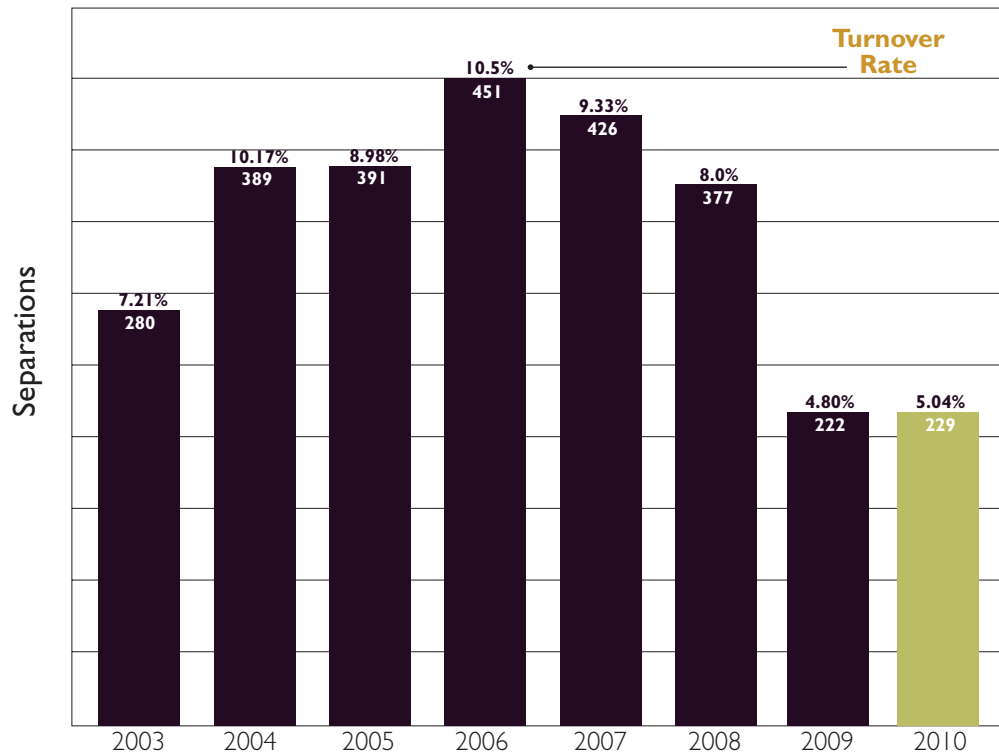
*Fire Captain promotional is no longer a "hurdle" process. Both written test and assessment are used to determine success.

Full-Time Separation/Turnover (by department) 2010

Departments	Number of Employees (average monthly count)	Year-End Terminations	Turnover Percent
Community Services	227	5	2.21%
Corrections	119	11	9.25%
County Administration	30	1	3.34%
District Attorney	102	4	3.93%
Financial Services	111	7	6.31%
Fire and Emergency Services	802	65	8.11%
Human Resources	34	2	5.89%
Information Technology Services	110	10	9.09%
Law Department	12	0	0.00%
Planning and Development	75	4	5.34%
Police Services	989	59	5.97%
Sheriff	683	28	4.10%
Solicitor	46	2	4.35%
Support Services	103	2	1.95%
Transportation	144	4	2.78%
Water Resources	543	13	2.40%
Clerk of Court	107	5	4.68%
Clerk of Recorder's Court	17	2	11.77%
Judiciary – Other	93	0	0.00%
Juvenile Court	54	2	3.71%
Probate Court Judges	21	0	0.00%
Recorder's Court Judges	9	0	0.00%
Tax Commissioner	117	3	2.57%
2010 Totals	4,548	229	5.04%



Total Number of Separations/Turnover Rate 2003 – 2010



Classifications Reviewed 2010

Department	Classifications Reviewed
Fire and Emergency Services	Community Risk Reduction Lt.
Water Resources	Maintenance Planner/Scheduler
Countywide	IT Associate Series

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.

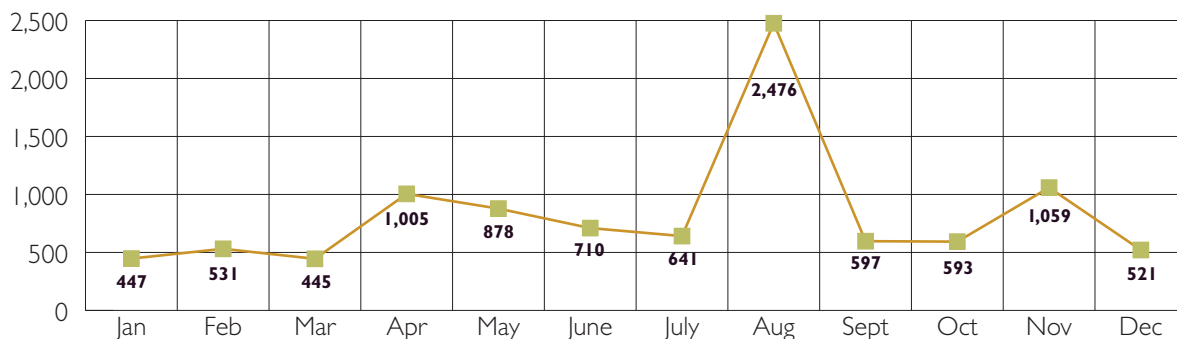
The HR Systems and Reporting staff is responsible for the following functions:

- 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

Personnel Actions Processed 2005 – 2010

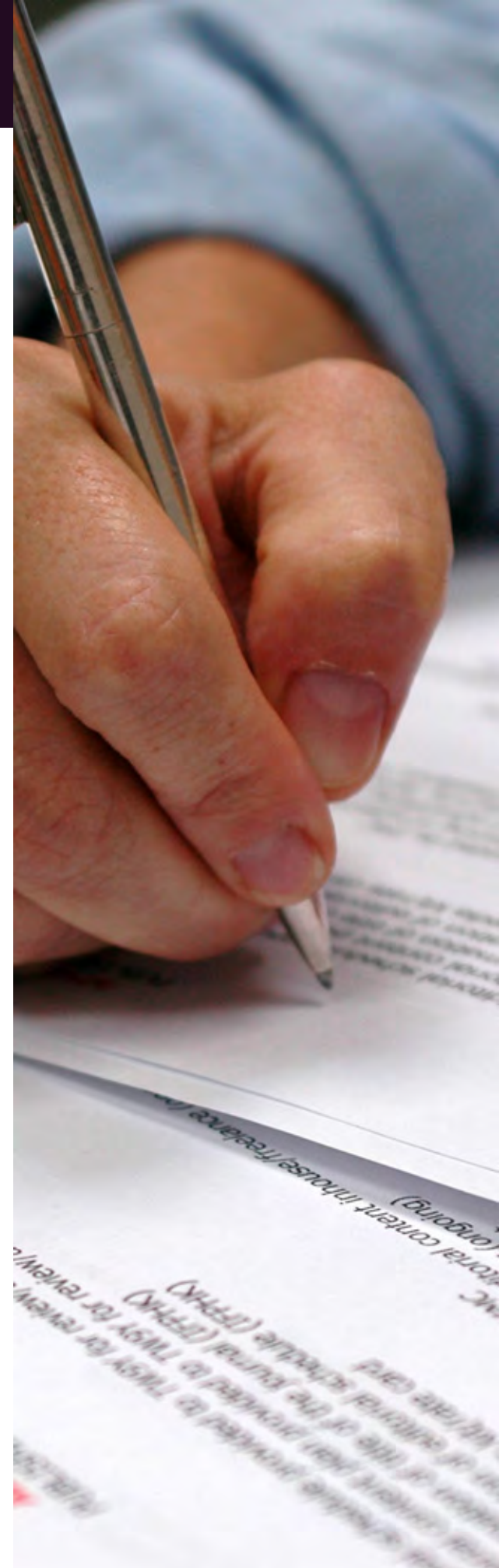


Total Personnel Actions Processed 2010



Performance Appraisal Statistics (by department) 2010

Department	Employees Evaluated	Average Rating
Board of Commissioners/ County Administration	15	2.66
Community Services	224	2.44
Community Services Subsidy	0	0
Corrections	120	2.64
District Attorney	77	2.31
Financial Services	107	2.33
Fire and Emergency Services	728	2.53
Human Resources	30	2.42
Law	7	2.82
Planning and Development	74	2.39
Fire Planning and Development	4	2.40
Police Services	937	2.56
Sheriff	621	2.60
Solicitor	42	2.34
Support Services	102	2.44
Transportation	136	2.33
Water Resources	534	2.41
Clerk of Court	93	2.62
Clerk of Recorder's Court	13	2.70
Court Administration	60	2.97
Juvenile Court	51	2.87
Probate Court	11	2.53
Recorder's Court Division 1 Recorder's Court Division 2 Recorder's Court Division 3	5	2.97
Tax Commissioner	107	2.74
Information Technology Services	101	2.35
Total	4,199	2.56



Active Employee Census by Age and Years of Service December 31, 2010

Age	<1	1	2	3	4	5-9	10-14	15-19	20>	Total	Percentage of Total Labor Force
<20	54	25	9	4	0	0	0	0	0	92	1.84%
20 – 24	136	57	62	51	13	3	0	0	0	322	6.45%
25 – 29	135	64	104	119	86	126	2	0	0	636	12.75%
30 – 34	57	54	55	68	72	223	82	1	0	612	12.26%
35 – 39	39	24	58	63	67	187	190	38	3	664	13.31%
40 – 44	41	29	33	41	50	169	166	86	88	703	14.09%
45 – 49	32	21	22	38	51	150	111	103	248	776	15.55%
50 – 54	20	15	39	38	28	110	93	45	107	495	9.92%
55 – 59	17	11	20	30	31	88	78	35	67	377	7.56%
60 – 64	12	4	11	12	20	71	48	18	25	221	4.43%
65 – 69	3	2	4	5	7	19	5	3	1	49	0.98%
>70	0	2	3	4	4	11	12	1	6	43	0.86%
Total	546	308	420	473	429	1,152	787	330	545	4,990	
Percentage of Labor Force	10.94%	6.17%	8.42%	9.48%	8.60%	23.09%	15.77%	6.61%	10.92%		100.0%



Active Employee/Authorized Positions (by department) 2010

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	11	11	19	24	1	31	35
Community Services	208	221	24	24	269	501	245
Community Services Subsidy	0	0	0	0	0	0	0
Corrections	117	132	7	7	3	127	139
Financial Services	81	88	27	31	2	110	119
Fire and Emergency Services	764	813	31	31	2	797	844
Human Resources	25	28	7	7	0	32	35
Information Technology	101	106	10	10	1	112	116
Law	5	6	8	8	0	13	14
Planning and Development	62	67	7	10	0	69	77
Fire Planning and Development	4	4	0	0	0	4	4
Police	1,002	1,042	23	24	24	1,049	1,066
Support Services	92	95	13	13	2	107	108
Transportation	128	134	14	14	0	142	148
Water Resources	525	560	15	17	5	545	577
Clerk of Court*	0	0	105	107	0	105	107
Clerk of Recorder's Court*	16	16	1	1	5	22	17
Court Administration***	0	0	94	94	67	161	94
District Attorney	22	23	77	80	1	100	103
Juvenile Court	38	42	18	19	14	70	61
Probate*	0	0	21	21	3	24	21
Recorder's Court	0	0	9	9	7	16	9
Sheriff	655	676	29	30	2	686	706
Solicitor	20	24	27	30	5	52	54
Tax Commissioner*	0	0	117	118	1	118	118
Unallocated Positions	0	10	0	0	0	0	10
Total	3,876	4,098	703	729	414	4,993	4,827

* 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

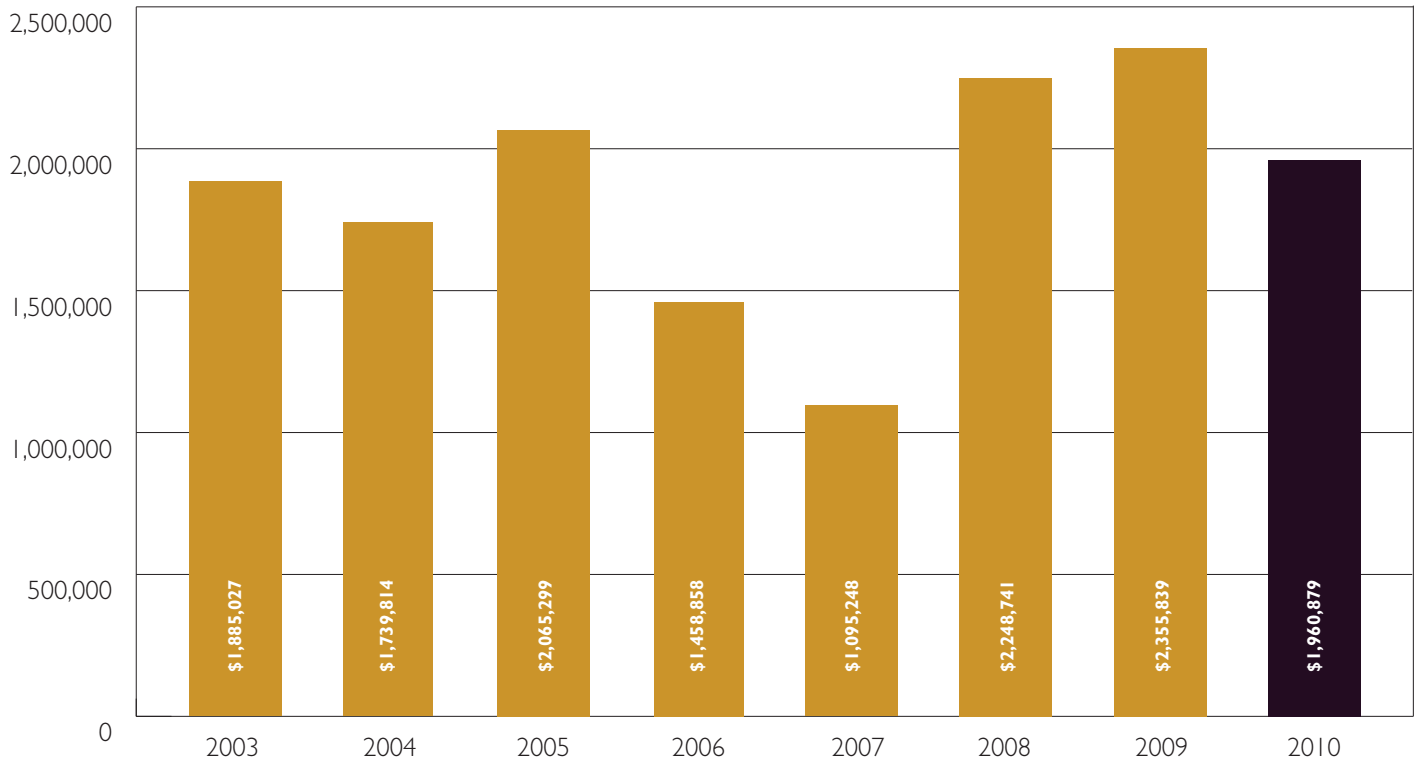
The Benefits Division of Human Resources is responsible for delivering benefits to more than 4,800 active employees and 1,300 retirees. These benefits include four health insurance plans, three dental insurance plans, vision coverage, three life insurance products, and two disability insurance plans. 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. The County Safety Officer provides more than 100 classes, inspects all departments, and participates in department safety meetings. Workers' compensation benefits are administered by Alternative Service Concepts, which partners with this section to provide this benefit. In addition, a state-of-the-art wellness program is administered by this section.

Significant Accomplishments

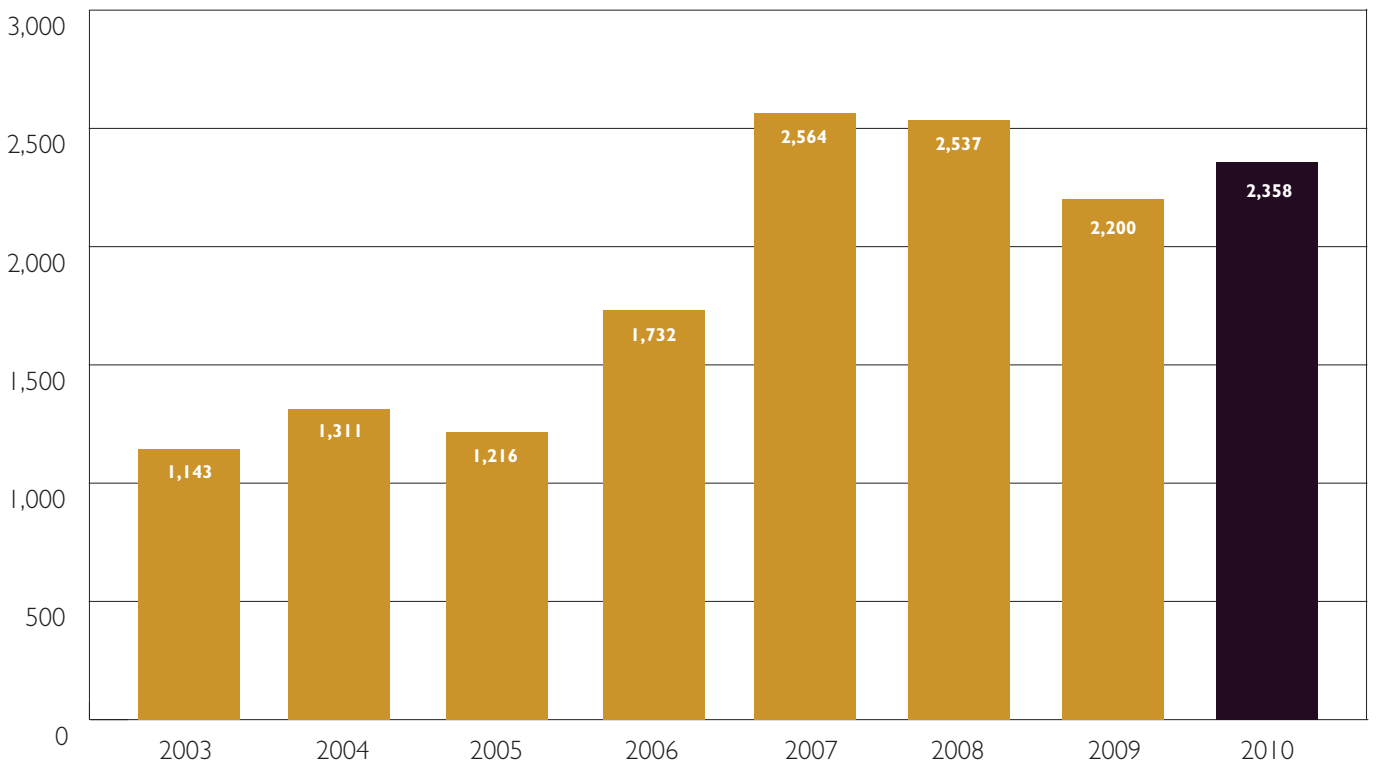
- Conducted 104 safety classes, training 2,358 participants
- Processed 112 retirement applications, 23 Deferred Vested Pension applications, and 32 Defined Benefit distribution/rollover requests
- Conducted three annual enrollment sessions for:
 - 4,800 active employees
 - 1,300 retirees
 - Adult dependents
- Attended the following training seminars
 - Workers' Compensation University
- Presented at the National GFOA Conference in Atlanta
- Conducted a benefits survey and focus groups
- Conducted an RFP for the High-Deductible Health Plan and selected a new vendor
- Consolidated health vendors to reduce costs
- Conducted an RFP for On-Demand Consulting Services and selected new vendors
- Developed electronic signature process for enrollment in Health Savings Account (HSA) and implemented changes to SAP to allow anytime changes to employee contributions
- Project to scan pension records is 90 percent complete
- Implemented a Medicare PDP plan for retirees
- Implemented the Training and Events module for safety classes in ESS
- Increased participation in the wellness program to 62.4 percent – 2,026 employees received wellness incentives
- Offered a 457(b) incentive for continued participation – 2,750 employees received this incentive
- Administered annual flu shots in a joint effort with Fire and Emergency Services personnel to employees, dependents, and retirees
- Conducted the annual Wellness Fair and significantly increased screenings and vaccines
- Participation was steady even though there were significant reductions due to RIO's and RIF's
- Conducted seven Retirement Process Seminars for prospective retirees
- Annual enrollment – 14 percent increase in enrollment of most cost-effective health plans



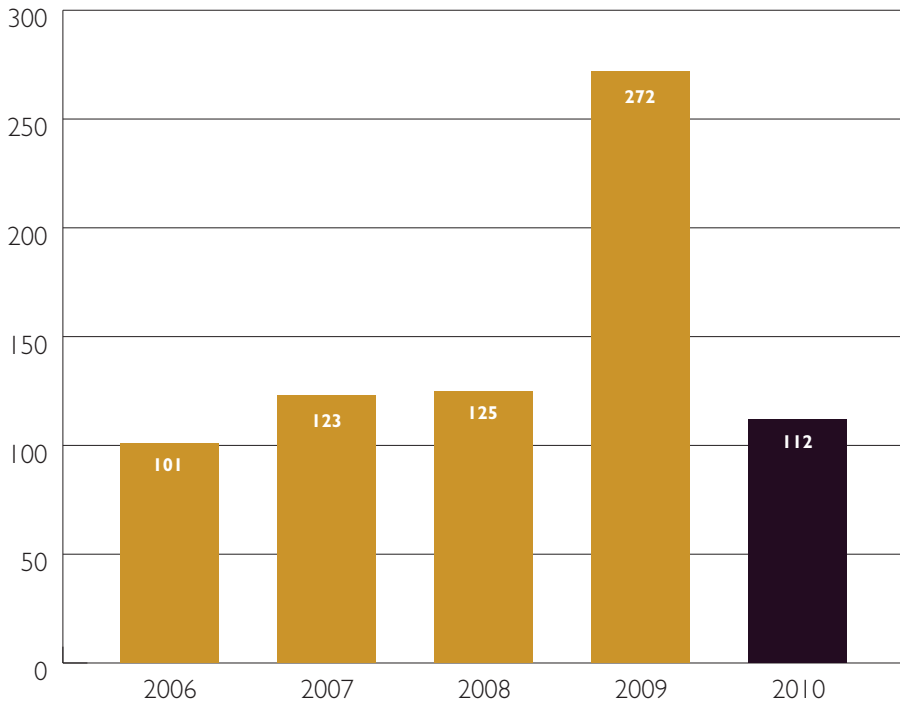
Workers' Compensation Losses 2003 – 2010



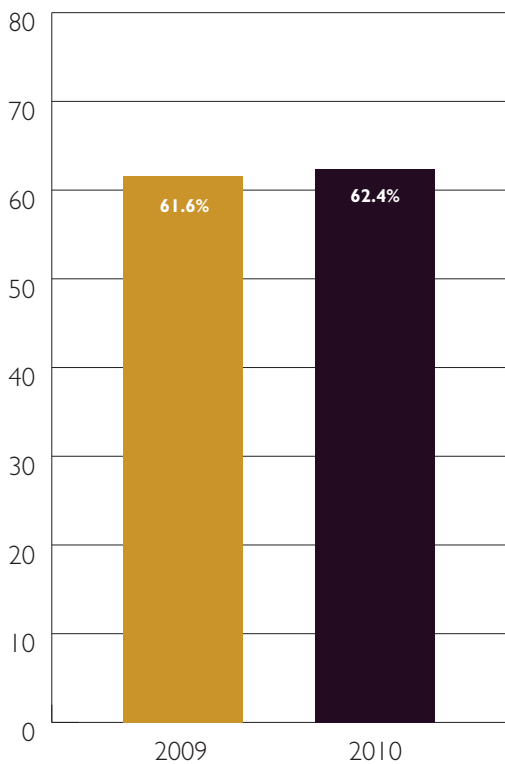
Safety Class Attendance 2003 – 2010



Retirements Per Year 2006 – 2010



Wellness Participation 2009 – 2010



Mandatory 90-Day Vacancy Period

In a move projected to save at least \$2.2 million in 2011, the Gwinnett County Board of Commissioners voted that all vacant positions be held open for a minimum of 90 days. The action has the practical effect of extending a general hiring freeze that has been in place since August 2008 for all positions reporting to the County Administrator. It is also part of an ongoing effort to close an \$18 million gap between budgeted expenditures and projected revenues.*

Beyond the actual cost savings, the 90-day hiring freeze on all vacancies directs County department directors and managers to re-examine the need to fill vacant positions and determine whether the work could be reassigned among other departmental employees.

**The \$18 million gap was closed March 15, 2011.*

County Employee Budget Necessitated Furlough Program

As part of an ongoing effort to balance the 2011 budget, loss of holiday pay for County employees was approved by the Gwinnett Board of Commissioners on Tuesday, March 1, 2011. The measure will reduce the county's annual payroll by just under \$2.8 million by counting four of the County's eight remaining annual holidays as budget necessitated furlough days and not paying employees for those days off.

The holidays that would be treated as unpaid due to the Budget Necessitated Furlough Program are:

- Independence Day – July 4, 2011
- Labor Day – September 5, 2011
- Day after Thanksgiving – November 25, 2011
- Christmas Eve – To be observed December 23, 2011

Task Force to Study Pay and Benefits

In early 2011, Gwinnett County Administrator Glenn Stephens appointed a task force of employee representatives to review the County's compensation and benefits costs. In 2010, a similar group helped the County develop the 2011 health insurance plans for employees. The new task force is studying the impact of declining revenues on the County's financial position and will make recommendations on all aspects of employee compensation. Areas of study include retirement and insurance plans and policies for holiday, annual, and sick leave, among others. Personnel costs represent the majority of many departmental budgets.

The task force is made up of 11 employees who represent most major County departments including those of elected officials like the Sheriff, District Attorney, and the Courts.

To see the complete list of recommendations and the actions taken, please visit

www.EngageGwinnett.com



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