

Division of Human Resources and Talent Management

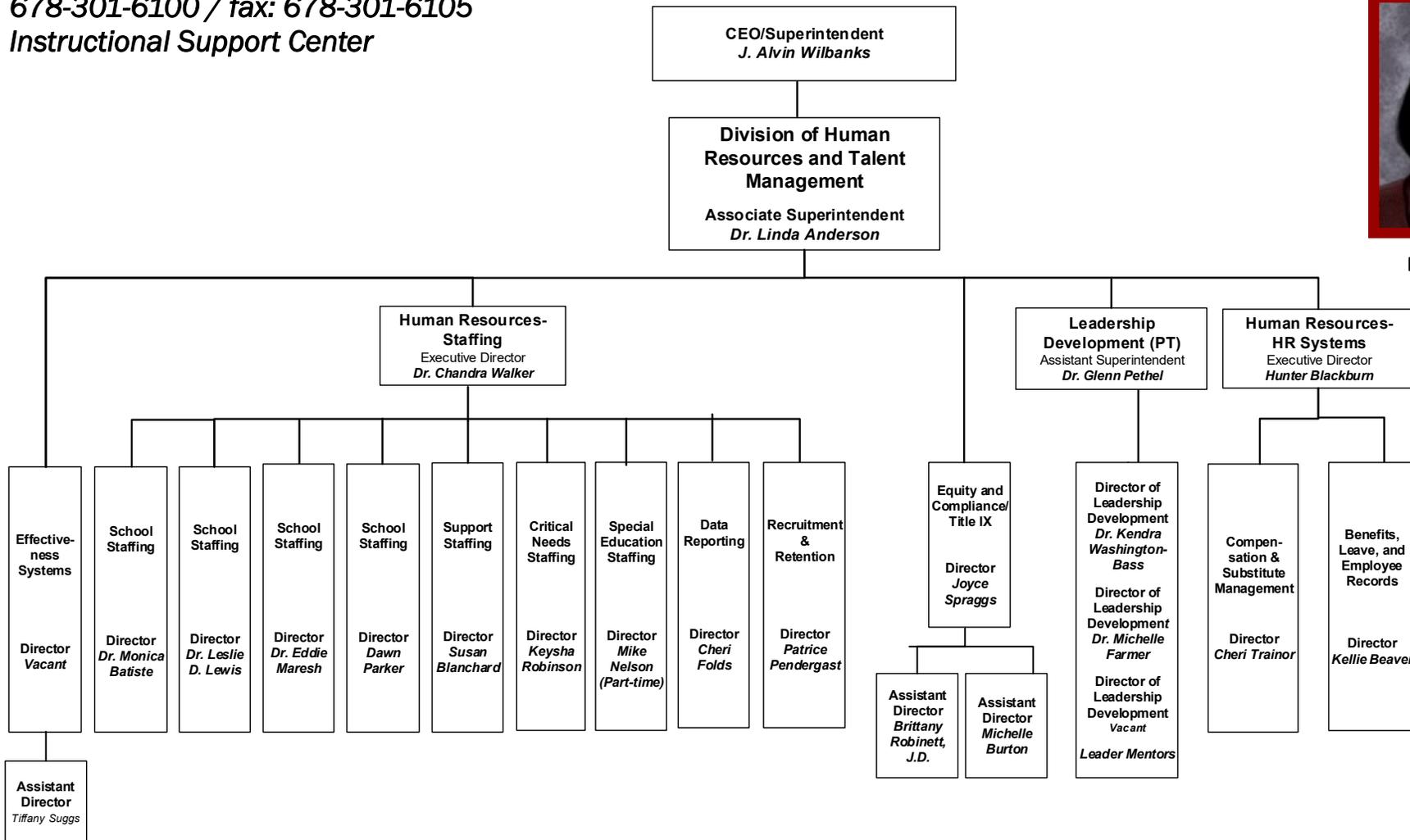
Dr. Linda Anderson, Associate Superintendent

678-301-6100 / fax: 678-301-6105

Instructional Support Center



Dr. Linda Anderson
Associate Superintendent



Vision: The Division of Human Resources and Talent Management will provide the leadership for Gwinnett County Public Schools to become the “Employer of Choice” by attracting and retaining a world-class workforce.

Mission: The mission of the Division of Human Resources and Talent Management is to attract, retain, and support a high-performing workforce committed to achieving the goals of Gwinnett County Public Schools.

Strategic Objective: Recruit, employ, develop, and retain a workforce that achieves the mission and goals of the organization.



Department of Human Resources Staffing

Dr. Chandra Walker, Executive Director

678-301-6100 / fax: 678-301-6101

The **Department of Human Resources Staffing** is responsible for attracting, employing, and retaining highly effective teachers and support staff for Gwinnett County Public Schools. The department is committed to providing top quality and diverse applicant pools for all positions in the district through active recruitment, selection, assignment, and retention of teachers, leaders, support staff, temporary personnel, and student interns. The department is responsible for the development and implementation of performance-based evaluation systems for all employee groups designed to make measurable, identifiable performance a significant portion of an employee's annual evaluation. The department directs the staff recruitment program, serves as the liaison between colleges and universities, and is responsible for student teacher placements and district job fairs. The department is also responsible for certification and licensure, accurate and timely submission of state data reporting, and the Title II-A (Advancing Educator Quality) grant. The department is organized in service delivery teams to support principals and program managers with key human resource needs.

Human Resources **Staffing Directors** provide leadership and strategic direction to the planning and implementation of human resources functions for assigned schools including employee recruitment, selection, retention, workforce development, performance management and certification. The directors ensure compliance with all federal, state, and local mandates involving employment, conduct comprehensive Internal investigations, maintain accurate personnel allotments, ensure that state certification and licensure requirements are met, assist in the adjudication of grievances and administrative complaints, advise and consult with administrators in the formal evaluation process, leverage technology to attain maximum performance, and provide ongoing professional learning to internal employees and principals on various human resources issues.



Dr. Monica Batiste
Director
678-301-6058
Elementary Staffing



Dr. Leslie D. Lewis
Director
678-301-6027
Elementary Staffing



Dr. Eddie Maresh
Director
678-301-6027
Middle School Staffing



Dawn M. Parker
Director
678-301-6121
High School Staffing



Mike Nelson
Director (PT)
678-301-6072
Special Ed. Staffing



Keysha Robinson
Director
678-301-6195
Critical Needs Staffing



Support Staffing
Susan Blanchard
Director
678-301-6082

The **Support Staffing Director** directs the planning and implementation of human resources functions for support staffing including employee recruitment, selection, retention, workforce development, performance management and certification. The director advises and consults with administrators in the formal evaluation process, leverages technology to attain maximum performance, and provides ongoing professional learning to internal employees and program managers on various human resources issues.



Data Reporting
Cheri Folds
Director
678-301-7258 /
fax: 678-301-6117

The **Data Reporting** office acts as the primary data reporting liaison between the school system and the state Department of Education. This office works closely with local school administrators, advising them on accurately reporting FTE data and applying state funding formulas to maximize school allotments. In maximizing allotments, this office prepares, maintains, and distributes allotments based on enrollment projections and current allocation formulas. The Data Reporting office also is responsible for CCPI reporting based on job assignments within the district. This crucial report determines state funding for Training and Experience (T&E).



Department of Human Resources Systems

Hunter Blackburn, Executive Director

678-301-6037 / fax: 678-442-5052

Instructional Support Center

The **Department of Human Resources Systems** is committed to attracting, retaining, and supporting a high-performing workforce by providing a compensation and benefits package that is both comprehensive and regionally competitive; as well as ensuring a qualified pool of substitute personnel. The Department of Human Resources Systems also manages the leave of absence process for all employees, employee eligibility and background check processes for the district, unemployment compensation, and personnel document management.

The **Benefits, Leave and Employee Records** office supports the workforce of Gwinnett County Public Schools by ensuring that all employees are provided with benefits alternatives at affordable costs. This office counsels employees on the choices that are available, and provides them with the tools necessary to make the best benefit selections for their individual lifestyle. Employees are provided with 24/7 access to benefits and leave information via the Employee Portal.

The Benefits, Leave and Employee Records office manages the New Employee Orientation process for all new benefits eligible employees. This orientation is designed to orient new employees to the district, providing them with critical information related to their benefits, compensation, and retirement. This office also coordinates the annual Open Enrollment process for the district and communicates all plan options, including health insurance, which is maintained by the Department of Community Health.

The Benefits, Leave and Employee Records office also manages the leave of absence process as well as the Short Term Disability payroll for all Gwinnett County Public Schools employees. This office works closely with both managers and employees to ensure knowledge of and adherence to federal and state statutes regulating leave of absence activity. This office also manages the personnel document services for all district employees, ensuring that employee files are maintained accurately, safely, and in compliance with the adopted GCPS record retention schedule.

The **Compensation and Substitute Management** office ensures competitive wages for all Gwinnett County Public Schools employees while also maintaining internal and external pay equity. The Compensation processes include the regular audit of all GCPS jobs, job classifications, and related salary components, as well as the administration of related federal and state mandates. The Compensation office produces annual salary schedules and work calendars for all GCPS employees and generates over 11,000 annual employment contracts, which are provided to employees electronically via the Employee Portal. This office works closely with the employees of Gwinnett County Public Schools to ensure that they are provided with the information and tools necessary to understand their total compensation package.

The Compensation and Substitute Management office also manages the Unemployment Compensation program for the district, responding to requests from the Department of Labor and representing the district in all unemployment hearings and proceedings. Additionally, the Compensation and Substitute Management office manages the criminal background check and fingerprinting process for all newly hired and existing employees, ensuring the employment eligibility of all newly hired staff at the time of hire. This department also manages the Job Descriptions database suite used to create, revise, and store job descriptions in a user-friendly format.

The Compensation and Substitute Management office supports the workforce of Gwinnett County Public Schools by providing a pool of qualified substitute personnel for over 13,000 employees working in positions eligible for a substitute. This office is responsible for recruiting, hiring, on-boarding, and training substitute personnel as well as supporting local schools to fulfill substitute staffing needs. This office also manages, the automated substitute placement and management system, Absence Management. This system is used by employees to request a substitute and by substitutes to search for available assignments either online, by telephone, or by mobile device.



Benefits, Leave and Employee Records

Kellie Beaver, Director

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Compensation and Substitute Management

Cheri Trainor, Director

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Department of Equity and Compliance, Title IX Coordinator
Joyce Spraggs, Director
 678-301-6811 / fax: 678-442-5257
 Instructional Support Center

The **Department of Equity & Compliance** communicates, monitors, and enforces School Board policies and procedures that prohibit any form of discrimination based on race, color, religion, sex, age, national origin, or disability, and inappropriate or offensive conduct. The Department investigates and resolves any claims of discrimination or retaliation brought by employees or students. In addition, it oversees processes for accommodations requests based on disability or religious need. The Department monitors issues to help both parties reach solutions to issues that occur and administer a clear and concise process for complaint resolution at the lowest possible administrative level, as fairly, and as expeditiously as possible.



Brittany Robinett, J.D.,
 Assistant Director



Michelle Burton,
 Assistant Director



Department of Retention & Recruitment
Patrice Pendergast, Director
 678-301-6076 / fax: 678
 Instructional Support Center

The **Department of Retention and Recruitment** builds and develops partnerships with local colleges and universities to recruit and source highly qualified candidates to hiring managers. It also oversees student teacher placement and coordinates recruitment events to build and strengthen applicant pools in high needs areas; uses analytical data to determine future recruitment goals and strategies; participates in collegiate and community career events, district panels, resume workshops, and information sessions to build relationships and communicate to students and prospective teachers about careers in GCPS. The department manages departmental and critical needs vacancies through the use of select industry and national web sites; enhances brand development and marketing through targeted advertising and use of social media.



Department of Effectiveness Systems
Director, Vacant
 678-301-6194 / fax: 678-442-5190
 Instructional Support Center

The **Department of Effectiveness Systems** is responsible for the development and implementation of performance-based evaluation systems for all employee groups, contributing to the mission, vision and goals of Gwinnett County Public Schools. The department aligns evaluation systems to research-based performance standards and best practices of each GCPS position. The goal of Teacher and Leader Effectiveness is to identify areas of strength and improvement and develop each employee to improve student learning. This unit is also responsible for aligning and coordinating employee evaluation systems with the Georgia Department of Education and other state agencies.



Tiffany Suggs,
 Assistant Director
 of
 Effectiveness
 Systems

Teacher quality has more influence on student achievement than any other school factor. Leader quality has the second greatest influence on student achievement. All other positions within Gwinnett County Public Schools support the work of teachers and leaders. Every student deserves to have the best qualified, highest performing teacher in every classroom, every day and every year. All other positions assist the teacher and provide support to help students succeed.



Department of Leadership Development
Dr. Glenn Pethel, Assistant Superintendent
678-301-7267/ fax: 678-301-7278
Instructional Support Center

The **Department of Leadership Development** serves the students of Gwinnett County by ensuring the most well-qualified individuals are recruited, trained, and selected for school and district level leadership positions.

Effective leadership is second only to effective teaching in impact on student achievement. The GCPS Leadership Development team identifies and trains emerging leaders and supports all school and district leaders with continuing development opportunities to drive world-class performance.

The district's Quality-Plus Leader Academy has three components. The most established is the **Aspiring Principal Program**, a selective year-long academy that prepares high-potential assistant principals to be the next generation of effective GCPS principals through classes, case studies, leadership simulations, and a 90-day residency. The academy has trained the leaders of over 80% of GCPS' schools. The Aspiring Leader Program prepares emerging leaders at the teacher level for assistant principal roles through a half-year academy. The District Leader Program ensures that GCPS has well-qualified leaders at the district office and that new district level leaders have the foundational knowledge needed to serve the system effectively in their new capacity. In addition to these programs, the department collaborates with universities to provide cohort preparation programs that are specific to the needs of Gwinnett County for future and current school leaders.

The Leadership Development team also provides development for leaders once they are in position. The team coordinates ongoing support for first- and second-year principals and assistant principals through a comprehensive leader mentoring program and just-in-time training modules. It also manages the School Administrative Manager (SAM) program, which supports principals in prioritizing time for instructional leadership over operational tasks. Other leadership training managed by the team includes Continuous Quality Improvement (CQI) training, new administrator training, and leadership seminars. The department plans, organizes, and directs the district's annual Summer Leadership Conference, the signature learning event for school and district level leaders.

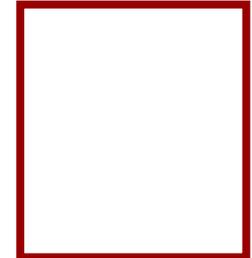
The work of the Department of Leadership Development is supported through funding provided by The Wallace Foundation.



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