

2009

ANNUAL REPORT

November 1, 2008 to October 31, 2009



THE MERIT SYSTEM
Celebrating **74** Years



The Personnel Board of Jefferson County

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LETTER FROM THE DIRECTOR

November 17, 2009

Dear CSC Members:

It is with great pleasure that I present the FY2008-2009 Annual Report for the Personnel Board of Jefferson County. On November 20, 2008, Judge Lynwood Smith removed the Board from federal oversight and ended the Board's long-running consent decree, effectively ending over thirty years of costly litigation. The end of the decree marked a new beginning for the Board as a painful chapter in the agency's seventy-three year history came to a close. The Board has since emerged as a strong civil service agency with a staff and an infrastructure fully capable of executing its statutory obligations and responsibilities, confident of its future, but mindful of its past. As the Board moves forward, we are firmly committed to providing professional and competent services to the constituencies we serve and we are proud of our accomplishments.

The last twelve months have provided an opportunity for us to strengthen our commitment of service to our member jurisdictions, to Merit System employees, and to the public.

We streamlined two highly labor and time-intensive processes, job analysis and the annual classification survey, into one by combining the data collection procedure. Combining the processes is easier on employees and is a substantially more efficient use of Board resources, something we are very mindful of as we seek ways to increase efficiency and reduce costs.

We created a centralized reporting portal that provides jurisdictions real-time data when and where they need it. The web-accessible Business Center is a tool for pushing out jurisdiction-specific information and management reports that can be used by appointing authorities, department heads and other management decision makers.

We now regularly reach out to applicants on registers to ensure that they continue to be interested in and available for employment in the Merit System. Through automated dialing technology, text messaging, and email, candidates are queried as to their continued interest and registers are refreshed accordingly.

We concluded a process of making additions and revisions to the Rules and Regulations following a fourteen month period of soliciting input from Merit System employees, appointing authorities, and the public.

And in support of our continuing commitment to the hiring and advancement of people with disabilities, we worked with the Alabama Department of Rehabilitation Services to hire three individuals using federal stimulus funds. These temporary placements provided valuable work experience and on-the-job training to the individuals which hopefully will assist them in securing regular employment.

We continue to enhance our websites as we seek ways to improve communications with our constituencies and increase the transparency of the Board. The Board's main website has been redesigned with an updated look and feel and easier navigation features.

Of the metrics used to measure the quality of services being provided, the number of active registers in place and the speed of issuing certification lists to hiring departments are two of the most critical. We are pleased that there are up-to-date job analyses on 78% all of Merit System jobs, there is no backlog of requests for new registers, and the time to issue certification lists where there is an active register in place remains, on average, less than one-half business day.

Although we have accomplished much over the past twelve months, we have not lost sight that the downturn in the economy has impacted our member jurisdictions and are always cognizant that our jurisdictions make our accomplishments possible. It is because of this that we are committed to finding ways of increasing efficiencies and reducing expenditures while still providing quality services. We are pleased that we ended FY2008-2009 at approximately one million dollars less than our projected budget and that the FY2009-2010 budget continues its downward trend for a fifth consecutive year.

The pages that follow reflect on the many activities in which the Board's staff has been engaged during this report period. I am proud to share this look back at FY2008-2009 with you and look forward to the challenges and opportunities that lie ahead.

Lorren Oliver

Personnel Director

ABOUT US



The Personnel Board of Jefferson County (PBJC) was established by the State of Alabama legislature in 1935 as the human resources agency responsible for administering the civil service (Merit) system in Jefferson County, Alabama. Alabama's civil service statute applies to all counties in the state with four-hundred thousand (400,000) or more inhabitants. Within counties having multiple municipalities, the County's Merit System is inclusive of municipalities having five thousand (5,000) or more inhabitants and whose borders lie geographically within the county. Police Officers of municipalities having two-thousand five hundred (2,500) inhabitants are also statutorily included.

Currently, employees of eighteen (18) municipalities are part of the County's Merit System. These eighteen municipalities, together with five countywide agencies, make up the Merit System's twenty-three member "jurisdictions". The Personnel Board proudly provides services to some 9,000 employees in over eight-hundred occupations encompassing such diverse fields as accountants, information technologists, nurses, environmental specialists, and city administrators.

The Personnel Board advances the interests of employees, appointing authorities, and the citizens of Jefferson County by:

- **Managing the County's civil service system in an efficient and cost-effective manner.**
The Personnel Board operates in the public trust and fulfills its responsibility for stewardship pursuant to strong fiscal policies and procedures and appropriate internal controls.
- **Facilitating the hiring of qualified individuals to fill vacancies within county government.**
The Personnel Board manages job requisitions, recruits candidates for employment, tests eligible applicants, and refers names of qualified applicants who pass legally defensible tests to hiring departments.
- **Managing and administering job classes and salary structures.**
The Personnel Board develops job descriptions, performs job evaluations and analyses, conducts salary surveys, establishes compensation plans and salary schedules, and addresses the position and salary management needs of its member jurisdictions.
- **Managing and maintaining employee civil service records.**
The Personnel Board maintains the civil service records for all employees under the county's civil service system.
- **Managing and facilitating employee relations and employee development.**
The Personnel Board protects the rights of employees and appointing authorities by administering a fair and impartial appeal and grievance process and it promotes

employee career growth through training and development opportunities available to all Merit System employees.

- **Engaging in Community Service.**

The Personnel Board encourages its staff to participate in civic and professional activities that support the community's interests, that promote the agency as a strong community partner, and that contribute to the growth of the human resources profession.



OUR PRINCIPLES

The Personnel Board of Jefferson County is committed to establishing a standard of excellence in service to its member jurisdictions and to the greater Birmingham community and to becoming an agency recognized for professionalism, expertise, and integrity. To this end, in September 2005, the Personnel Board adopted principles by which it would operate. These principles serve as benchmarks against which the organization's success is measured.

- **Ethical & Legal Standards**
Maintain the highest professional, ethical, and legal standards in all our activities.
- **Quality Customer Service**
Maintain constant focus on the human resource needs of our member jurisdictions, including responding to customer requests and needs in a timely, efficient, and competent manner.
- **Fiscal Responsibility**
Work to ensure the efficient utilization and judicious accountability of all resources within our control, to include finding ways to add value and increase the return on investment for all our stakeholders.
- **Open & Honest Communication**
Communicate in an open, honest, respectful and positive manner with each other and with our stakeholders.
- **Community Awareness**
Fulfill the needs of the community and the jurisdictions we serve and ensure these entities are aware of PBJC services and activities.

Commitment to Diversity

The Personnel Board of Jefferson County is committed to providing an environment that is free from discrimination. The Personnel Board is a diverse community in terms of race and ethnicity, culture, religion, personal values and traditions. PBJC values this diversity recognizing that our differences contribute to our strength as an agency serving a diverse population. It is to this end that the Personnel Board is committed to non-discrimination and advocates for an environment of tolerance with regard to cultural and personal differences. It is our belief that every employee has the right to be treated with dignity, respect, and self-worth and that it is in our best interest as an agency serving the public good to act in a manner free of bias, exclusion, and discrimination whether on the basis of faith, race, gender, culture, class, sexual orientation, or any other personal differences.

GOVERNANCE

Three-Member Board

Alfred F. "Buddy" Smith	Chairman Place #1
L. Kenneth Moore	Associate Member Place #2
Ann Florie	Associate Member Place #3

Citizens Supervisory Commission

Judge Alan King	Probate Judge, Chairman Jefferson County Courthouse
Dalton Smith	President Birmingham Business Alliance, Inc.
James B. Wilson	Municipal Employee Representative
Dr. David S. McKee	President Jefferson County Medical Society
Dr. Thomas Westmoreland	President Samford University
Carolyn Harper	Chairwoman Birmingham Urban League
Dr. Carol Garrison	President University of Alabama at Birmingham
Hezekiah Jackson	President NAACP
Kirk Patrick	President Jefferson County Labor Council
Dr. Judy M. Merritt	President Jefferson State Junior College
Rev. Steve Small Jr.	President Interdenominational Minister's Alliance of Greater Birmingham
Donald R. McAlister	County Employee Representative
David Pollick	President Birmingham Southern College
Donna McCurry	President Jefferson County PTA
Dr. Perry W. Ward	President Lawson State Community College
Dr. George T. French	President Miles College

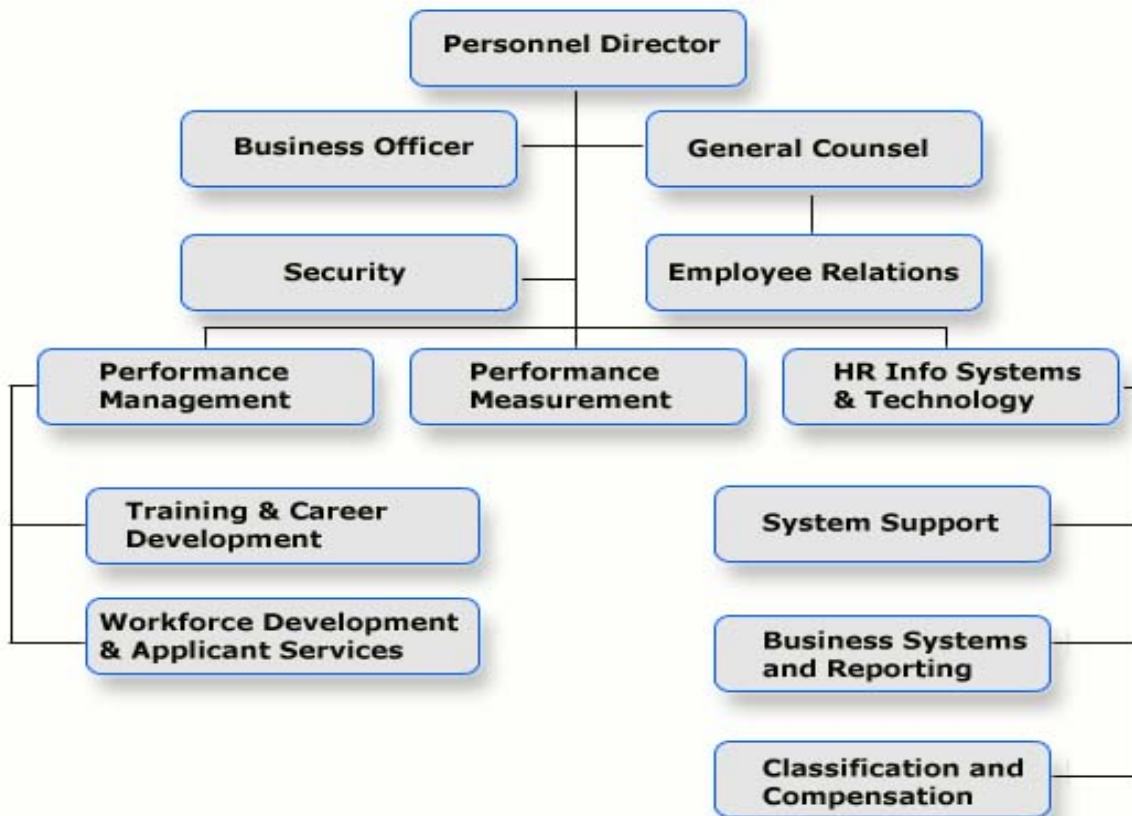
MEMBER JURISDICTIONS

Municipalities

City of Bessemer
City of Birmingham
City of Center Point
City of Fairfield
City of Fultondale
City of Gardendale
City of Graysville
City of Homewood
City of Hueytown
City of Irondale
City of Leeds
City of Midfield
City of Mountain Brook
City of Pleasant Grove
City of Tarrant
City of Trussville
City of Vestavia Hills
City of Warrior

County Government

Emergency Management
Jefferson County Commission
Jefferson County Department of Health
Judges
Personnel Board of Jefferson County



* The departments of Data Management and Records Management were consolidated into the Department of Business Systems and Reporting effective October 1, 2009.

STAFFING CHANGES

Employees Hired From November 1, 2008 through October 31, 2009

None

Employees Promoted From November 1, 2008 – October 31, 2009

None

Employees Separated From November 1, 2008 – October 31, 2009

Alesia Hatten	Administrative Assistant I
Gregory James	Records Management Team Leader
Rebecca Maze	Recruiting Advisor
Ross Scruggs	Intern
Austin Tubbs	Intern

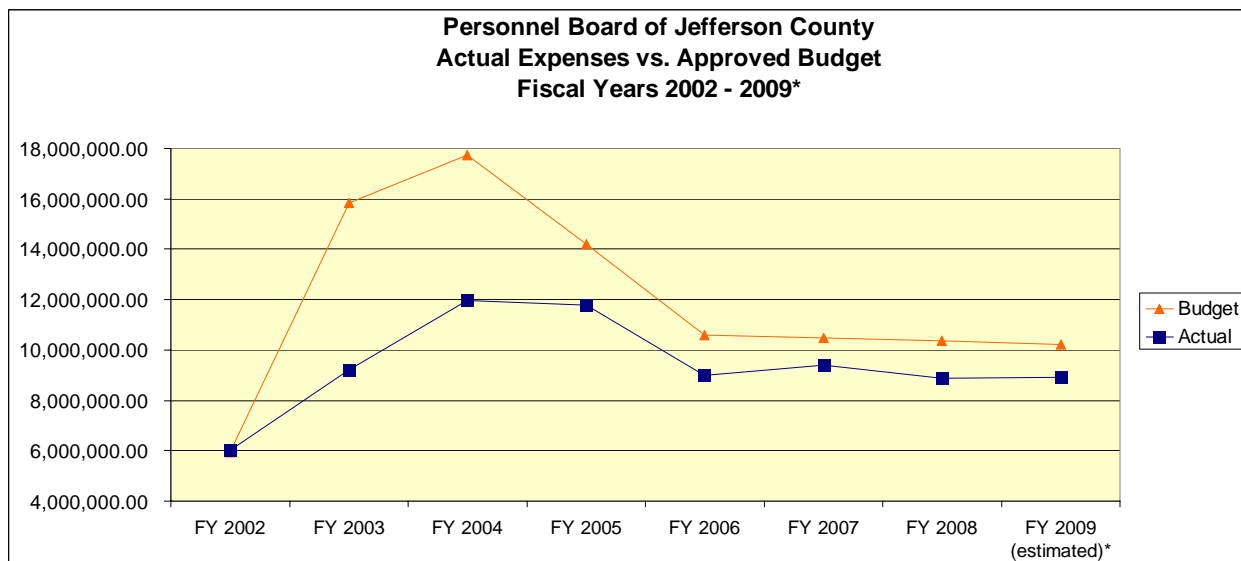
FINANCIAL REPORT

As the recession has continued to take its toll on state and local governments, our member jurisdictions have acutely felt the affects of declining tax revenues on their operations. While the economic downturn appears to be easing in some sectors, the outlook for Alabama is somewhat less optimistic in the short-term.

In anticipation of increasingly difficult economic times and the possibility of a continuing downward trend in revenues, the Board took proactive steps during FY2008-2009 to reduce its expenditures to the extent possible and is continuing this conservative approach into the 2009-2010 budget year.

Strategies employed by the Board included a hiring freeze on all but the most critical positions, resulting in a 16% reduction in its workforce and a freeze on salary increases, including cost of living adjustments. Expenditures in the areas of travel, attendance at conferences and workshops, and purchases of non-essential goods and services were curtailed or eliminated altogether.

The Board's budget since 2005 is a testimony to its focus on reducing costs. The actual expenditures of the Board for FY2005-2006 were \$1,581,364.13 less than budget, for FY2006-2007 the actual expenditures were \$1,111,694.37 less than budget, for FY2007-2008 the actual expenditures were \$1,486,450.00 less than budget and for FY2008-2009 the actual expenditures are estimated to be \$1,322,208.14 less than budget.



For fiscal year 2009 (October 1, 2008 through September 30, 2009), the Personnel Board's financial report indicates that the Board has expended approximately \$8.9 million dollars and has \$350 thousand dollars in open purchase orders. Of the \$8.9 million dollars that has been expended, \$5.5 million dollars were expended in salaries and fringe benefits; \$336 thousand dollars were expended for annual maintenance support agreements related to our IT systems and Testing equipment as well as \$356 thousand dollars for the hosting of our Lawson data; \$661 thousand dollars for legal and hearing officer expenses; \$450 thousand

dollars for the payment related to the Cravath, Swaine & Moore legal fees ordered by the Federal Court as part of the Board's termination of its consent decree (the \$450,000 payment is the first payment of five scheduled payments ordered by the Federal Court and is an obligation which is outside the Board's control. However, significant reductions have been made in other areas to cover this expense to ensure that the Board does not exceed its budget); \$212 thousand dollars for advertising of Merit System positions; \$123 thousand dollars for the modular furniture initiative; \$147 thousand dollars for the rental of hotel rooms for volunteer Testing assessors, \$110 thousand dollars in Other Professional and Consulting Services; \$35 thousand dollars for Public Employment Liability and Business Liability Insurance; \$635 thousand dollars for lease payments to Jefferson County for the rental of office space in the 2121 Building; and \$318 thousand dollars in other items such as assessor meals and travel, recruitment travel to career events, office supplies, copier machine rentals, and publications). The Board has committed approximately 90% of its \$10.2 million budget. Final expenditure information will be available in early 2010.

Although year-end adjustments have not yet been made, we are pleased that expenditures for FY2008-2009 are projected to be some one million dollars below budget. The Board will continue to aggressively monitor its finances and make reductions in the new fiscal year where practicable in an effort to support our member jurisdictions during these troubling economic times.

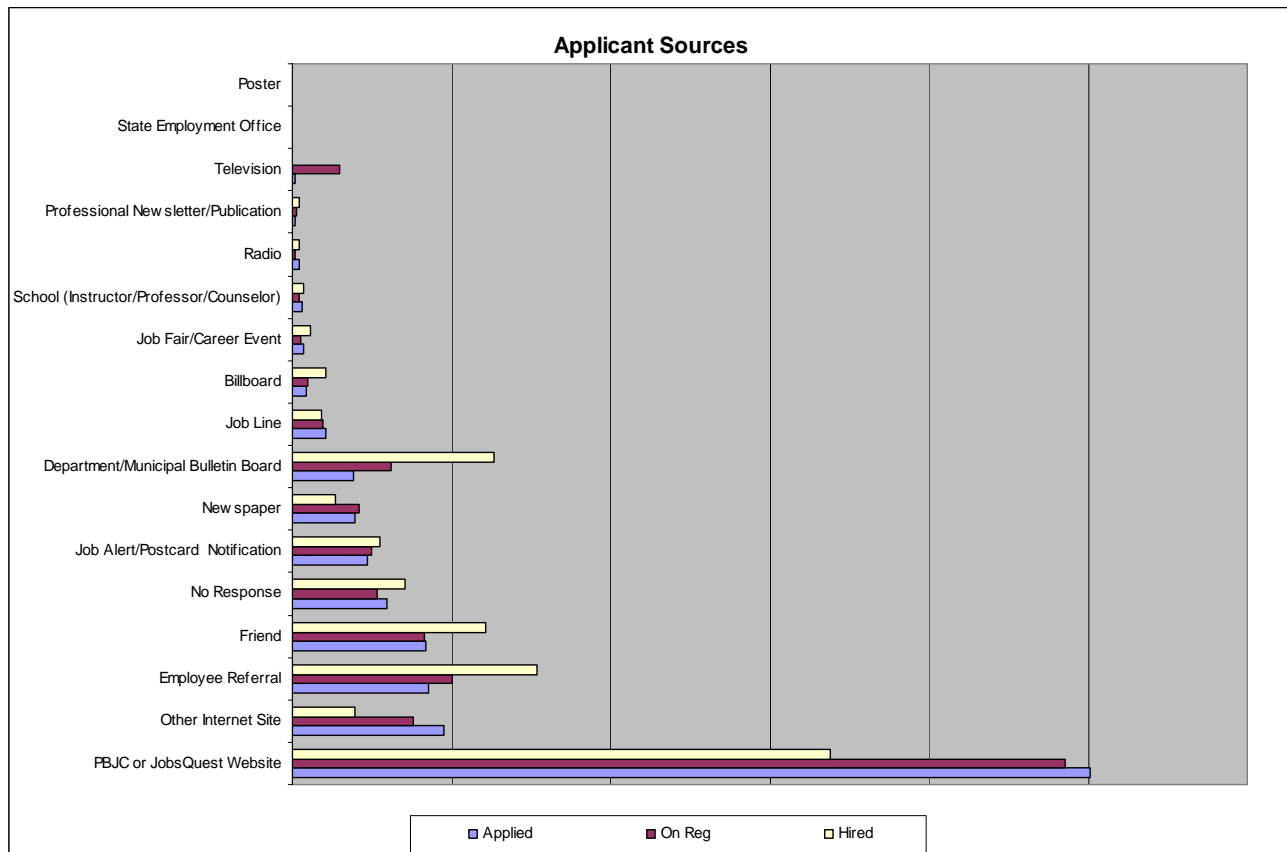
WORKFORCE DEVELOPMENT AND APPLICANT SERVICES



Workforce Development and Applicant Services is responsible for developing recruitment and marketing strategies to encourage individuals to consider careers in civil service and that promote the Merit System as an employer of choice in Jefferson County. The department is committed to providing equal opportunity in the recruitment process regardless of race, creed, color, national origin, religion, age, disability, or veteran status to the full extent protected by the law.

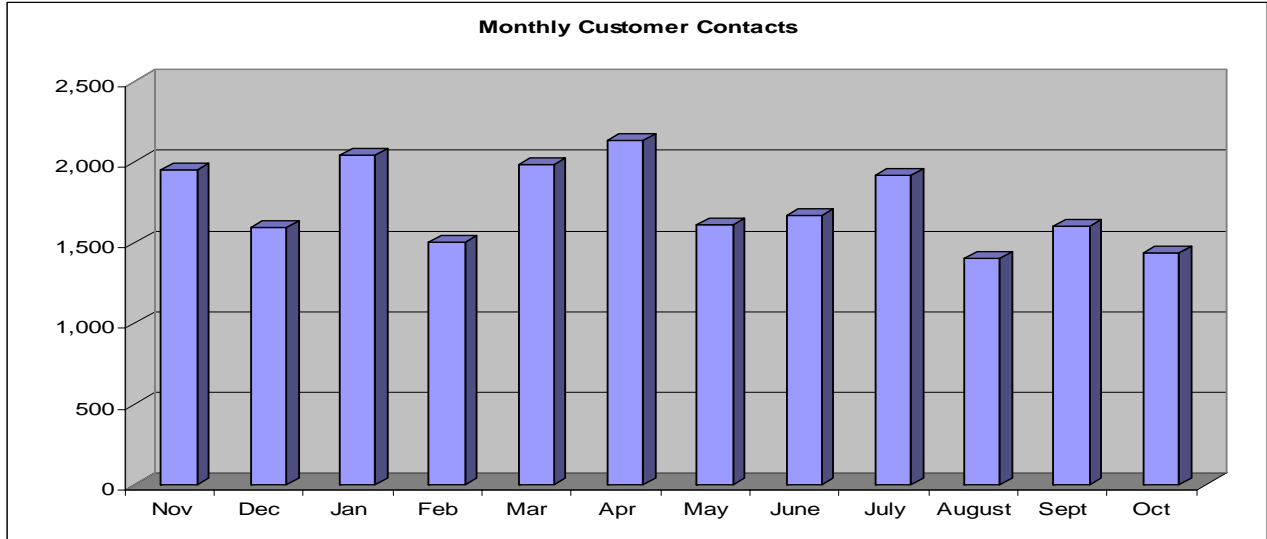
Recruiting

The Personnel Board received 22,600 applications for 701 openings for the period November 1, 2008 through October 31, 2009.



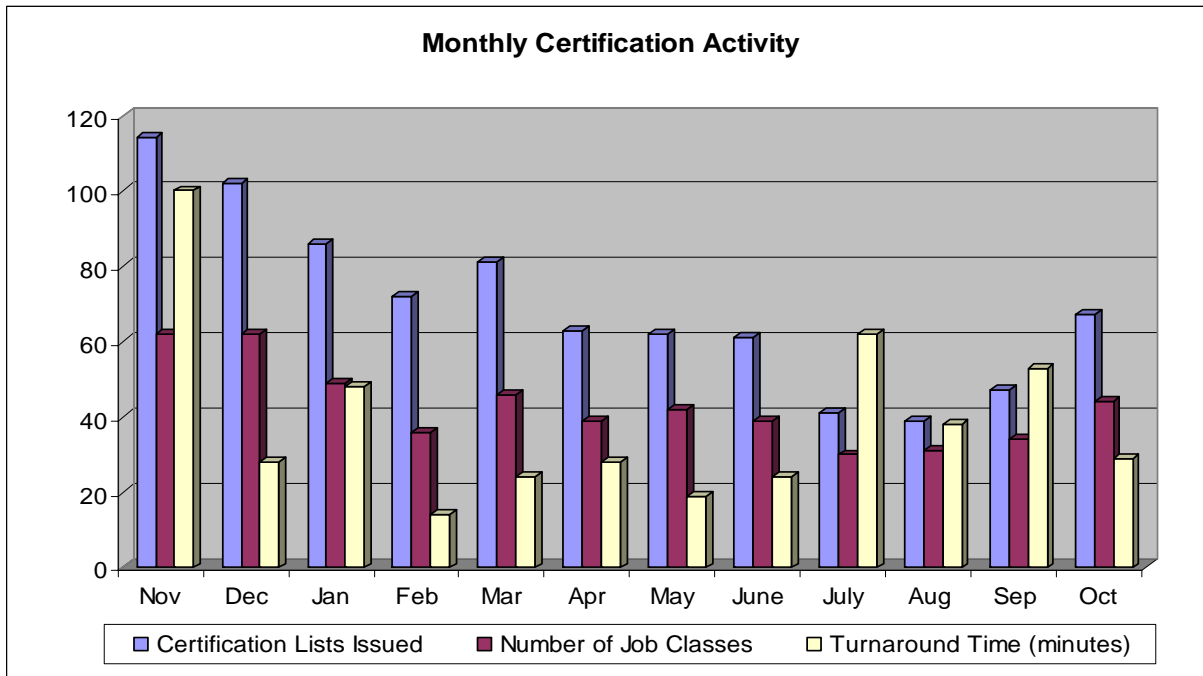
Applicant Services

Staff handled 17,303 customer contacts from November 1, 2008 through October 31, 2009.



Certification Services

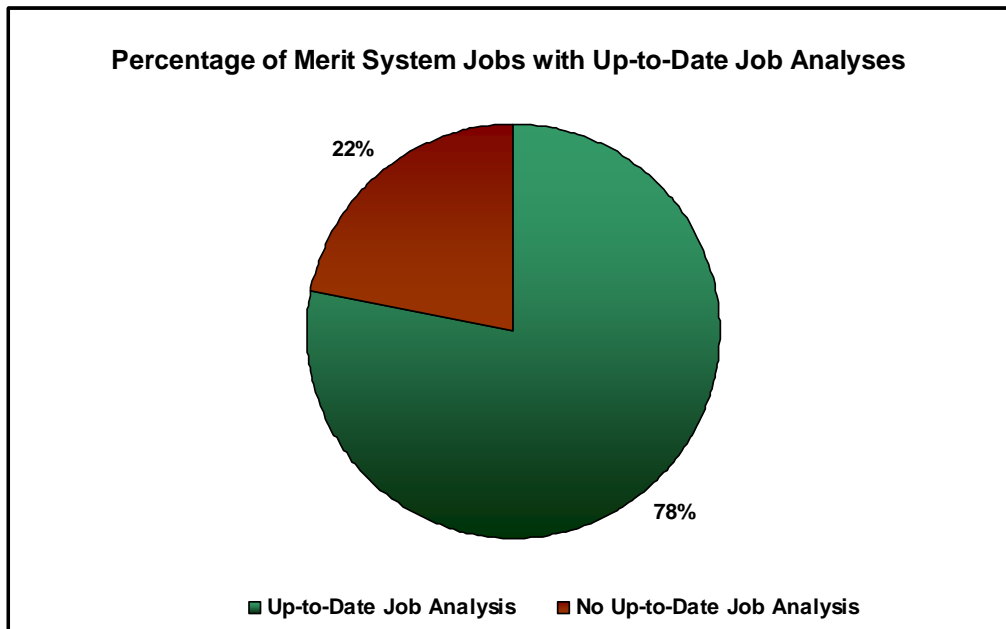
The Certification staff compiles lists (registers) of qualified applicants and then sends lists (certifications) to Merit System jurisdictions when those jurisdictions request to fill vacancies. The staff created 418 registers with 10,338 applicants and issued 835 certifications for 514 job classes and responded to the requests for the lists at an average of 39 minutes from November 1, 2008 to October 31, 2009.



PERFORMANCE MEASUREMENT

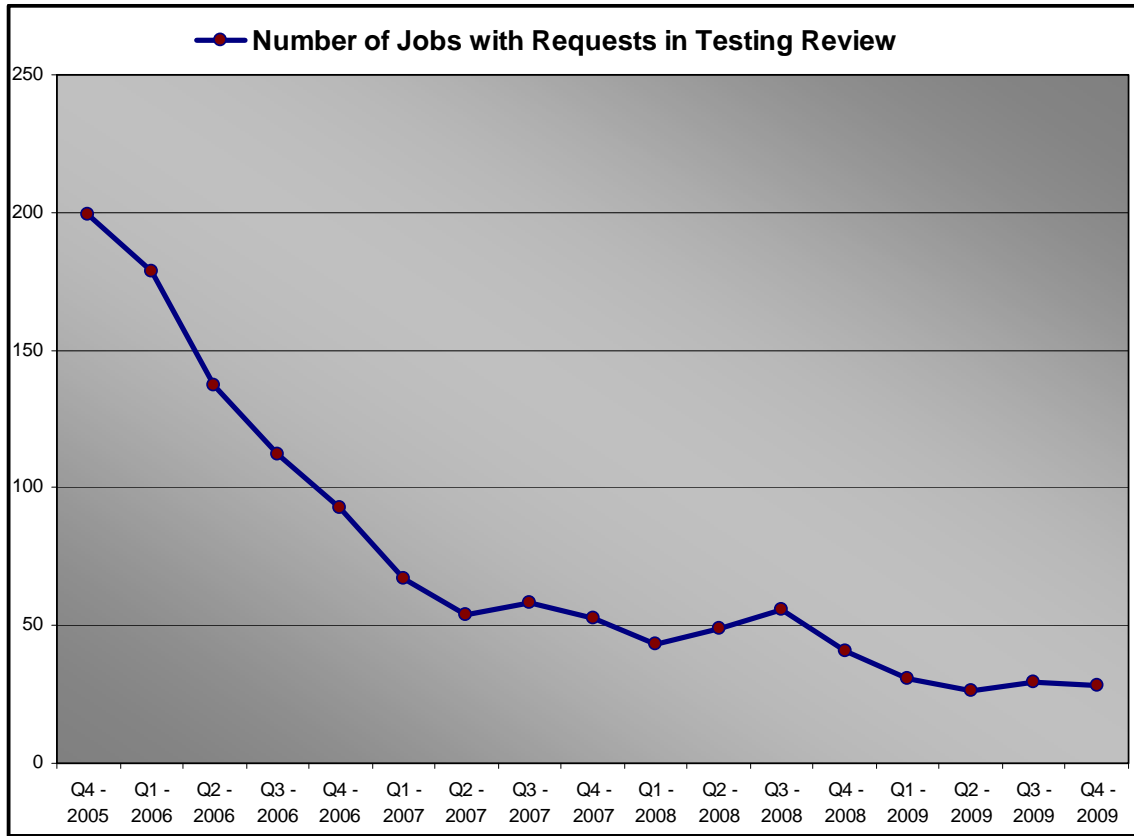
Performance Measurement facilitates hiring in Merit System positions by conducting thorough job analyses on Merit System jobs and developing selection tests that are fair, valid, and that relate to the job. The end result is the establishment of hiring registers for use by the Board's member jurisdictions.

Figure 1. Percentage Job Classes with Up-to-Date Job Analyses



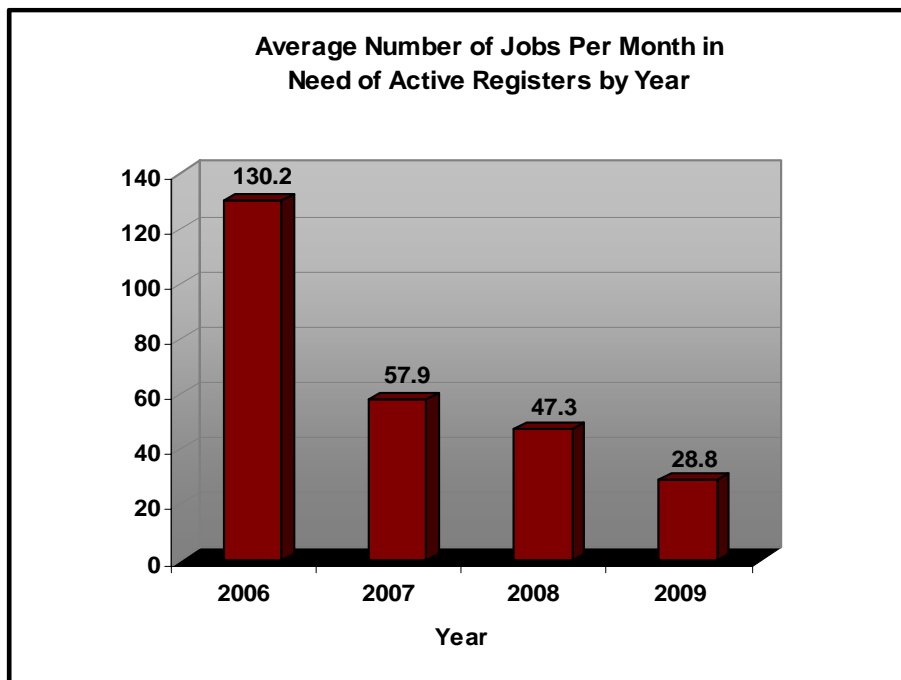
Note. Having an up-to-date job analysis ensures that selection tests can be developed and registers established efficiently. In 2003, the PBJC had no jobs with properly conducted job analyses. As of today, 78% of the over 750 Merit System jobs have up-to-date job analyses.

Figure 2. Quarterly Tracking of Jobs in Need of an Active Register



Note. "Testing Review" indicates that either no eligible register existed (or an eligible register existed, but was inadequate to meet the need of the jurisdiction) at the time a request to fill a position was submitted.

Figure 3. Average Number of Jobs in Testing Review per Month



During the period covered by this report, the Performance Measurement Division administered 40 assessment centers/tests. Also during this period, the division recruited 323 volunteers from across the country to donate approximately 40 hours each to serve as assessors for various selection procedures administered by the PBJC. This resulted in nearly 1300 hours of work time donated to the PBJC by public safety and personnel selection professionals from across the country.

Figure 4. Number of Test Administrations per Year

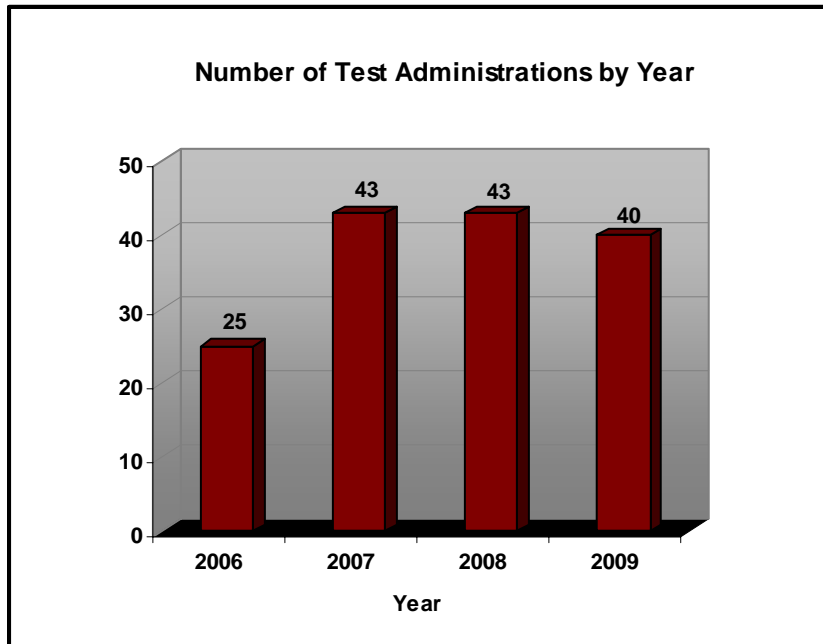
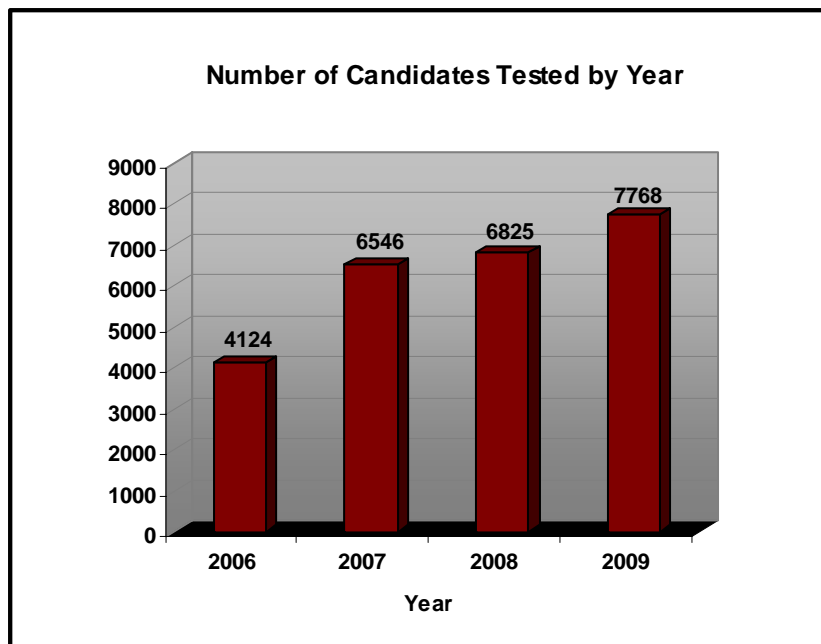


Figure 5. Number of Candidates Tested per Year



CLASSIFICATION AND COMPENSATION

Classification and Compensation is responsible for classifying all Merit System jobs, assuring that employees are properly assigned to job classes, and that job classes are appropriately assigned to salary grades. The department reviews position description questionnaires, conducts job audits, develops classification specifications, and collects and analyzes labor market data to assure the competitive positioning of Merit System jobs. It is the objective of the department to create and maintain a compensation and classification system that fosters career growth and is both externally competitive with regard to relevant labor markets and is equitable internally.

Classification and compensation is regulated in the Merit System pursuant to §12 the Enabling Act of the State of Alabama, the Rules and Regulations of the Personnel Board of Jefferson County, and to the Salary Administration and Classification Plan approved annually by the 3-Member Board.

Classification Survey

A major activity of the department is the Annual Classification Survey during which approximately 20% of all positions in the Merit System are reviewed for proper assignment to job class, as mandated by the Enabling Act.

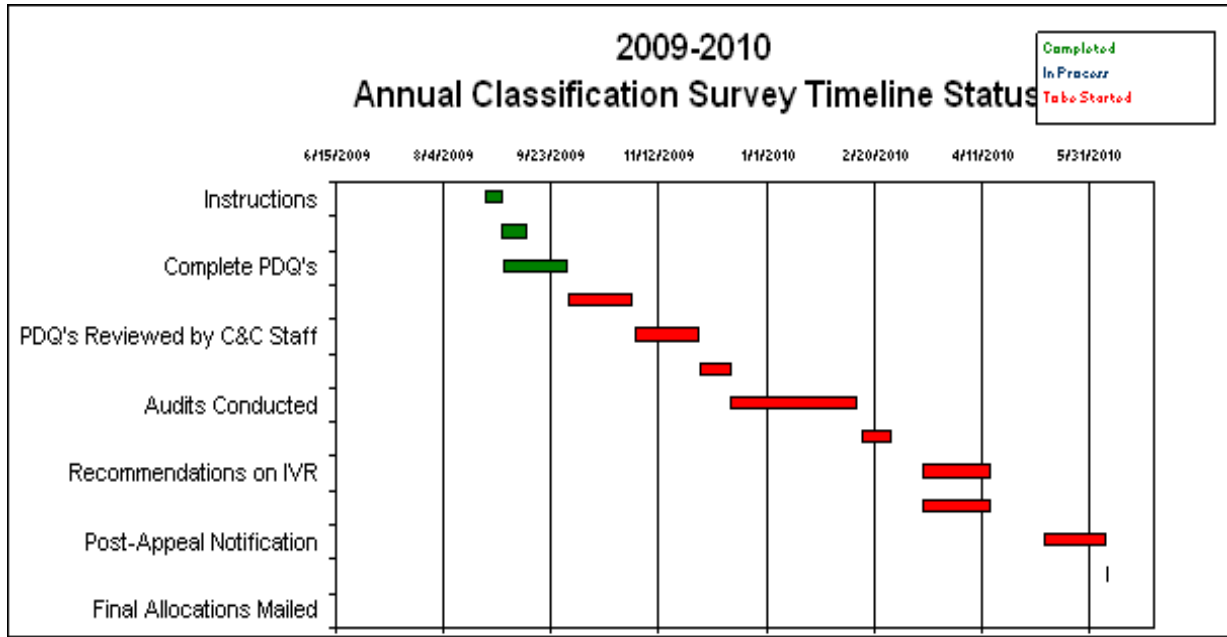
2008-2009 Classification Survey

The 2008-2009 Survey, which began on July 1, 2008, came to a close with a public hearing held on June 9, 2009.

2008-2009 Survey Statistics	
Total # of eligible employees	1256
# of participants	638
% of participation	50.80%
% of job audits	22.00%
# of Reclassifications	6

2009-2010 Classification Survey

As a way of gaining efficiencies in the collection of data concerning jobs in the Merit System, the department created a combined data collection process with the Board's Performance Measurement Department. Data collected will be used by both departments, but for different purposes. The 2009-2010 Survey began on September 1st. The charts on the following page reflect the 2009-2010 Survey activity.



2009-2010 Status by Jurisdiction 10-31-2009

Jurisdiction	# of Employees Participating	Total # of Eligible Emps	% Participating
Bessemer	40	56	71.43%
Birmingham	459	538	85.32%
Center Point	2	6	33.33%
EMA	2	2	100.00%
Fairfield	9	13	69.23%
Fultondale	1	5	20.00%
Gardendale	14	16	87.50%
Graysville	0	0	n/a
Health Dept	100	125	80.00%
Homewood	16	37	43.24%
Hueytown	9	9	100.00%
Irondale	10	14	71.43%
Jefferson County	334	500	66.80%
Judges	0	0	n/a
Leeds	0	2	0.00%
Midfield	4	5	80.00%
Mountain Brook	15	17	88.24%
PBJC	3	3	100.00%
Pleasant Grove	4	5	80.00%
Tarrant	5	6	83.33%
Trussville	16	21	76.19%
Vestavia Hills	14	18	77.78%
Warrior	0	0	n/a
TOTAL	1057	1398	75.61%

Other Activities

Type of Request	# Processed
Advance Step	57
Contracts	14
Laborer Interviews	106
Medical Pay Plan	3
New Class	1
New Executive Exempt	1
New Position	189
Premium Pay	1
Reclassification	8
Regrade	2
Salary Survey	8
Total Activity	390

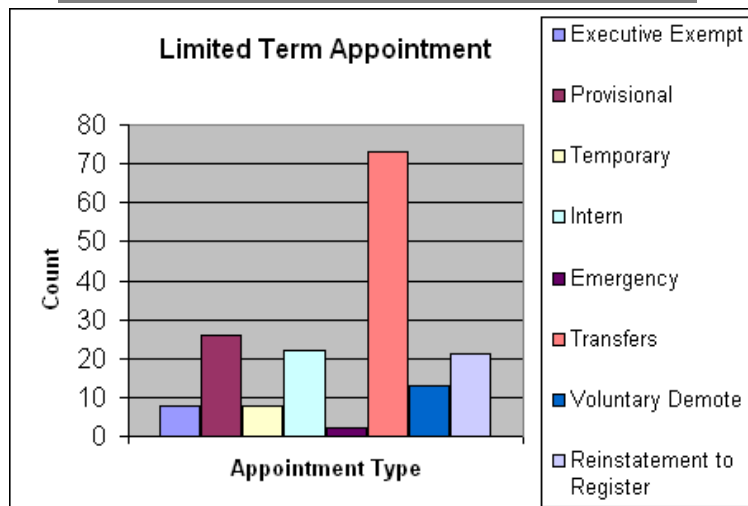
BUSINESS SYSTEMS AND REPORTING

Effective October 1, 2009, the departments of Records Management and Data Management were merged into the Department of Business Systems and Reporting. The merger recognizes the functional evolution of the Board's records and data operations since implementation of its Human Resource Information Management System (HRIMS) in 2004. The two areas are highly integrated with a substantial overlap in responsibilities. Bringing them together into one department allows for a more efficient distribution of work and encourages better communications.

While not as visible as some of the other Board areas, Business Systems and Reporting is the oil that keeps the Board's engine running smoothly. The department is responsible for processing personnel actions of all types, managing employee history, troubleshooting functional system issues, training and assisting system users, creating management reports, maintaining systems authorization, calculating seniority and eligibility, and updating databases. In addition, they play an integral role in testing new personnel actions, changes in system validations and edits, new patches, and system upgrades.

Figure 1: Limited Term Appointments Processed During Report Year

Appointment Type	Count
Executive Exempt	8
Provisional	26
Temporary	8
Intern	22
Emergency	2
Transfers	73
Voluntary Demote	13
Reinstatement to Register	21
Total	173



While most personnel actions are designed to process through the HRIMS according to system validation and edits, some actions are designed to stop in an inbasket queue for validation or because they fail a system validation and require research and manual intervention.

Figure 2: Inbasket Actions Processed During Report Year

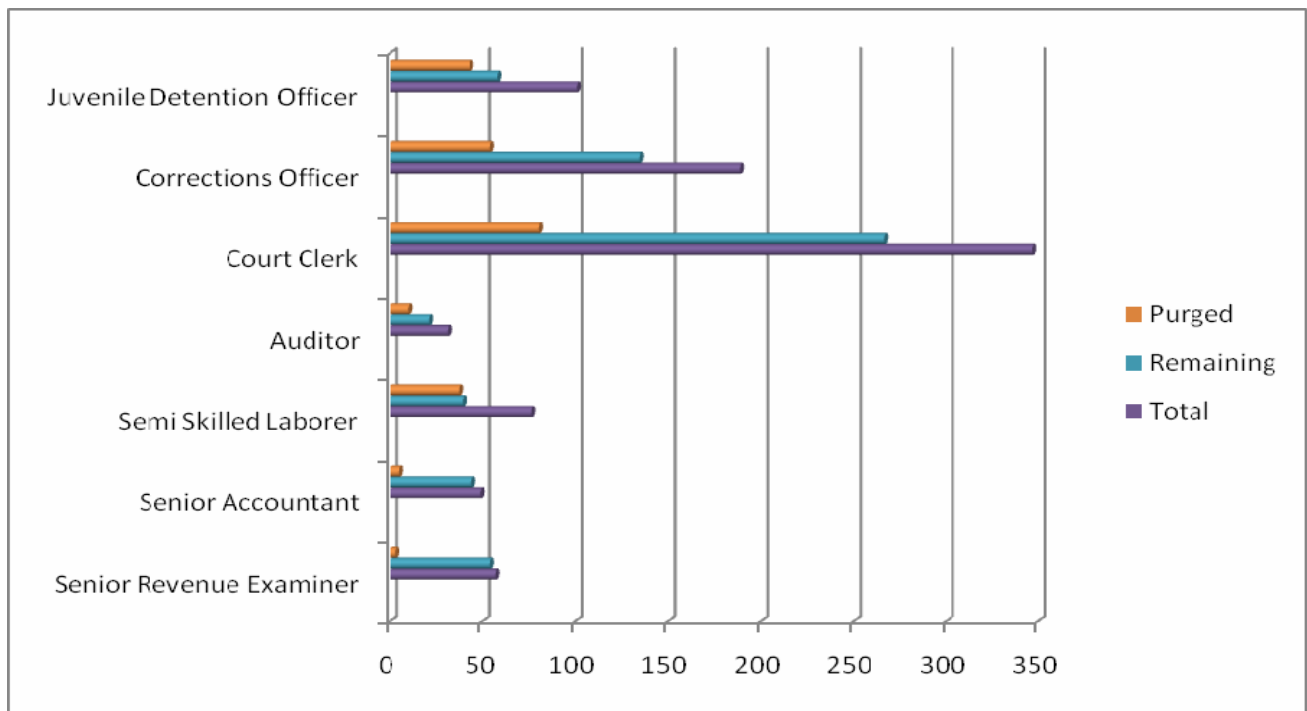
Date	# of Records
10/30/2008	859
11/28/2008	851
12/31/2008	1045
1/30/2009	707
2/27/2009	680
3/31/2009	722
4/30/2009	955
5/29/2009	1337
6/30/2009	2933
7/31/2009	3477
8/31/2009	1633
9/30/2009	346
Total # of Records	15545
Average # of Records	1295.41667
Average Turnaround Days	10.43

INFORMATION TECHNOLOGY

The Information Technology Department provides the maintenance and support for the information network and data reporting and analysis needs of the Personnel Board and provides technical assistance to the jurisdictions using the Board's online information systems. The rapid pace of technological innovation has allowed IT to serve as a key facilitator of change at the Board. The implementation of the Board's Human Resource Information Management System (HRIMS) in 2004 marked the beginning of a dynamic process that continues to impact the agency in many positive ways.

The highly integrated nature of the HRIMS with its enhanced capability for analytics allows the Board to measure, analyze, and optimize its internal business practices. Work requests are electronically tracked and time stamped at every stage of processing giving management the ability to view, from their desktops, where work is in progress at any point in time. Online analytics reflect processing times and variances that alert management to problems in work production and assist management in identifying operational efficiencies that can be gained through process improvement.

A significant new process implemented in April automates the process of purging registers. To date, on average, 28% of applicants have been removed from the registers that have been through the purging process. These applicants are removed because they are no longer interested or available for employment or otherwise cannot be contacted by telephone, email, or text message.



The web has emerged as one of the Board's primary means of communicating with its constituencies and of bringing transparency to its operations. Statistical data is captured that reflects a range on information regarding traffic to and within each website maintained

and supported by the Personnel Board. The graph that follows tracks the number of monthly visits for the past fiscal year for each Personnel Board website. These sites are maintained and operated by the Information Technology Department.

www.pbjcal.org

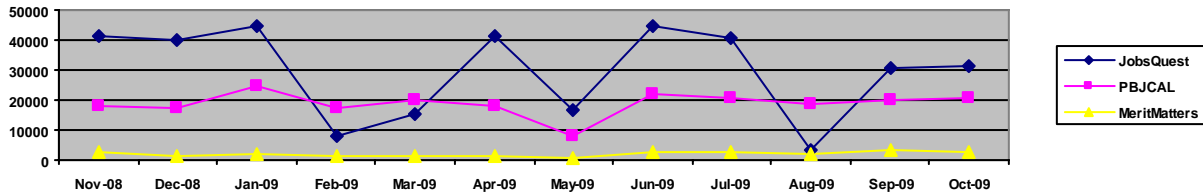
www.jobsquest.org

www.meritmatters.org

PBJC Main Site

Employment Site

Merit System Employee Site (Password Restricted)



The department also maintains the Board's training registration site, [CareerZone](#), but does not track site activity.

The Board's main site was given a facelift recently. The new design has a clean new look with easier navigation functionality.

The Personnel Board of Jefferson County

Home | About Us | Public Notices | Employment | Jurisdictions | Training | Contact Us | Site Index

Recruiting the best and brightest
To work in Civil Service

The Personnel Board of Jefferson County Alabama is dedicated to recruiting, training, and retaining the best and the brightest to work in Civil Service. If you are motivated and conscientious, if you have a desire to work in public service, we invite you to explore the many career opportunities available to you in the Jefferson County Merit System.

Maybe you're thinking about a career in public safety, city management, information technology or engineering. These are but a few of the over eight hundred civil service occupations in which some nine thousand Merit System employees are engaged throughout Jefferson County, Alabama.

To explore career opportunities in the Jefferson County Merit System, visit www.jobsquest.org.

Thursday 10/29/2009 9:32 AM (GMT-6)

Departments

- Administration
- Classification & Compensation
- Employee Relations
- Information Technology
- Business Systems & Reporting
- Recruiting
- Testing
- Training

Forms & Documents

- Enabling Act
- Rules & Regulations
- Forms
- Performance Appraisals
- PA Processing Procedures

Online Systems

- Lawson/PDQs/Cert Requests
- Help Desk

Business Center

- Log In

Publications

- Merit Matters
- 2009-2010 Holiday Schedule
- Phone Directory

Other Sites

- JobsQuest
- My Merit Matters

Merit System Principles

- Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition.
- Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, age, disability.
- Provide equal pay for equal work and reward excellent performance.
- Maintain high standards of integrity, conduct, and concern for the public interest.
- Manage employees efficiently and effectively.
- Retain and reward employees on the basis of their performance.
- Educate and train employees when it will result in better organizational or individual performance.
- Protect employees from improper political influence.
- Protect employees against reprisal for the lawful disclosure of information and the appropriate expression of beliefs and opinions regarding working conditions and matters of public interest.

2121 Rev. Abraham Woods, Jr., Blvd, Suite 100 Birmingham, Alabama 35203-2387 (205)279-3500 or toll-free (866)241-9001 8:00am - 5:00pm Monday - Friday
© 2009 Equal Opportunity Employer

Project Updates

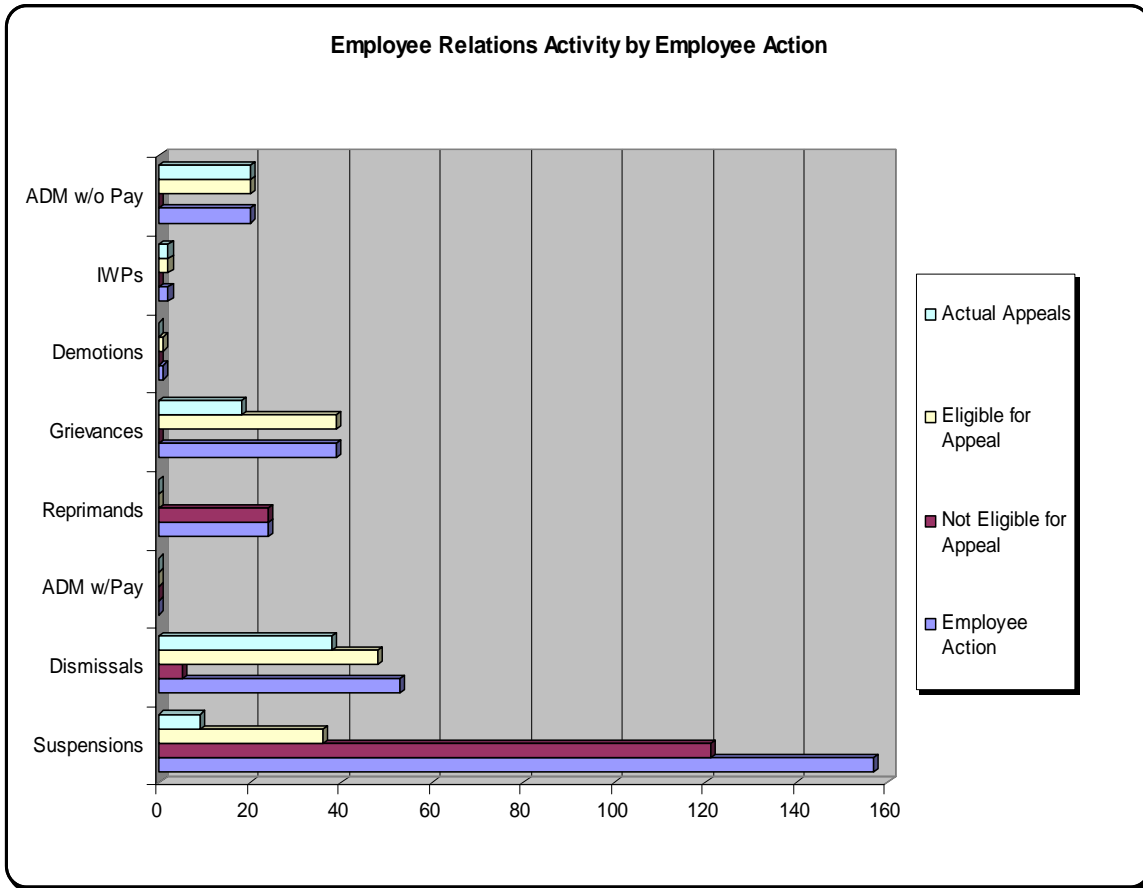
The department has successfully transitioned from a physical server environment to a virtual environment. The virtual environment minimizes physical space requirements, has substantial cost benefits, and offers greater flexibility and control as compared to managing multiple separate physical servers.

The department continues to work to resolve the City of Birmingham's backlog of personnel actions. This has substantially challenged the department's resources for the previous twelve months. Four hundred forty six (446) actions remain to be processed prior to the February, 2010 deadline imposed on the City by the federal court. Importantly, there are 5,191 backlogged actions that relate to the current salary schedule that must be processed after February, 2010.

The department remains engaged in a required upgrade of Lawson, a component of the Board's Human Resource Information Management System. The new version of the software will improve end-user processing speed, provides more flexibility in assigning security roles, and is more intuitive from an end-user perspective. The project was to be completed in August; however, difficulty has been encountered converting the very complex process flow functionality. This is nearing resolution and the project timeline will be adjusted accordingly.

EMPLOYEE RELATIONS

The Employee Relations Department provides information and assistance related to the Rules and Regulations, operating policies and procedures, the Enabling Act, and other state and federal laws that impact the Personnel Board and Merit System. Procedurally, the department processes suspensions, dismissals, reprimands, requests for administrative leave, requests for paid injury leave, and grievances.



	Employee Actions	Not Eligible for Appeal	Eligible for Appeal	Actual Appeals
Suspensions	157	121	36	9
Dismissals	53	5	48	38
ADM w/Pay	0	0	0	0
Reprimands	24	24	0	0
Grievances	39	0	39	18
Demotions	1	0	1	0
IWPs	2	0	2	2
ADM w/o Pay	20	0	20	20
Total	296	150	146	87

TRAINING AND CAREER DEVELOPMENT

Training and Career Development provides opportunities for employees to develop their personal and organizational skills, knowledge, and abilities through a wide array of course offerings. In all, the department offers forty-eight courses in both technical and non-technical fields from which employees may choose. Courses include communications, customer service, computer skills, diversity, ethics, legal, management, and supervision and are always free of charge to employees of the Merit System.

We believe that when we invest in employees through training, not only does the system benefit by having a more productive workforce, but the employees themselves feel better about themselves and want to make a quality contribution in their public service roles. There is no doubt that a well trained and developed workforce is a valuable asset to both our member jurisdictions and to the public they serve.



Leadership and Computer Skills Training

Between November 1, 2008 and October 31, 2009, 2705 employees attended PBJC supervisory skills and computer skills training classes. Two of the newest offerings, Creating a Respectful Workplace and Disability Awareness Training, provided a new dimension to our diversity training efforts.

The department's two certificate programs have been growing in popularity as participants have spread the word in their respective jurisdictions. To complete the Supervisory Certificate Program employees take twelve core courses and three electives. Participants may be supervisors or may be interested in moving into a supervisory track.

The department's Computer Skills Certificate Program provides participants a foundation of basic computer skills and includes seven core courses and three electives. Information about the certificate programs and all of the department's course offerings can be found on the department's CareerZone website located at www.careerzone.org. Our most recent Certificate Program graduation was held on October 30, 2009. Representative Paul Demarco, Homewood, was the guest speaker. Over the past year, 79 Merit System employees have successfully completed these two programs

The department recognizes that it is often difficult for employees to be away from their workplace for training and that at times jurisdictions see value in their employees training as a unit. To accommodate this, the department provides classroom instruction on site where possible. This year, onsite training sessions were held for Jefferson County, Jefferson County Department of Health, City of Trussville, Family Court, the City of Birmingham and more.



The newest training initiative is ELEVATE. This interactive program is based on career advancement and professional development. Components of the program include classroom based sessions on networking, interviewing, resume writing, and professionalism as well as Web 2.0 computer skills. In addition, participants can take a self evaluation

known as CareerScope, and then have a PBJC employee debrief their results with them.

Pilot classes were held in June 2009. Changes were made based on participant feedback, and the ELEVATE program will be rolled out to the entire Merit System in 2010.

Technology Advancements

The department added its first e-learning (computer-based training) to its curriculum. Titled "Customer Service Basics", it gives participants the opportunity for anytime, anywhere training on the finer points of effective customer service.

The department is actively pursuing new ways to use social media as a training option. A new bi-weekly blog was created titled "Leadership Lessons". Other projects in the works are on the horizon include the use of Twitter and LinkedIn for training updates, as well as using computers in the leadership classes to gather data to assess training effectiveness.

AA certificate program

In 2008, Training and Career Development began researching the addition of a new certificate training plan. This certificate focuses on the Administrative Assistant classification because of its size, broad reaching impact and levels of progression.

The goal of the certificate is to create an extremely talented and qualified Administrative Assistant who will progress through the administrative series.



The Administrative Assistant Certificate is a five-prong approach encompassing:

- Online Group Interaction
- Writing Skills
- Computer Skills
- Organizational Skills
- Public Interaction Skills

Almost all of the components are currently in place. However, Training is still exploring ways to provide quality writing skills training that are cost effective.

COMMUNITY INVOLVEMENT

The Board encourages its employees to participate in community outreach programs, and civic and professional organizations in order to build strong bonds of friendship and caring relationships within the community. The Personnel Board of Jefferson County benefits from its employees' involvement in community and professional affairs through the increased awareness of its presence and mission in the county. The following are only representative of the many activities in which our staff members are engaged. They are far too numerous to list here

On October 12TH, Personnel Board staff participated in the second annual in-service day. Nearly 60 employees worked together to provide a day of service to five Jefferson County non-profits.



The in-service committee partnered with Hands on Birmingham who assisted in providing a pool of organizations from which staff could choose.



Staff members met with their respective teams at the designated locations from 8:30 to 12:30 and performed a variety of tasks designed to help the non-profits complete projects.

The nonprofits included:



The Birmingham Zoo



New Rising Star Community Center



The Ronald McDonald House



Pathways Women's Shelter



The Literacy Council

Other Community Involvement Activities

In December, 2008 the staff from the Performance Measurement Division volunteered their time to assist the [U.S. Marine Corps Reserve Toys for Tots Program](#) organize and deliver toys as Christmas gifts to needy children in the metropolitan Birmingham community.



Kim Kinder, the Board's Compensation Manager, served as a United Way Visiting Allocation Team Member. The purpose of the team was to help make decisions about which community programs should receive United Way dollars.



Roger McCullough, Manager of HR Information and Technology Services, received the 2008 Business Leadership Award from the Alabama Department of Rehabilitation Services for his advocacy on behalf of people with disabilities in the workplace.



In October, Board staff participated in the Susan G. Komen Race for the Cure.



Pete Blank, one of the Board's Training Advisors, was named a Top Young Trainer by Training Magazine, and was elected as President of the Greater Birmingham Chapter of the American Society for Training and Development (ASTD) for 2010.

Staff are engaged in numerous other community and civic activities, including such activities as Easter Seals, the March of Dimes, literacy programs, and programs designed to develop strong values in youth.



In addition, Board staff members are active in professional organizations, including the Society of Industrial and Organizational Psychologists (SIOP), the Society for Human Resource Management (SHRM), the American Society for Training and Development (ASTD), and the International Public Management Association (IPMA), and the American Society of Public Administration (ASPA).



And, there is the Board's Green Team, a team of dedicated employees who have developed a number of initiatives designed to make the Board more environmentally friendly, from recycling to conservation.

Performance Measurement places an emphasis on professional development and on staying abreast of, and contributing significantly to, the field of employee selection. A number of staff members have been actively involved in conducting human resources related research for publication in professional publications and presentation at professional conferences. The presentations and publications include:



Bellenger B. L. & Crenshaw, J. L. (2009). Examining racial bias in the assessment of employment interviews. *Presented at 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.*



Birkelbach, D. B., **Brink, K. E.** , Lance, C. E. (2009). Race bias in structured interview and assessment center ratings. *Presented at 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.*



Brink, K. E. & Crenshaw, J. L. (2009). Comparing black-white differences on video vs. audio structured situational interviews. *Presented at 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.*



Crenshaw, J. L. (2009). Impact of range restriction corrections on structured interview group differences. *Presented at 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.*



Miller, M. E. & Lange, S. L. (2009). The relationship between seniority and test performance. *Presented at 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.*



Bellenger, B. (2009). Public safety promotional testing: The challenge of balancing test security and test validity. *Personnel Testing Council of Metropolitan Washington Quarterly*, pp. 12-14.