

2011 ANNUAL REPORT



Personnel Board of Jefferson County

The Foundation of Your Merit System Career

Report Contents

The content of this report covers the 2011 calendar year (i.e., January 1, 2011 – December 31, 2011). This report was submitted to the Citizens Supervisory Commission at its semi-annual meeting on May 15, 2012.

On the Cover

A grove of trees in Black Creek Park in Fultondale, Alabama. Black Creek Park is part of the Five Mile Greenway partnership and encompasses the Fultondale Coke Oven Park. The area marks and preserves the history of the old mining communities of north Birmingham.

Electronic Copies

The electronic version of this report contains hyperlinks to additional information for interested individuals. To obtain an electronic copy of this report, please visit the Personnel Board of Jefferson County website at: <http://www.pbjcal.org/about/annualreports.aspx>





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Letter from the Director

May 15, 2012

Dear Citizen Supervisory Commission:

On behalf of the employees and the members of the Personnel Board of Jefferson County, I am pleased to present this report on the activities of the Personnel Board and its Merit System for the 2011 calendar year. I believe you will see from the contents of this report that the Personnel Board continues to maximize the effectiveness and efficiency of our services, while also remaining very conscious of the financial situations of our member jurisdictions and being effective stewards of tax payer dollars. With our member jurisdictions continuing to face economic challenges, the Personnel Board maintains a vigilant focus on our budget and expenditures. I am pleased to announce that 2011 marked the ninth straight year in which the Personnel Board expenses came in under budget. Also, on May 10, 2011 the Three-Member Board approved a budget for fiscal year 2012 that is 3.2% lower than our 2011 budget. This marks the ninth consecutive year in which the Personnel Board has reduced its budget.

Despite budget reductions, the Personnel Board continues to improve our level of service and the efficiency of our processes. These improvements include an enhanced classification survey and job analysis process, a significant upgrade to our online application and certification system, improvements to our business website as well as jurisdiction and employee web portals, and the development of a significant training program aimed at improving the skills of managers in the Merit System.

Within this report you should find details on the progress of these and many other Personnel Board initiatives, as well as informative data on various aspects of the Merit System. Thank you for taking the time to review the contents and I look forward to continuing to work to make the Personnel Board a model personnel system.

Sincerely,

A handwritten signature in black ink, appearing to read "M. J. ...", written over a horizontal line.

Director, Personnel Board of Jefferson County

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Table of Contents

Citizens Supervisory Commission.....	7
Three-Member Board.....	8
Organizational Structure	9
Mission & Guiding Principles.....	10
Member Jurisdictions	11
Financial Report – Fiscal Year 2010	12
Annual Tracking of Budget and Actual Expenditures	
Fiscal Year 2010 Expenditures	
2010 Cost Cutting & Cost Containment Initiatives	
Expense Allocation.....	14
Workforce Demographics.....	15
Number of Merit System Employees	
Percentage of Merit System Employees by Sex and Race	
Number of Classified Employees by Jurisdiction by Year	
Classified Employees by Race and Sex for Jurisdictions	
Jurisdiction Pay	18
Percentage Adjustment to Salary Schedule by Jurisdiction	
Jurisdiction Base Salary Comparison	
Applicant Information	20
Personnel Board Departmental Activity	22
Classification & Compensation	
Workforce Development & Applicant Services	
Performance Measurement	
HR Information Systems & Technology	
Training & Development	
Employee Relations	
Community & Professional Involvement	28

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Citizens Supervisory Commission

The Personnel Board of Jefferson County is an independent agency within the County and is not a part of any political, county, or municipal subdivision within the System. It reports to a Citizens Supervisory Commission (CSC) currently comprised of 16 community leaders, including heads of local colleges, universities, and civic groups.

Citizens Supervisory Commission*

Judge Alan King

Probate Judge, Chairman
Jefferson County Courthouse

Lt. Donald Baker

Municipal Employee Representative

Bill Blackman

President
Central Alabama Labor Federation

Chuck Carr

Chairperson
Birmingham Urban League

Dr. George T. French

President
Miles College

Dr. Carol Garrison

President
University of Alabama at Birmingham

Rev. P. Banneke Hatcherson

President
Interdenom. Minister's Alliance of Greater B'ham

Brian Hilson

President and Chief Executive Officer
Birmingham Business Alliance

Hezekiah Jackson

President
NAACP

Gen. Charles C. Krulak

President
Birmingham Southern College

Dr. Judy M. Merritt

President
Jefferson State Junior College

Sgt. James Miller

County Employee Representative

D. Kim Munford

President
Jefferson County PTA

Dr. F. Darlene Traffenstedt, M.D.

President
Jefferson County Medical Society

Dr. Perry W. Ward

President
Lawson State Community College

Dr. Andrew Westmoreland

President
Samford University

* indicates composition of CSC at the time of the submission of this report (i.e., May 15, 2012).

Three-Member Board

The Three-Member Board is appointed by the Citizens Supervisory Commission for staggered six-year terms (except when filling unexpired terms of previous place holders). Place No. 1 serves as the Chairperson. The Board members are selected from the geographic divisions represented by the Birmingham Circuit Court and by the Bessemer Cutoff Circuit Court, with no more than two representing either geographic division. See §3 of the [Enabling Act](#) of the State of Alabama for more details regarding the appointment of the Three-Member Board.

Board Members

L. Kenneth Moore

Place No. 1 (Chairperson) / Bessemer Cutoff District

Judge L. Kenneth Moore is the current Chairperson of the Three-Member Board. Judge Moore has served as a member of the Board since 2006 when he was initially appointed to Place No. 2. In November, 2010 he was appointed as the Chairperson of the Board (Place No. 1). In addition to his position on the Three-Member Board, Judge Moore also serves as a judge for the Bessemer Municipal Court. Judge Moore received his law degree from Cumberland School of Law at Samford University and is a member of the Alabama State Bar.

Lonnie A. Washington

Place No. 2 / Bessemer Cutoff District

Mr. Lonnie Washington has been a member of the Board since November, 2010. He is a practicing attorney with Washington, Lloyd & Henderson law firm. He earned his Bachelors of Arts in English from Alabama State University and his Doctorate of Jurisprudence from Samford University's Cumberland School of Law. He was admitted to the Alabama Bar in 1992.

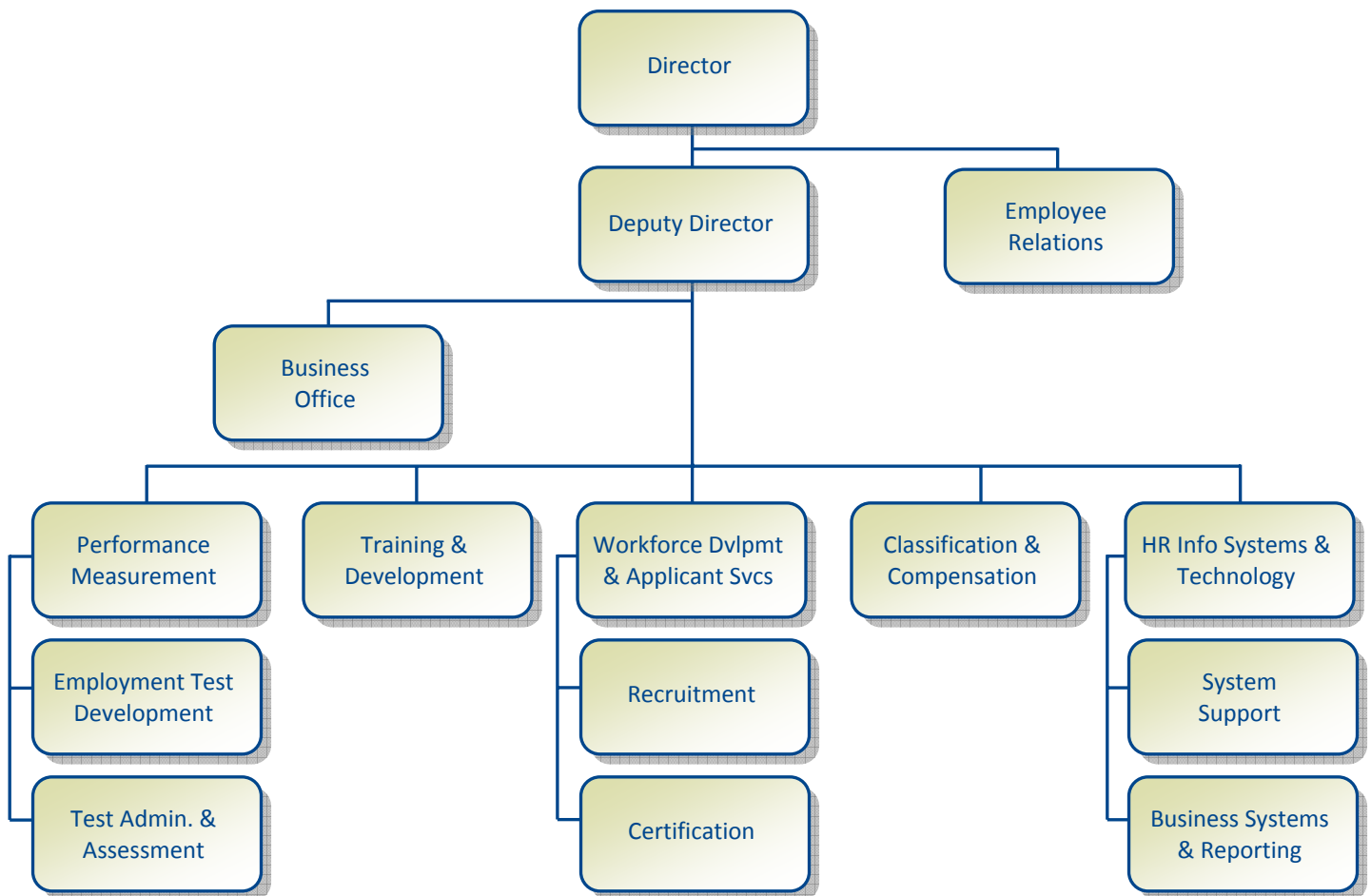
Ann D. Florie

Place No. 3 / Birmingham District

Ms. Ann Florie has been a member of the Board since 2007. In addition to her work with the Personnel Board, Ms Florie has a track record of distinguished experience and service to the community. She is an appointed Director on the Birmingham Water Works Board, the Executive Director of Leadership Birmingham, and the former Vice Chair of the Mountain Brook Board of Education. She also serves or has served on a number of local committees and boards, including the Public Affairs Research Council of Alabama (PARCA), Leadership Alabama, the UAB School of Public Health Advisory Board, the UAB Leadership Cabinet, the Board of the Comprehensive Cancer Center, and the Executive Committee of the Birmingham Business Alliance, among many others. Ms. Florie earned a Bachelor of Arts in Political Science from Newcomb College of Tulane University.



Organizational Structure



Mission & Guiding Principles

Personnel Board Mission

Establish a standard of excellence in service to member jurisdictions and the greater Birmingham community and become an agency recognized for professionalism, expertise, and integrity.

Guiding Principles

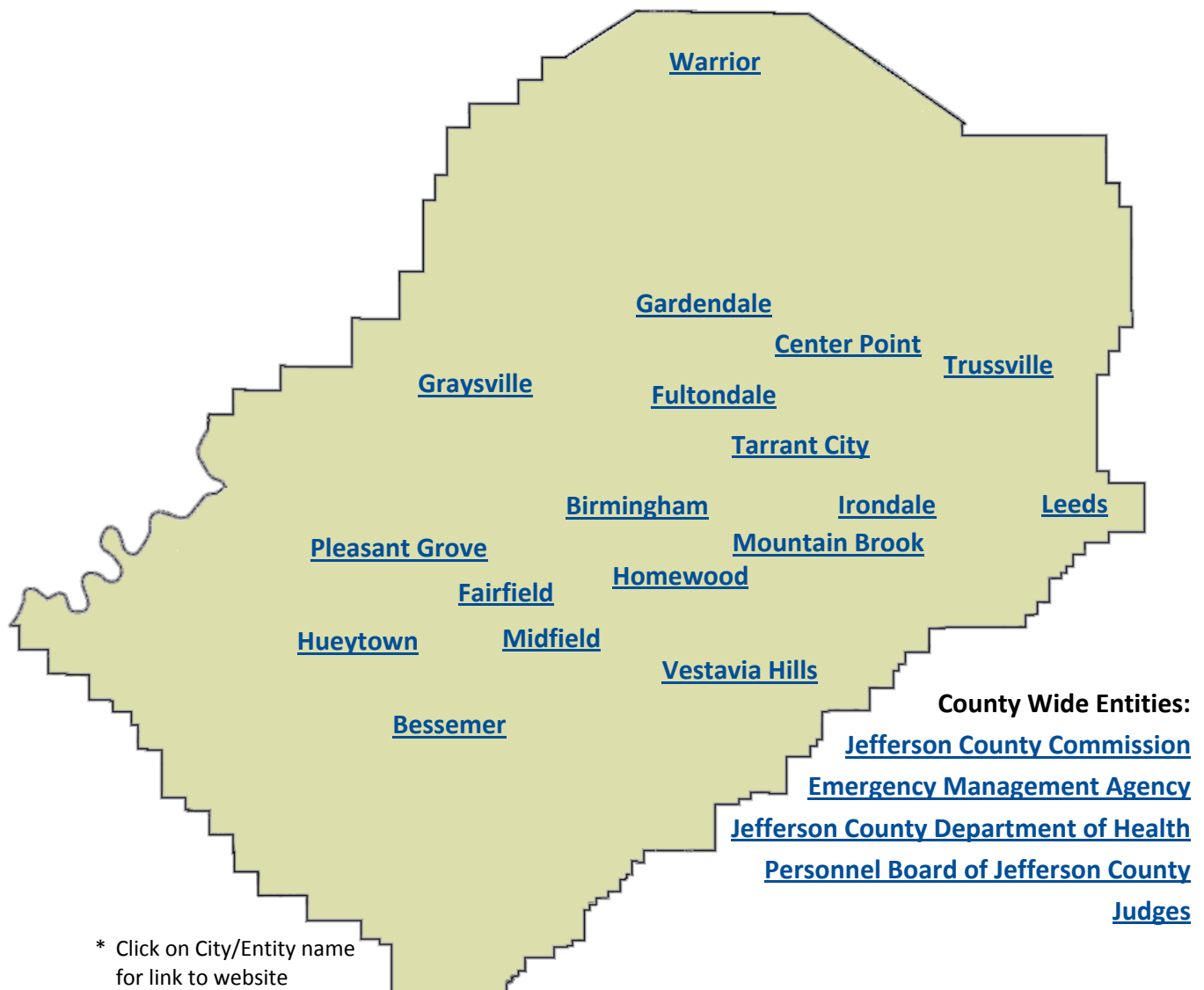
In order to continuously strive to fulfill our mission, in 2005, the Personnel Board adopted the following principles to guide operations and initiatives and serve as benchmarks against which the organization's success is measured.

- **Ethical & Legal Standards** – Maintain the highest professional, ethical, and legal standards in all our activities.
- **Quality Customer Service** – Maintain constant focus on 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 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.



Member Jurisdictions

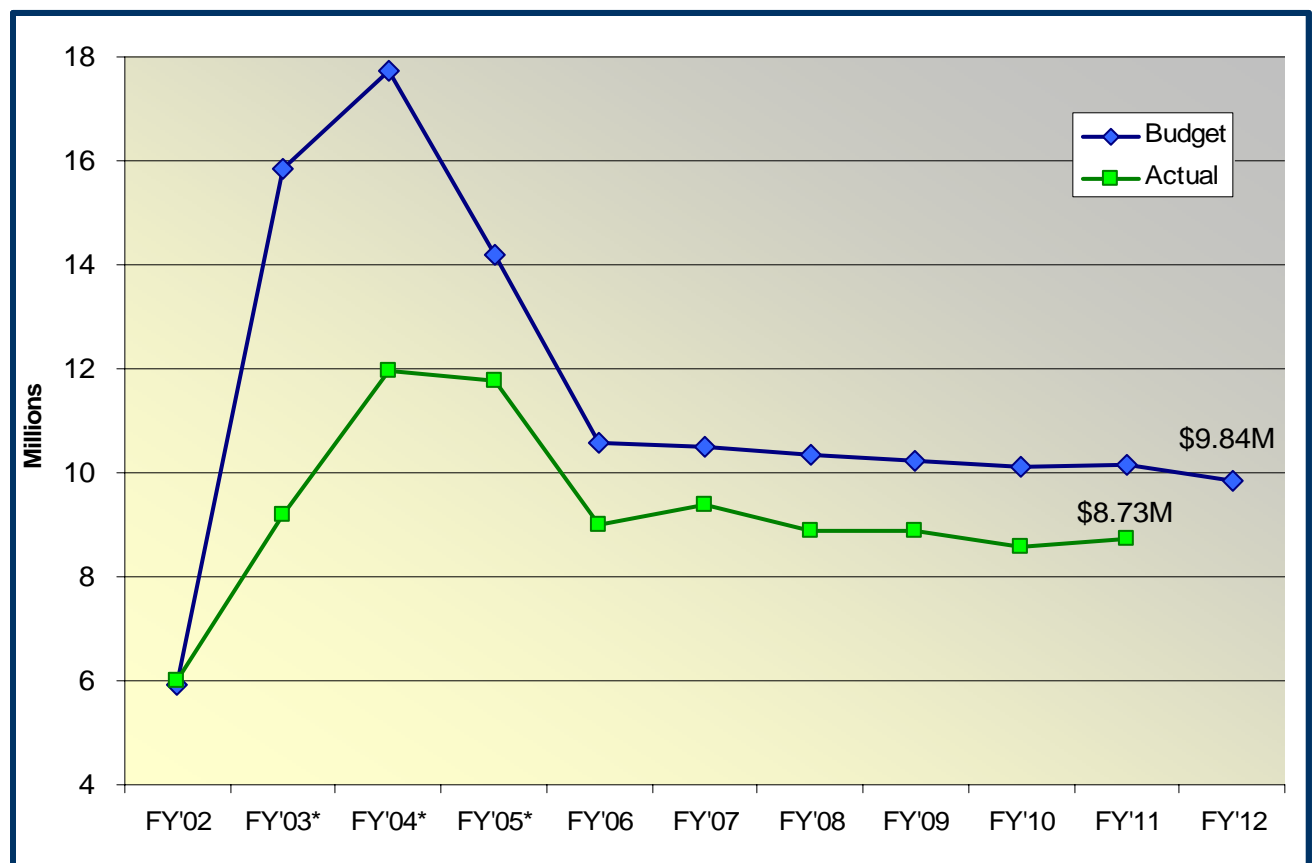
The Personnel Board was established by the State of Alabama legislature in 1935 as the human resources agency responsible for administering the civil service (Merit) system in Jefferson County, Alabama. Within counties having multiple municipalities, the County's Merit System is inclusive of municipalities having 5,000 or more inhabitants and whose borders lie geographically within the county. Police Officers of municipalities having 2,500 inhabitants are also statutorily included. Currently, employees of 18 municipalities, together with five countywide entities, make up the 23 "jurisdictions" that are part of the Merit System of Jefferson County.



Financial Report FY 2011

As outlined in our guiding principles, the Personnel Board of Jefferson County works 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. Presented in this section is a financial report for the Personnel Board for fiscal year 2011 and the initiatives taken to contain costs. Please note that the fiscal year cover in this report spans the period of October 1, 2010 through September 30, 2011.

Annual Tracking of Budget and Actual Expenditures



* Denotes three year period under which the Personnel Board was under Federal Receivership.



Fiscal Year 2011 Expenditures

Expenditure Breakdown

Personnel Costs	\$4,457,900.25
Employee Benefits	\$1,116,136.06
Legislative Allowance (Board Members' compensation)	\$ 3,030.00
Advertising	\$ 89,333.98
Systems Maintenance (includes hosting fees)	\$ 492,346.97
Other Travel (volunteer assessor travel & recruiting travel)	\$ 108,633.70
Legal Expenses	\$ 281,306.07
Cravath, Swaine & Moore*	\$ 900,000.00
Other Professional Services (exam & transcription svcs)	\$ 59,087.45
Insurance Premiums	\$ 35,236.00
Rental-Facilities (hotel accommodations for volunteer assessors)	\$ 106,653.19
Office Supplies	\$ 19,599.10
Hospitality (meals for volunteer assessors)	\$ 19,391.11
Capital Furniture (replace outdated County furniture)	\$ 25,717.44
Capital Media (Lawson Modules)	\$ 20,604.00
Rent (rental of office space in 2121 building)	\$ 635,363.00
Indirect Costs (County charge for central services)**	\$ 281,484.00
Other (includes telephone expenses, copier rentals, etc.)	<u>\$ 81,850.89</u>
TOTAL	\$8,733,673.21

* Indicates third & fourth payments of five scheduled payments ordered by the Federal Court as part of the Personnel Board's termination of its consent decree.

2011 Cost Cutting & Cost Containment Initiatives

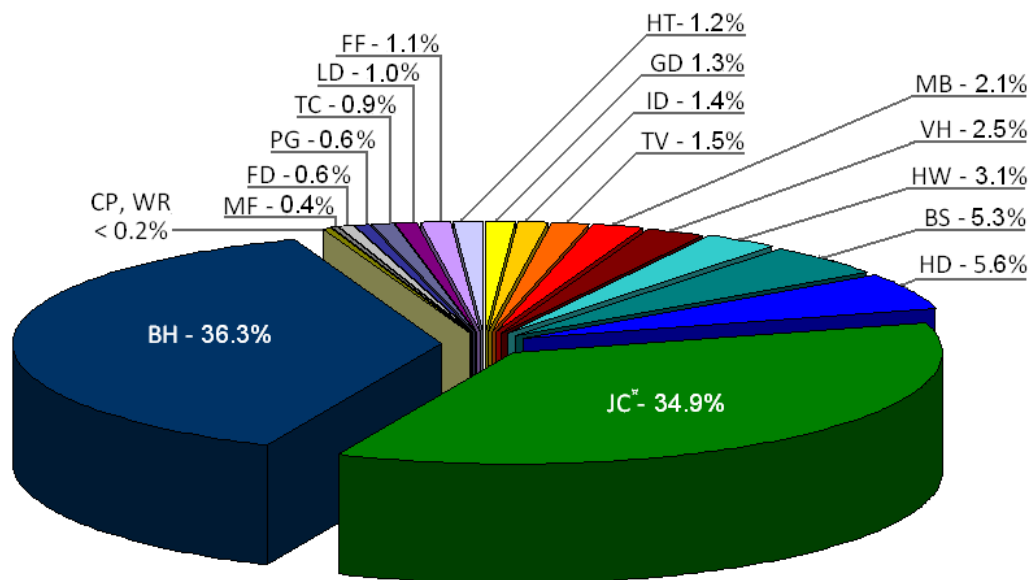
The Personnel Board has proactively taken a number of steps during the 2011 fiscal year to contain costs and be responsive to the financial challenges faced by our member jurisdictions. These steps include:

- Suspended merit raises for staff in fiscal years 2010 and 2011
- Implementing a hiring freeze (unless position is deemed critical)
- Non-renewal of non-critical contracts
- Postponing and/or eliminating planned capital projects
- Restricting professional travel
- Intensifying contract negotiation efforts for additional savings
- Reducing legal expenditures
- Eliminating all non-essential purchases

Expense Allocation

The Personnel Board of Jefferson County's expenses throughout the fiscal year are paid by Jefferson County. At the conclusion of the fiscal year, Jefferson County submits to the Personnel Board the total sum it has expended for Personnel Board operations. The Personnel Board Director certifies the expenditures and the allocation of expenses to be billed to the member jurisdictions and submits the information to the Three-Member Board for approval. Presented below is the percentage of Personnel Board expenses allocated to each jurisdiction for fiscal year 2011.

Allocation of Personnel Board FY 2011 Expenses



Legend:

BH – Birmingham
BS – Bessemer
CP – Center Point
FD – Fultondale
FF – Fairfield
GD – Gardendale

HD – Health Department
HT – Hueytown
HW – Homewood
ID – Irondale
JC* – Jefferson County
LD – Leeds
MB – Mountain Brook

MF – Midfield
PG – Pleasant Grove
TC – Tarrant City
TV – Trussville
VH – Vestavia Hills
WR – Warrior

Note: Percentage allocated is based on the number of classified employees employed by the jurisdiction as of September 30, 2010. See subsequent section for details on the employees by jurisdiction.

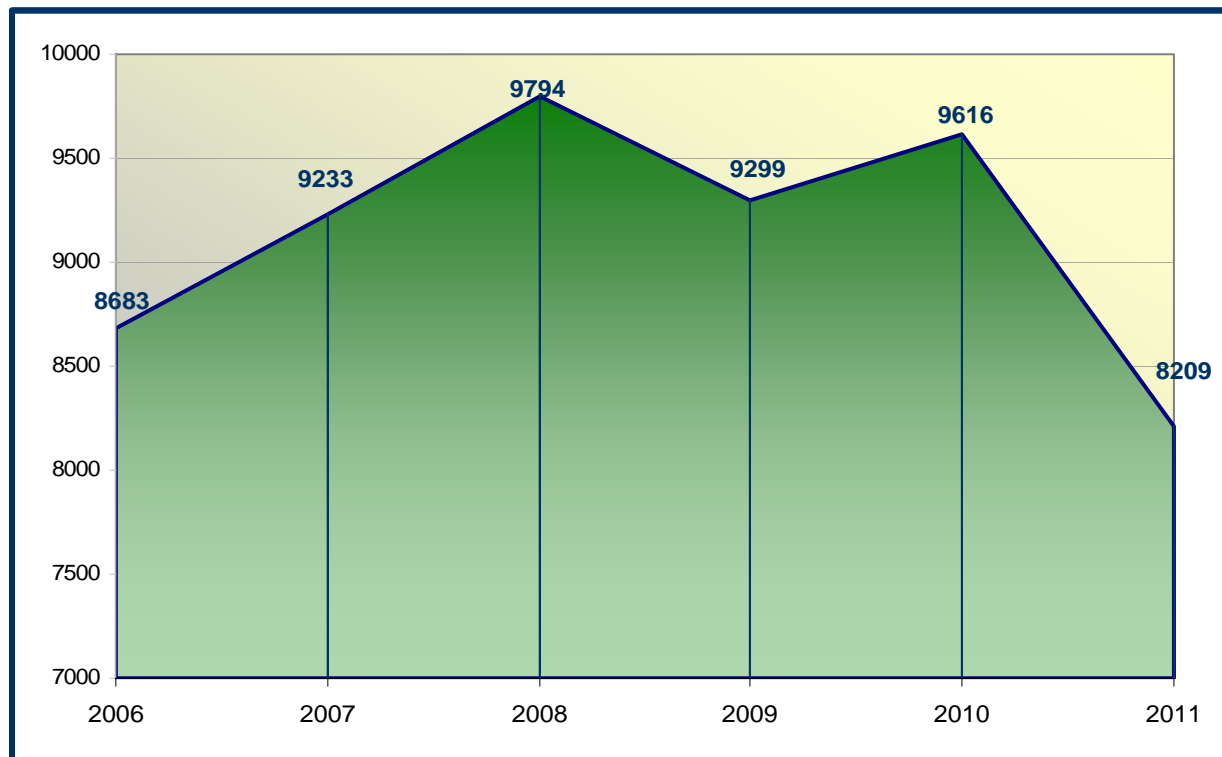
* Includes Jefferson County Emergency Management Agency (EMA)



Workforce Demographics

Presented in this section is aggregated information on the number of employees within the Personnel Board of Jefferson County Merit System, as well as within each of the jurisdictions served, since 2006. Also provided is summary demographic data on employees within the Merit System as a whole and the individual jurisdictions.

Number of Merit System Employees



Note. Number of employees determined as of October of the indicated year.

Number of Classified Employees by Jurisdiction by Year

Jurisdiction	2011	2010	2009	2008	2007	% Change from Previous Year	% Change over 5 Year Period
Bessemer	439	457	478	466	449	-3.94%	-2.23%
Birmingham	3098	3611	3402	3487	3197	-14.21%	-3.10%
Centerpoint	10	13	10	11	8	-23.08%	25.00%
EMA	8	8	7	7	6	0.00%	33.33%
Fairfield	93	102	112	120	115	-8.82%	-19.13%
Fultondale	48	45	58	60	61	6.67%	-21.31%
Gardendale	107	110	105	112	91	-2.73%	17.58%
Health Dept	405	501	516	508	499	-19.16%	-18.84%
Homewood	260	274	269	281	266	-5.11%	-2.26%
Hueytown	103	98	101	103	96	5.10%	7.29%
Irondale	119	116	120	117	118	2.59%	0.85%
Jefferson County	2686	3440	3243	3643	3471	-21.92%	-22.62%
Leeds	81	77	86	63	58	5.19%	39.66%
Midfield	37	36	42	56	56	2.78%	-33.93%
Mountain Brook	178	177	180	175	176	0.56%	1.14%
Personnel Board	54	61	64	64	70	-11.48%	-22.86%
Pleasant Grove	52	51	51	53	51	1.96%	1.96%
Tarrant	80	83	91	90	89	-3.61%	-10.11%
Trussville	132	127	130	137	129	3.94%	2.33%
Vestavia Hills	208	217	220	225	216	-4.15%	-3.70%
Warrior	11	12	14	16	11	-8.33%	0.00%
Total System	8209	9616	9299	9794	9233	-14.63%	-11.09%

Note. Number of employees determined as of October of the indicated year.

¹ Fultondale experienced a significant decrease in the number of employees from 2009 to 2010 in 2010 due to employees of the Fultondale Gas Board being removed from the classified service.

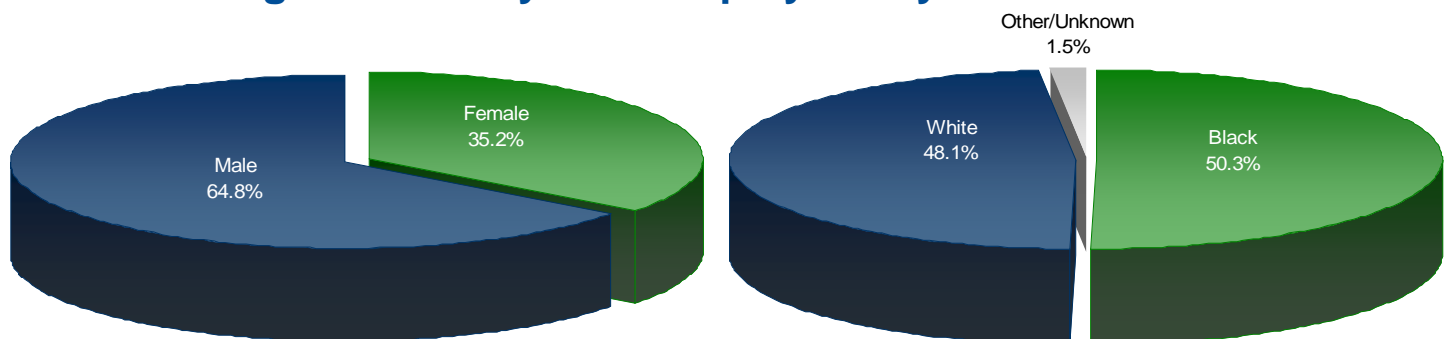


Classified Employees by Race and Sex for Jurisdictions

Jurisdiction	Sex				Race					
	Female		Male		Black		White		Other/Unknown	
Bessemer	94	21.4%	345	78.6%	264	60.1%	166	37.8%	9	2.1%
Birmingham	873	28.2%	2225	71.8%	2053	66.3%	1003	32.4%	42	1.4%
Centerpoint	5	50.0%	5	50.0%	1	10.0%	8	80.0%	1	10.0%
EMA	3	37.5%	5	62.5%	2	25.0%	6	75.0%	0	0.0%
Fairfield	26	28.0%	67	72.0%	71	76.3%	22	23.7%	0	0.0%
Fultondale	13	27.1%	35	72.9%	4	8.3%	43	89.6%	1	2.1%
Gardendale	24	22.4%	83	77.6%	5	4.7%	100	93.5%	2	1.9%
Pension Board	7	87.5%	1	12.5%	1	12.5%	7	87.5%	0	0.0%
Health Dept	309	76.3%	96	23.7%	237	58.5%	146	36.0%	22	5.4%
Homewood	38	14.6%	222	85.4%	46	17.7%	213	81.9%	1	0.4%
Hueytown	21	20.4%	82	79.6%	8	7.8%	93	90.3%	2	1.9%
Irondale	16	13.4%	114	95.8%	3	2.5%	100	84.0%	5	4.2%
Jefferson County	1305	48.6%	1,381	51.4%	1307	48.7%	1,357	50.5%	22	0.8%
Leeds	13	16.0%	68	84.0%	7	8.6%	73	90.1%	1	1.2%
Midfield	8	21.6%	29	78.4%	24	64.9%	12	32.4%	1	2.7%
Mountain Brook	28	15.7%	150	84.3%	21	11.8%	151	84.8%	6	3.4%
Personnel Board	32	59.3%	22	40.7%	31	57.4%	21	38.9%	2	3.7%
Pleasant Grove	11	21.2%	41	78.8%	3	5.8%	47	90.4%	2	3.8%
Tarrant	13	16.3%	67	83.8%	15	18.8%	64	80.0%	1	1.3%
Trussville	25	18.9%	107	81.1%	6	4.5%	125	94.7%	1	0.8%
Vestavia Hills	30	14.4%	178	85.6%	20	9.6%	182	87.5%	6	2.9%
Warrior	1	9.1%	10	90.9%	0	0.0%	11	100.0%	0	0.0%
Total System	873	28.2%	2225	71.8%	4129	50.2%	3950	48.1%	127	1.5%

Note. Number of employees determined as of October 1, 2011.

Percentage of Merit System Employees by Sex and Race



Jurisdiction Pay

Salary grades and ranges for job classes are determined based on prevalent market rates, internal comparisons and a point factor method (a compensation process that evaluates factors such as scope of responsibility and decision making authority and assigns a score to the position that corresponds to a grade level). The Personnel Board's pay philosophy is to remain competitive with the market by establishing salary ranges where the midpoint is representative of the market and steps below and above the midpoint allow for compensation based on experience; however, each jurisdiction establishes its own salary schedule (i.e., pay for grades established under the Personnel Board's compensation structure).

Each jurisdiction is responsible for maintaining and adjusting their own salary ranges to include cost of living adjustments and merit increases pursuant to Section 12 of the Enabling Act. Presented in the table below are the adjustments made by each member jurisdiction to their respective salary schedules for each of the last five years.

Percentage Adjustment to Salary Schedule by Jurisdiction

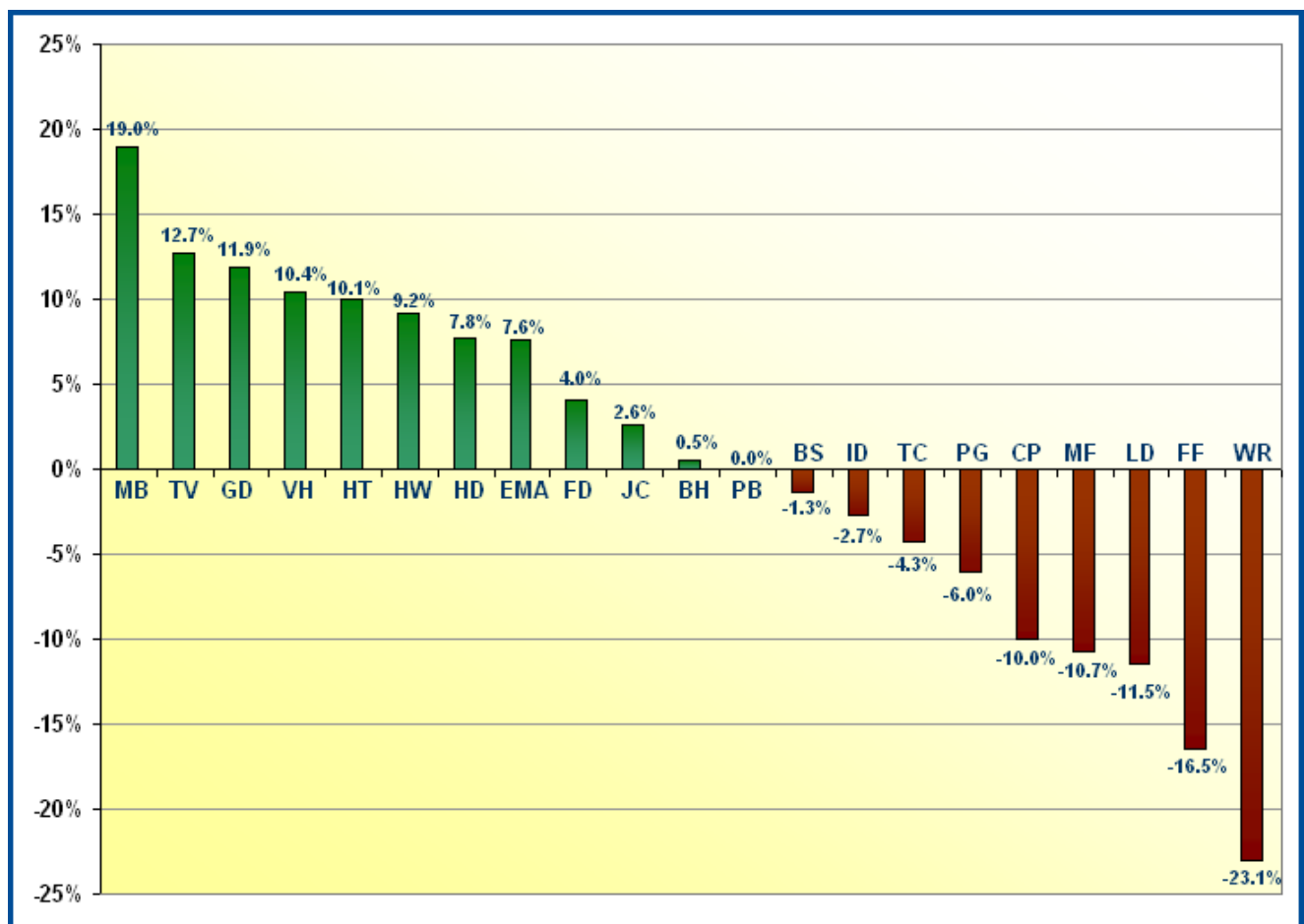
Jurisdiction	FY2008	FY2009	FY2010	FY2011	FY2012
Bessemer	5.0%	3.0%	0.0%	0.0%	0.0%
Birmingham	4.0%	1.0%	0.0%	0.0% ^M	0.0% ^M
Center Point	0.0%	7.0%	0.0%	0.0%	0.0%
Fairfield	3.0%	0.0%	0.0%	0.0% ^M	0.0%
Fultondale	3.0%	4.0%	3.0%	3.0%	3.0%
Gardendale	3.0%	0.0%	0.0% ^M	2.0%	2.0%
Health Dept	3.0%	3.0%	0.0%	0.0%	3.0%
Homewood	1.0%	0.0%	0.0%	0.0%	0.0%
Hueytown	3.0%	3.0%	2.0%	0.0%	2.0%
Irondale	3.0%	0.0%	0.0%	0.0%	3.0%
Jefferson County	3.0%	2.0%	0.0% ^M	0.0% ^M	0.0% ^M
Leeds	5.0%	0.0%	0.0%	0.0%	0.0%
Midfield	0.0%	0.0%	0.0%	0.0%	0.0%
Mountain Brook	3.0%	3.0%	0.0%	0.0%	2.5%
Personnel Board	3.0%	2.0%	0.0% ^M	1.5% ^M	0.0%
Pleasant Grove	2.0%	0.0%	0.0%	0.0%	0.0%
Tarrant City	3.0%	0.0%	0.0%	0.0%	0.0%
Trussville	3.0%	0.0%	0.0% ^M	0.0%	2.5%
Vestavia Hills	1.0%	1.0%	1.0% ^M	0.0%	0.0%
Warrior	0.0%	0.0%	0.0%	0.0%	0.0%

^M Indicates that jurisdiction did not provide a Merit increase to eligible employees for the given year.



As previously mentioned, jurisdictions maintain and adjust their own salary schedules. Below is a comparison of the base salary (excluding non-salary benefits) for fiscal year 2011-2012 of each of the jurisdictions within the Merit System to the Personnel Board's base salary. The Personnel Board gathers compensation data from a cross-section of comparable labor markets and sets its salary schedule consistent with these markets. In the graph below, those jurisdictions falling to the left (in green) of the Personnel Board (PB) pay at the indicated percentage above the Personnel Board. Those falling to the right (in red) of the of the Personnel Board pay at the indicated percentage below the Personnel Board.

Jurisdiction Base Salary Comparison



Legend:

BH – Birmingham
 BS – Bessemer
 CP – Center Point
 EMA – Emergency Mgt Agency (Jefferson Co.)
 FD – Fultondale
 FF – Fairfield
 GD – Gardendale

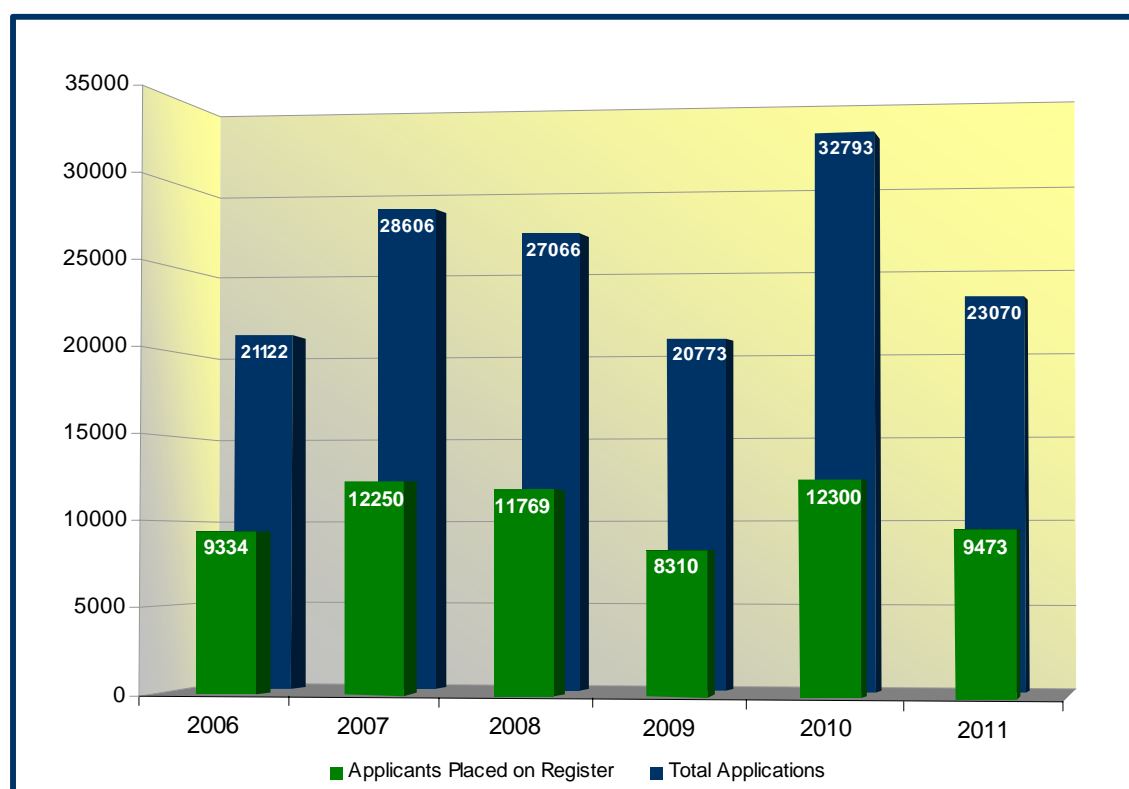
HD – Health Dept (Jefferson Co.)
 HT – Hueytown
 HW – Homewood
 ID – Irondale
 JC – Jefferson County
 LD – Leeds

MB – Mountain Brook
 PG – Pleasant Grove
 TC – Tarrant City
 TV – Trussville
 VH – Vestavia Hills
 WR – Warrior

Applicant Information

After a significant spike in 2010, the number of applications decreased for the 2011 calendar year to a number more in line with previous years. The decrease was in significant part due to a reduction in the number of positions being filled by our member jurisdictions. The chart below tracks the number of applications received and number of individuals placed on eligible registers over the past six years. Subsequent tables present the number of applicants progressing through various stages of the hiring process and summary demographic information for each step of the application processing.

Number of Applications Received & Placed on Registers



Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/ Unknown
Applications Received	23070	11040	11572	458	14332	7061	1677
Passed Minimum Qualifications	19014	9159	9453	402	11591	6031	1392
Failed Minimum Qualifications	4056	1881	2119	56	2741	1030	285
Candidates Taking Employment Test ¹	3323	1448	1823	52	2239	880	204
Passed Test	2979	1331	1600	48	1984	808	187
Failed Test	344	117	223	4	255	72	17
Applicants Placed on Register ¹	9473	4417	4701	355	5597	3019	857
Applicants Certified	23992	10137	13336	519	14713	7620	1659
Bessemer	1200	832	348	20	749	377	74
Birmingham	10804	5646	4945	213	7183	2899	722
Center Point	52	36	15	1	16	32	4
Dept of Health	372	111	250	11	234	114	24
Fairfield	96	38	57	1	67	25	4
Fultondale	82	35	46	1	45	33	4
Gardendale	223	105	110	8	122	81	20
Homewood	922	533	370	19	648	230	44
Hueytown	147	106	36	5	67	71	9
Irondale	353	236	114	3	222	113	18
Jefferson County	7581	1240	6148	193	4202	2792	587
Leeds	282	154	123	5	143	115	24
Midfield	301	180	118	3	204	84	13
Mountain Brook	370	218	146	6	234	119	17
Personnel Board	222	92	122	8	95	98	29
Pleasant Grove	210	148	57	5	104	95	11
Tarrant City	194	119	68	7	107	75	12
Trussville	313	151	158	4	165	130	18
Vestavia Hills	219	122	92	5	93	106	20
Warrior	49	35	13	1	13	31	5
Applicants Hired	619	359	245	15	341	223	55
Bessemer	42	36	6	0	19	21	2
Birmingham	345	204	137	4	240	78	27
Center Point	3	2	1	0	1	2	0
Dept of Health	15	2	13	0	8	7	0
Fairfield	2	1	1	0	2	0	0
Fultondale	3	2	1	0	0	2	1
Gardendale	8	4	4	0	1	6	1
Homewood	12	10	1	1	3	7	2
Hueytown	4	3	0	1	0	3	1
Irondale	10	8	2	0	1	9	0
Jefferson County	89	23	59	7	49	26	14
Leeds	13	11	2	0	2	9	2
Midfield	11	7	4	0	9	2	0
Mountain Brook	11	9	1	1	0	10	1
Personnel Board	8	5	3	0	3	4	1
Pleasant Grove	6	4	1	1	0	4	2
Tarrant City	9	7	2	0	1	8	0
Trussville	16	15	1	0	1	14	1
Vestavia Hills	12	6	6	0	1	11	0
Warrior	0	0	0	0	0	0	0

Note. Data provided for the numbers of applicants certified include individuals *certified* during the 2011 calendar year. The numbers reflect not only individuals who applied in 2011, but also individuals who applied in prior years and remained on an eligible register in 2011.

¹ "Employment Tests" refer to structured measures beyond application screening. The numbers provided exclude applicants who applied in 2011, but who have not taken the civil service employment test as of the time of this report.

Personnel Board Departmental Activity

Classification & Compensation

Classification & Compensation is responsible for classifying all Merit System jobs, assuring employees are properly assigned to job classes, and that job classes are appropriately assigned to salary grades. 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 internally equitable. The department administers the classification survey, reviews position description questionnaires, conducts job audits, develops class specifications, reviews independent contractor services and collects and analyzes labor market data to assure the competitive positioning of Merit System jobs.

2011 Activity

- The 2010-2011 Classification Survey which began on September 7, 2010, came to a close on August 9, 2011 when the Survey recommendations were approved by the Board. The survey included 266 Merit System jobs in Accounting, Purchasing, Data Processing, Engineering and several other departments. Over 1,000 employees participated with a total of 11 positions being recommended for reclassification into a different job class.
- The 2011-2012 Classification Survey opened for participation in September of 2011. The survey includes 243 Merit System job classes in Public Works, Personnel, Social Work, Community Development and several other Departments. Participation ended on October 31, 2011 and there were a total of 853 employees who submitted survey information. Survey audits are planned for November of 2011 through February of 2012 with initial recommendations available in March of 2012.
- The PBJC received five requests from Merit System jurisdictions for approval to use an independent contractor for a variety of services. Section 2 of the Enabling Act mandates that the Board “exercise constant vigilance that the policy of this Act not be evaded by the use of independent contractors...” After thorough review and consideration, all five requests were approved by the Three-Member Board.
- In 2011, the Classification & Compensation department approved a total of six new classes, 177 new positions, 37 advanced step requests, 11 premium pay requests and 15 medical pay plan requests.



Workforce Development & Applicant Services

Workforce Development & Applicant Services (WDAS) is responsible for developing recruitment and marketing strategies that encourage individuals to consider careers in civil service and 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.

2011 Activity

- WDAS posted announcements for the acceptance of applications for 518 positions from January 1, 2011 through December 31, 2011. A total of 23,070 applications were received and processed in response to the job announcements.
- A total of 146 new eligible registers were created during the report period. WDAS issued 429 certification lists for 584 job classes. For the period January 1, 2011 through December 31, 2011 the Board's average response time to the requests for lists of certified candidates was 3 hours and 20 minutes.
- The Board's Interactive Voice Response (IVR) system received (14,416) incoming calls during the reporting period, calls that otherwise would be fielded by staff. During the same period, Job Alert, the Board's job notification system, sent 559,471 emails to prospective applicants. Applicants with text messaging capability also receive Job Alerts through their mobile devices.

Performance Measurement

The Performance Measurement Division focuses on facilitating the hiring of well-qualified and successful employees into Merit System positions. To accomplish this, the Performance Measurement Division performs thorough job analyses on Merit System jobs; develops selection tests that are fair, valid, and that relate to the job; and establishes eligible registers for use by Merit System jurisdictions for the hiring of high quality employees.

2011 Activity

- During calendar year 2011, Performance Measurement conducted 17 assessment center/test administrations, consisting of 3,323 individual tests/assessments. Also during this period, the division recruited 81 volunteers from across the country to donate up to 40 hours each to serve as subject matter experts in the development of tests or as assessors in the evaluation of candidate performance on selection procedures administered by the PBJC. This resulted in 3,240 hours of work time donated by public safety and personnel selection professionals from across the country to the PBJC.

- Job analyses were finalized for 220 jobs in preparation for the 2011-2012 classification annual survey. Staff also completed job analyses for 58 additional jobs during the period covered by this report.
- Test development efforts were completed for promotional examinations in both the Police and Fire Service areas of public safety during 2011. This included examinations for Police/Sheriff's Sergeant, Police/Sheriff's Lieutenant, Police/Sheriff's Captain, Fire Apparatus Operator, Fire Lieutenant, and Fire Captain. All of these examinations are slated for administration in the 2012 calendar year.

Business Office

The Business Office is responsible for directing and coordinating the fiscal planning, management and operations of the Board and for developing and ensuring compliance with organizational policies. Functions include creating financial operating policies and procedures; establishing and monitoring internal supply and requisition system; assuring expenditures to individuals, contractors, and vendors are consistent with contractual agreements and obligations; preparing the annual operating budget and developing budgets for major initiatives; conducting the inventory of furniture and equipment (work in conjunction with IT Department), processing payroll for Board employees; and developing and maintaining policies to ensure effective organizational functioning.

- Continued to be sensitive to the financial impact the Board's budgets have on the municipalities that we serve and the decline in revenues of our member jurisdictions. With these efforts in place, the Business Office finalized the 2012 fiscal year budget in May 2011 at \$9,838,306.28, a reduction of \$324,464.49 compared to 2011 budget.
- Worked with the County's Purchasing Department to release four request for proposals/invitation to bids (maintenance and support for second floor testing facility, transcription services and travel management services). The State of Alabama Bid Law requires that for any service or product over \$15,000, vendors shall have the opportunity to compete for the service or product.
- Developed new organizational policies, which included the Professional Dress Policy which provided guidelines for projecting a professional image through appropriate attire and the Resignation Policy which established guidelines for employees notifying the Personnel Board of their intent to terminate their employment in order to allow for the reasonable and efficient transition of work duties and responsibilities.
- Collaborated with the Board's Information Services department to develop the Financial Resource Center (FRC), an internal database that serves as the official source of information related to the Board's finances and business activities, to better assist management and staff.



HR Information Systems & Technology

HR Information Systems & Technology consists of Business Systems & Reporting (BS&R) and Information Technology (IT). BS&R serves as a central operations unit for the Personnel Board and is responsible for processing personnel actions, maintaining employee history, troubleshooting functional system issues, training and assisting system users, creating management reports, maintaining systems authorization, calculating seniority and eligibility, and updating databases. IT provides maintenance and support for the information network and data reporting/analysis needs of the Personnel Board and provides technical assistance to the jurisdictions using the Board's online information systems.

2011 Activity

- During the period covered in this report the IT department has been very active in improving access and functionality of the various web sites available to employees. One of these included improving the accessibility of the Classification Survey by restructuring employee access through direct links that are exclusive to employees whose job class has been included in this year's survey. The 2011 survey link was included on the main page of My Merit Matters.
- The PBJC Intranet was expanded with the introduction of the Financial Resource Center. The center provides internal management a central location for information pertaining to budgets, contracts and documents.
- Information Technology negotiated the upgrade of modules and a reduced contract maintenance fee with Lawson, the PBJC's HR information system provider, resulting in significant savings for the Personnel Board.
- The City of Leeds website has been augmented with additional functionality. The template based site now allows city officials the ability to add formatted documents for public viewing or download. In addition a form to upload/edit bid proposals was added to the site. PBJC is available to assist other jurisdictions with establishing web sites in the future.
- IT also created a sub-site within Merit Matters for Training MPACT program. The MPACT program is specifically designed for managers in the many jurisdictions of the Merit System to foster peer to peer level training communication, information sharing online through the training section of the PBJCAL website.
- Staff from BSR and IT worked with PeopleAdmin (the Personnel Board's online application system vendor) to upgrade and further customize the product to create greater efficiency in the application, register establishment, and certification list issuance processes. Previously, two separate systems were necessary for submitting applications, establishing registers, and issuing certification lists. The upgraded version of PeopleAdmin replaced these two systems with one system and eliminated the need for continued maintenance contracts with the other system.

- My Merit Matters was enhanced by creating a PBJCAL Publication Notification Sign Up. This online sign up was added to provide employees a method to register their email addresses and select specific notifications when the website is updated or when information has been added that may be of interest to them.
- With assistance from the Alabama Institute for Deaf and Blind (AIDB) the PBJC website was re-evaluated to conform to Section 508 of the Rehabilitation Act. The websites are being restructured to adhere more closely to real world use by deaf and blind users including the ongoing redesign of information allowing the data to be screen reader accessible.
- During 2011, BSR concentrated significant resources on a project to clear a substantial backlog of personnel actions from the City of Birmingham. This process presented a significant challenge to and drain on the department's resources for over a year; however, BSR worked with the City of Birmingham to complete the processing of all backlogged actions by the court established deadline of February 16, 2011. Their efforts were recognized through a certificate of recognition issued by United States District Court Judge Lynwood Smith.

Training & Development

Training & Development provides opportunities for employees to develop their personal and professional skills, knowledge, and abilities through a wide array of course offerings. In all, the department offers over 50 courses in both technical and non-technical fields for Merit System employees. Courses include communications, customer service, computer skills, diversity, ethics, legal, management, leadership, and supervision and are always free of charge to employees of the Merit System.

2011 Activity

- During the reporting period, 2242 employees attended training classes offered through our Supervisory Certificate Program, Basic Computer Skills Program, Elevate Program, the LEDGE (*LE*adership *D*evelopment for *G*overnment *E*xecutives) Program, and our MPACT (*M*anagers *P*reparing to *A*ccomplish *C*hange *T*oday) Program. The PBJC recognizes that it is often difficult for employees to be away from their workplace for training. To accommodate this, staff provides classroom instruction on site where possible. During this report time, 14 onsite training sessions were held for seven different jurisdictions.
- The ninth Certificate Graduation Ceremony for 44 program certificate recipients was held on April 29 at the Birmingham Botanical Gardens. Over 100 people attended the event. UAB Men's Basketball Coach Mike Davis served as the keynote speaker.
- Twenty Merit System employees began the first MPACT Program. This nine-month middle management leadership training consists of classroom training, guest speakers, electronic forums and experiential field trips to places such as NBC-13, Ruffner Mountain



and the Birmingham Civil Rights Museum. This “Alpha Pilot” group will work through the program which concludes in May 2012. The “Beta Pilot” begins in February 2012.

- In September, Stephen Owens joined the Training & Development team as a training advisor. He comes to the PBJC from a career in training, sales and sales management in various industries serving Fortune 500 customers in business development. In his most recent role, he managed the business functions for Pella Windows & Doors, a major building materials manufacturer, throughout the Southeast. He has delivered consistent growth and efficiency improvements through unwavering attention to customer satisfaction and education. Stephen holds a BS in Business Administration and BA in Criminal Justice from the University of Alabama, and a Masters in Business Administration with a focus in Human Resources and Leadership from Samford University.
- Ayla Russell is our newest training advisor, and she began her role in October. Ayla began working with the PBJC in August 2004 as part of the Resource Information Management Systems (RIMS) project to automate the Board’s processes. She played a primary role in developing reports and implementing the HRMS systems. Prior to the PBJC, Ayla worked 6 years at AmSouth Bank in Trust Operations. While there, she was a Wealth Management Operations Analyst and was apart of an implementation team to create online statements and assisted with the switch from mainframe to web based systems. She also was in the United States Army Reserves and was apart of a 100th Division Training Base Unit. Ayla is originally from Jackson, MS. She received a B.S in Business Administration from the University of Alabama.
- Staff have created a PBJC Training and Development Facebook page. Photos from each class are posted, as well as articles and links related to training and leadership.

Employee Relations

The Employee Relations Department provides information and assistance related to the Rules & Regulations, operating policies and procedures, the Enabling Act, and other state and federal laws that impact the Personnel Board and Merit System. Employee Relations is committed to treating all issues with the greatest discretion and respect, maintaining appropriate confidentiality, and helping employees and employers achieve a win-win outcome and enhance their working relationships.

- During the report period, ER received notification of 405 employee actions (grievances, disciplinary appeals, administrative leave without pay, etc.) – 52% of the employee actions received were not eligible for appeal in accordance with PBJC Rules & Regulations; 48% were eligible to appeal; of those eligible, 65% were actually appealed.
- The Three-Member Board rendered orders on 69 cases, eight of which was appealed to the Circuit Court.

Community & Professional Involvement

Community & Professional Involvement

The Board encourages its employees to participate in community outreach programs and civic and professional organizations in order to build relationships within professional networks and the community we serve. The following are representative of the many activities in which our staff are engaged. The Personnel Board of Jefferson County benefits from its employees' involvement in community and professional affairs through development of knowledge and skills of employees and increased awareness of the Personnel Board's presence and mission in the county and professional community.

Community Involvement

Roger McCullough, Manager of HR Information and Technology Services and Guy Dewees, Manager of Workforce Development and Applicant Services served as President and Vice President, respectively, of the Alabama Business Leadership Employment (ABLE) Network, a state-wide consortium of businesses in Alabama dedicated to the hiring and advancement of people with disabilities. Roger also served Chairman of the Board for the Alabama Department of Rehabilitation Services.

Raymond Goolsby, Recruiting Representative, is Co-Founder and a Core Member of PROPEL, a local youth mentoring organization. Raymond also serves as a Junior Board Member for Easter Seals of Birmingham. Tiffany Owens, Recruiting Representative, serves as a Mentor for Impact Family Counseling, a United Way organization that provides faith-based professional family counseling services

Cynthia Holiness, Business Officer, volunteered time to assist the United Way of Central Alabama Tax Preparation Event in January 2011 to provide free tax preparation services and credit reports to qualified citizens of Jefferson County. She also volunteered her time to assist the United Way of Central Alabama Call Center and Hands-On-Birmingham Project Homeless designed to provide housing, medical and hospitality services to people experiencing homelessness.

Kim Kinder, Compensation Manager, Chiasa Suzuki, Alyssa Singer and Karisa Morris, all Assessment & Development Specialists, volunteered time to the Community Food Bank of Central Alabama to help package food for distribution to schools so that children in need would have nutritious and easy to prepare food for the weekend. Kim is also a Visiting Allocation Team member for United Way of Central Alabama.



Ayla Russell volunteered time to assist Grace House Ministries, an agency that provides a home for girls from crisis background, and Alethia House, a safe haven for battered women. Ayla and Stacey Lange volunteered with the Susan G. Komen Race for the Cure annual breast cancer fundraiser.

Stephen Owens volunteered at Pathways Ministries, the Lovelady Center, the Glenwood Behavior and Autism Center, and the young leaders of the United Way of Central Alabama. He is also the assistant alumnus advisor for the Kappa Sigma Chapter at the University of Alabama. Pete Blank volunteered at the YWCA's Interfaith Hospitality House which offers shelter and supportive services for up to seven families at a time and the assistance needed to move them out of homelessness into housing.

The entire Performance Measurement team collected toys for Toys for Tots in December and volunteered at a local Toys for Tots distribution center in mid-December. Staff from Employee Relations volunteered time with Project Homeless Connect and the Christian Service Mission. Also through Hands on Birmingham, 15 employees of the Personnel Board collectively volunteered 89 hours in May, 2011 to assist in tornado disaster relief following the April 26, 2011 tornados in the greater Birmingham area.

The Personnel Board of Jefferson County's Green Team is a team of dedicated employees that continues to support and promote initiatives and programs designed to make the PBJC more environmentally friendly, from recycling to conservation.

Professional Involvement

In addition to volunteer community service activities, staff are active in professional organizations, including the Association of Government Accountants (AGA), the Government Finance Officers Association of Alabama (GFOAA), the Society of Industrial and Organizational Psychologists (SIOP), the American Psychological Association (APA), the Society for Human Resource Management (SHRM), the American Society for Training and Development (ASTD), the International Public Management Association – Human Resources (IPMA-HR), International Personnel Assessment Council (IPAC), and the American Society of Public Administration (ASPA), among others.

Pete Blank, Training Advisor, served as President of the Greater Birmingham Chapter of the American Society for Training and Development and Josh Gilliam, Training Advisor, served as the Vice President of Communications. Pete has been an invited speaker to multiple professional organizations. He was also recently selected to the Board of Directors for the Blue Ridge Conference on Leadership. Stephen Owens and Ayla Russell are both active members of the Greater Birmingham Chapter of ASTD.

Cynthia Holiness, Business Officer, participated in the Government Finance Officers Association of Alabama (GFOAA) 27th Annual Conference in February 2011. The GFOAA is designed to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Raymond Goolsby, Recruiting Representative, currently serves as President of the University of Alabama at Birmingham Masters in Public Administration Alumni Association and a Legislative Member of the Birmingham Society for Human Resources. Kim Kinder, Compensation Manager, is a Leadership Facilitator for the BSHRM Leadership Academy.

Jeffrey Crenshaw presented on employment testing at the 2011 Annual Conference for the International Personnel Assessment Council (IPAC) in Washington, DC. He also served as co-author on a peer-reviewed journal article published in the December, 2011 issue of the *Industrial & Organizational Psychology Perspectives on Science and Practice*. Brian Bellenger and Jeffrey Crenshaw authored separate chapters for a book titled, "Managing Human Resources from the Millennial Generation" which is scheduled for publication in 2012.

From June 28 through 30, 2011, the Performance Measurement department hosted employees from the Mobile County Personnel Board for a training and orientation event. The PBJC was contacted by the Mobile County Personnel Board and asked to provide an overview of our job analysis and test validation procedures. Four employees from Mobile County attended a three-day session that included classroom training, round table discussion, and shadowing of PBJC employees. This effort was made due to Mobile County's desire to ensure that their procedures were in keeping with professional guidelines and standards and that their work products were legally defensible.

