



2011

Semi-annual Report



Personnel Board
of Jefferson County
The Foundation of Your Merit System Career

Report Contents

The content of this report covers the first six months of the 2011 calendar year (i.e., January 1, 2011 – June 30, 2011). This report was submitted to the Citizens Supervisory Commission on November 15, 2011.

On the Cover

Sibyl Temple sitting atop Shades Mountain marks the northern entrance to Vestavia Hills, Alabama and serves as the symbol of the city. The landmark was designed by George Ward as a replica of the Temple of Sibyl in Tivoli, Italy and was originally located on his estate. In 1976, Sibyl Temple was relocated to its current location. In 1985, the Temple was added to the Alabama Register of Landmarks.

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 website at: <http://www.pbjcal.org/about/annualreports.aspx>





Personnel Board of Jefferson County

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Letter from the Director

November 15, 2011

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 first six months of the 2011 calendar year. I believe you will see from the contents of this report that this year is off to a very productive start.

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 on May 10, 2011 the Three-Member Board approved a budget that was 3.2% lower than the previous fiscal year. This marks the eighth consecutive year in which the Personnel Board has reduced its budget. Despite these budget reductions, we continue to work 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, increases in the number of applications received for Merit System jobs, and the development of a significant training program aimed at improving the skills of managers in the Merit System.

On the pages that follow you will find details on the progress of these and many other initiatives, as well as informative data on various aspects of the Merit System.

Sincerely,

Director, Personnel Board of Jefferson County

2011 semi-annual report

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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.

Judge Alan King

Probate Judge, Chairman
Jefferson County Courthouse

Bill Blackman

President
Central Alabama Labor Federation

Wesley Conwell, Jr.

Chairperson
Birmingham Urban League

Chief Ted Cook

Municipal Employee Representative

Brian Hilson

President and Chief Executive Officer
Birmingham Business Alliance

Dr. Carol Garrison

President
University of Alabama at Birmingham

Dr. George T. French

President
Miles College

Hezekiah Jackson

President
NAACP

Linda Jones-James

County Employee Representative

Dr. Robert A. Levin

President
Jefferson County Medical Society

Donna McCurry

President
Jefferson County PTA

Dr. Judy M. Merritt

President
Jefferson State Junior College

Rev. Michael E. Reese

President
Interdenominational Minister's
Alliance of Greater Birmingham

Mark S. Schantz

Interim President
Birmingham Southern College

Dr. Perry W. Ward

President
Lawson State Community College

Dr. Andrew Westmoreland

President
Samford University

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 the Washington, Lloyd & Henderson law firm. He earned his Bachelor 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.

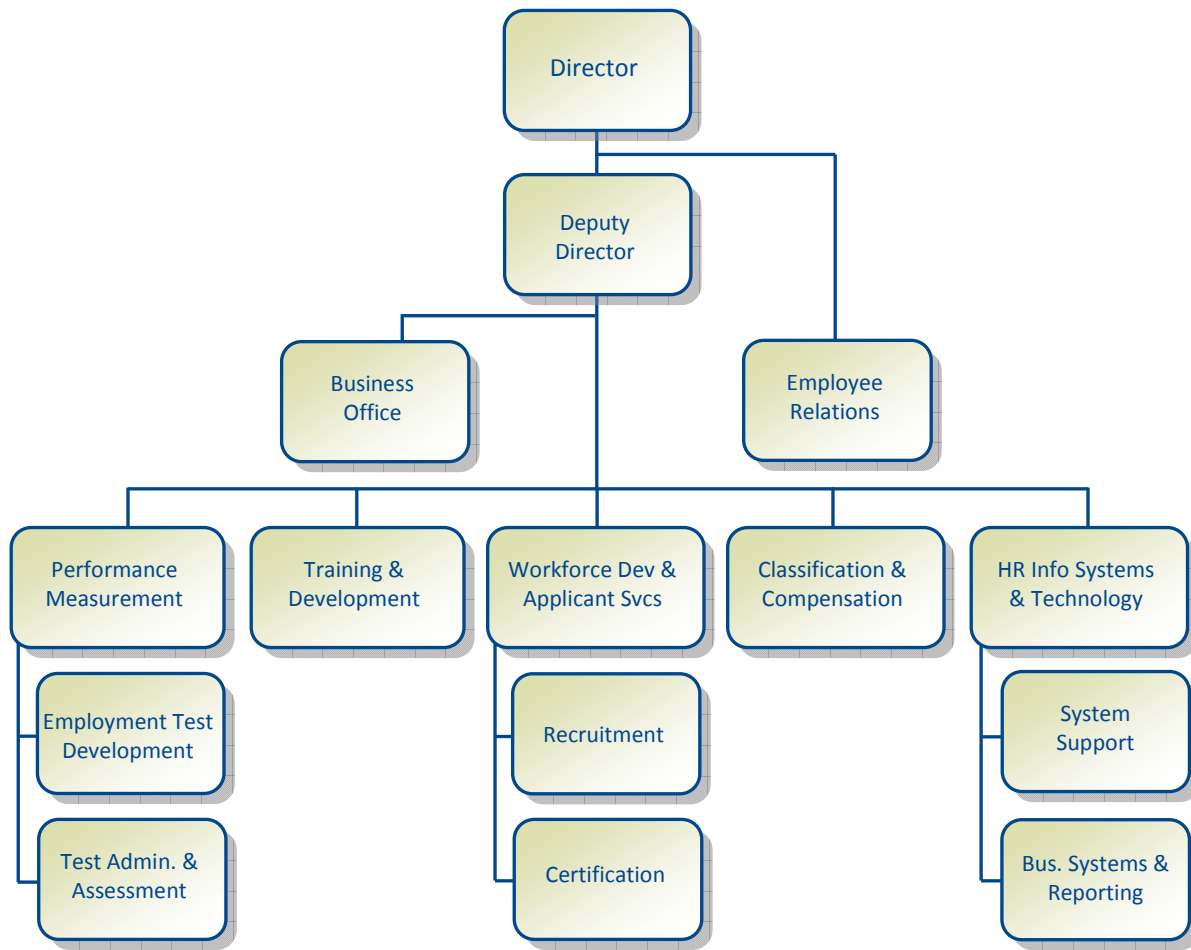
Ann D. Florie

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, UAB School of Public Health Advisory Board, 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.



Personnel Board Organizational Structure



organizational structure

Personnel Board Mission

The Personnel Board of Jefferson County's mission is to 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

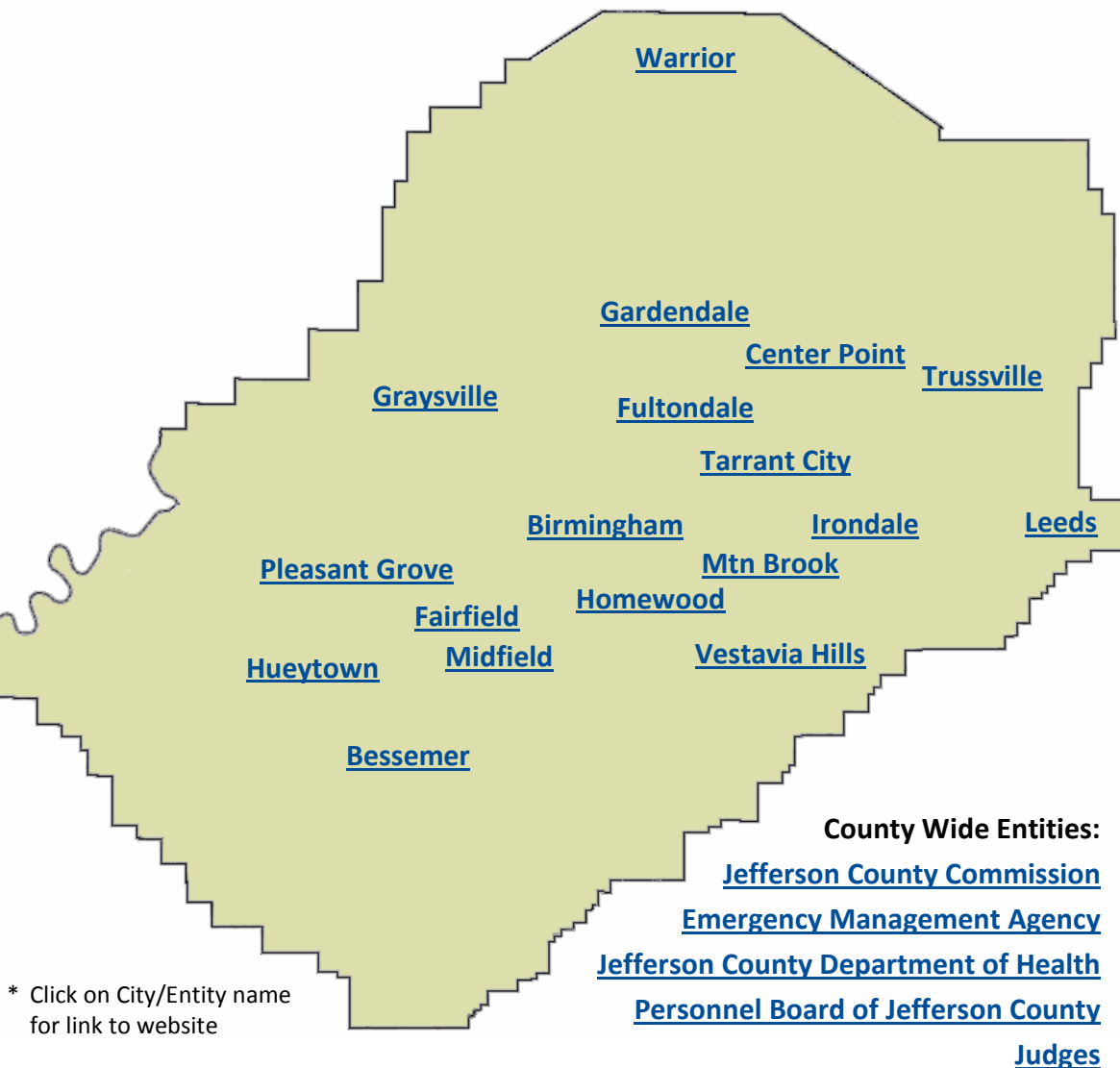
In order to continuously strive to fulfill our mission, in 2005, the Personnel Board adopted the following principles to guide operations and initiatives and serve as benchmarks against which the organization's success is measured.

- **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.

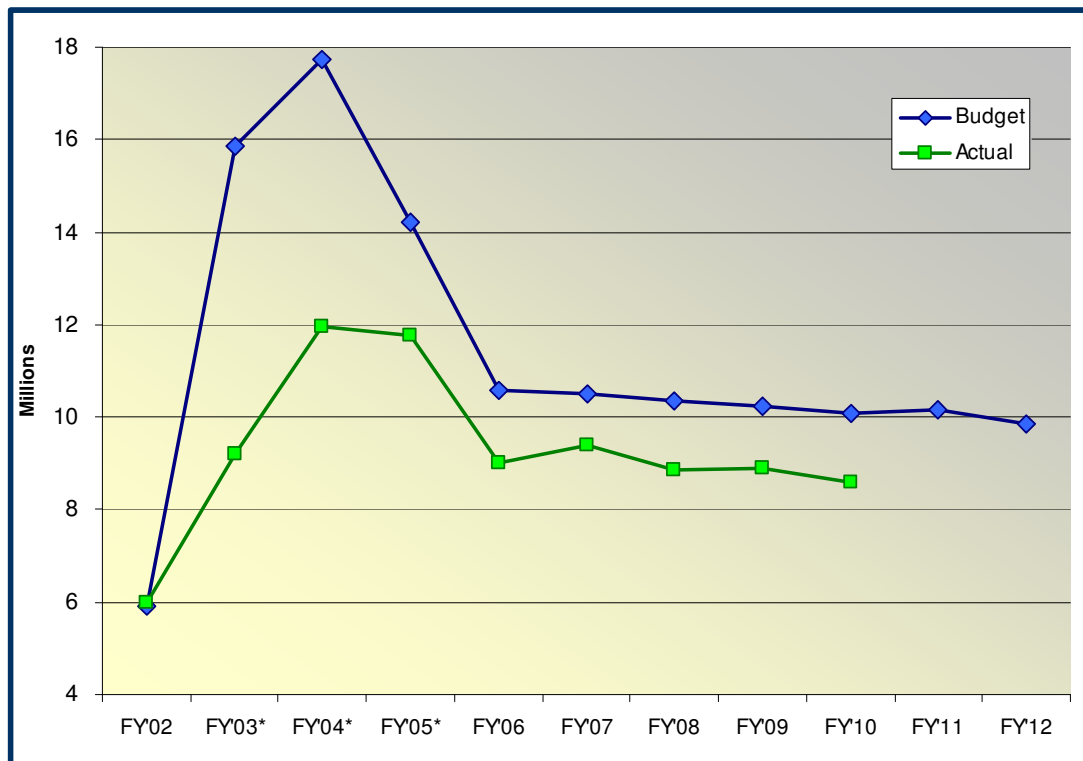


member jurisdictions

Financial Report

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. The period of this report covers the first half of the 2011. Detailed expenditure information on the 2011 fiscal year will be provided in the 2011 Annual Report. Presented below is information on the Fiscal Year 2012 budget, which was approved by the Board on May 10, 2011. Fiscal Year 2012 marks the eighth consecutive year in which the Personnel Board of Jefferson County has reduced its budget.

Annual Tracking of Budget and Actual Expenditures



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



Fiscal Year 2012 Budget

Budget Breakdown

Personnel Costs	\$4,660,134.00
Employee Benefits	\$1,253,461.00
Legislative Allowance (Board Member compensation)	\$ 7,500.00
Advertising	\$ 232,700.00
Systems Maintenance (includes hosting fees)	\$ 603,206.66
Professional Development	\$ 43,840.00
Other Travel (volunteer assessor & recruiting career events)	\$ 250,512.00
Legal Expenses (including hearing officer expenses)	\$ 699,000.00
Cravath, Swaine & Moore*	\$ 450,000.00
Other Professional Services (examination & transcription svcs)	\$ 413,590.00
Insurance Premiums	\$ 58,000.00
Rental-Facilities (hotel accommodations for volunteer assessors)	\$ 183,884.00
Office Supplies	\$ 36,290.00
Hospitality (meals for volunteer assessors)	\$ 50,480.00
Computer Software & Licenses	\$ 31,580.12
Capital Equipment (replace outdated computer equipment)	\$ 15,000.00
Capital Furniture (replace outdated County furniture)	\$ 22,000.00
Rent (rental of office space in 2121 building)	\$ 635,362.50
Other (includes postage, phone, computers, equipment rentals, etc.)	\$ 191,766.00
TOTAL	\$9,838,306.28

* Fifth payment of five scheduled payments ordered by the Federal Court as part of the termination of the Personnel Board's consent decree.

2011 Cost Cutting & Cost Containment Initiatives

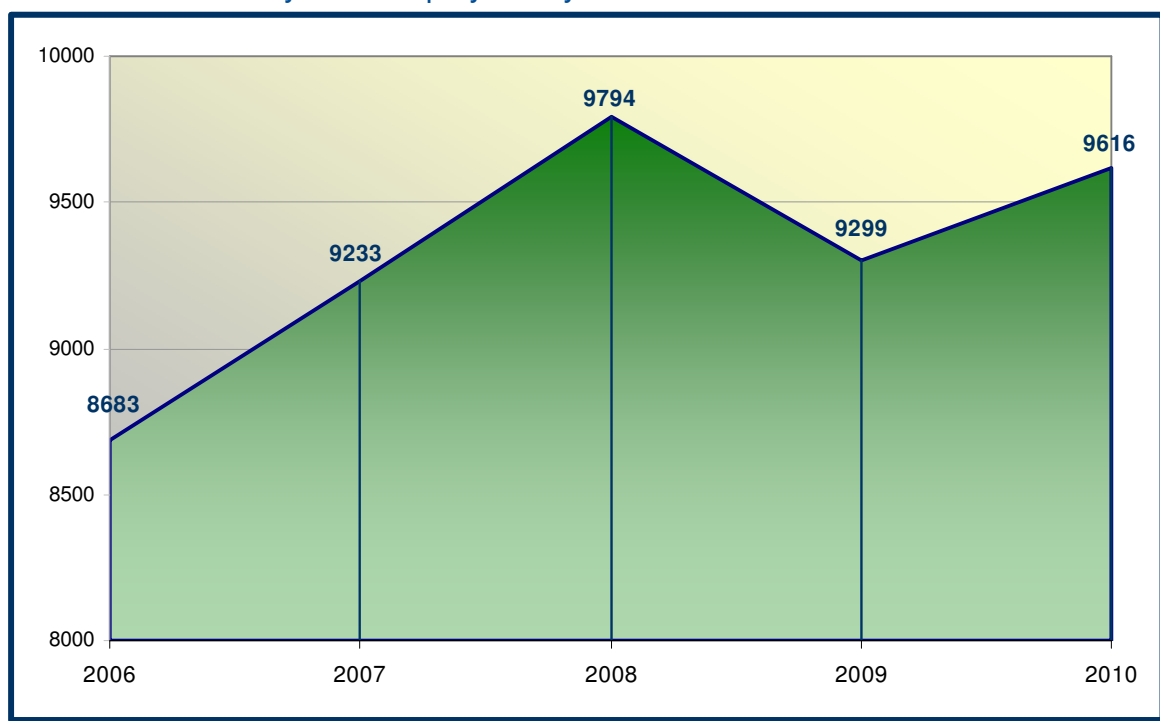
The Personnel Board has proactively taken a number of steps during the 2011 fiscal year to contain costs and be responsive to the financial challenges faced by our member jurisdictions. These steps include:

- Suspended merit raises for staff in fiscal years 2010 and 2011
- Foregoing cost of living adjustments
- 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

Merit System Workforce

Presented in this section is aggregated information on the number of employees within the Personnel Board of Jefferson County Merit System over a period of the last five years. Also provided is summary demographic data on employees within the Merit System as a whole and the individual jurisdictions. Updates on the final counts for 2011 will be provided in the 2011 Annual Report.

Number of Merit System Employees by Year



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



Classified Employees by Jurisdiction by Year

Jurisdiction	2010	2009	2008	2007	2006	% Change Previous Yr	% Change 5 Yr Period
Bessemer	457	478	466	449	434	-4.4%	5.3%
Birmingham	3611	3402	3487	3197	2981	6.1%	21.1%
Center Point	13	10	11	8	5	30.0%	160.0%
EMA	8	7	7	6	4	14.3%	100.0%
Fairfield	102	112	120	115	110	-8.9%	-7.3%
Fultondale ¹	45	58	60	61	61	-22.4%	-26.2%
Gardendale	110	105	112	91	90	4.8%	22.2%
Health Dept	501	516	508	499	548	-2.9%	-8.6%
Homewood	274	269	281	266	262	1.9%	4.6%
Hueytown	98	101	103	96	97	-3.0%	1.0%
Irondale	116	120	117	118	112	-3.3%	3.6%
Jefferson Co.	3440	3243	3643	3471	3150	6.1%	9.2%
Leeds	77	86	63	58	58	-10.5%	32.8%
Midfield	36	42	56	56	56	-14.3%	-35.7%
Mtn Brook	177	180	175	176	171	-1.7%	3.5%
Personnel Bd	61	64	64	70	72	-4.7%	-15.3%
Pleasant Grove	51	51	53	51	47	0.0%	8.5%
Tarrant City	83	91	90	89	86	-8.8%	-3.5%
Trussville	127	130	137	129	118	-2.3%	7.6%
Vestavia Hills	217	220	225	216	208	-1.4%	4.3%
Warrior	12	14	16	11	13	-14.3%	-7.7%
Total System	9616	9299	9794	9233	8683	3.4%	10.7%

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

¹ The Fultondale Gas Board was removed from the classified service resulting in a significant decrease in the number of employees for Fultondale from 2009 to 2010.

merit system workforce

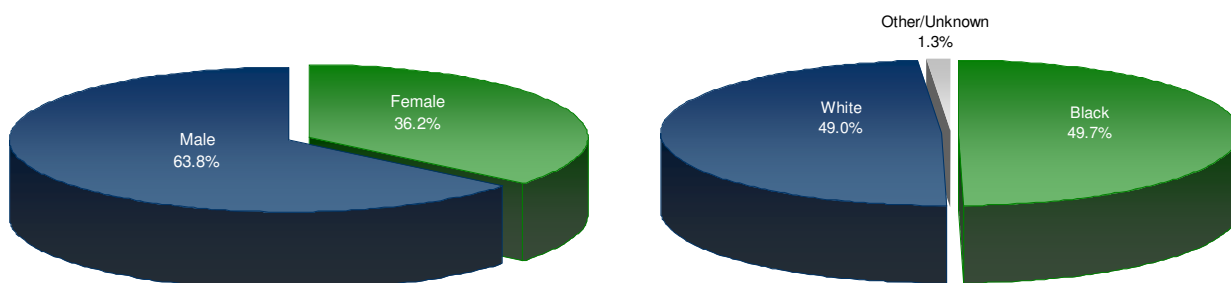
Classified Employees by Race and Sex for Jurisdictions

Jurisdiction	Sex		Race		
	Female	Male	Black	White	Other/ Unknown
Bessemer	99 (21.7%)	358 (78.3%)	274 (60.0%)	171 (37.4%)	12 (2.6%)
Birmingham ¹	860 (28.5%)	2154 (71.5%)	1975 (65.5%)	1016 (33.7%)	23 (0.8%)
Center Point	7 (53.8%)	6 (46.2%)	2 (15.4%)	11 (84.6%)	0 (0.0%)
EMA	3 (42.9%)	4 (57.1%)	2 (28.6%)	5 (71.4%)	0 (0.0%)
Fairfield	26 (25.5%)	76 (74.5%)	79 (77.5%)	23 (22.5%)	0 (0.0%)
Fultondale	10 (22.2%)	35 (77.8%)	5 (11.1%)	39 (86.7%)	1 (2.2%)
Gardendale	25 (22.7%)	85 (77.3%)	4 (3.6%)	105 (95.5%)	1 (0.9%)
Health Dept	375 (74.9%)	126 (25.15%)	280 (55.9%)	196 (39.1%)	25 (5.0%)
Homewood	48 (17.5%)	226 (82.5%)	56 (20.4%)	215 (78.5%)	3 (1.1%)
Hueytown	20 (20.4%)	78 (79.6%)	7 (7.1%)	89 (90.8%)	2 (2.0%)
Irondale	15 (12.9%)	101 (87.1%)	18 (15.5%)	92 (79.3%)	6 (5.2%)
Jefferson Co.	1534 (47.2%)	1714 (52.8%)	1555 (47.9%)	1670 (51.4%)	23 (0.7%)
Leeds	15 (19.5%)	62 (80.5%)	6 (7.8%)	70 (90.9%)	1 (1.3%)
Midfield	10 (27.8%)	26 (72.2%)	20 (55.6%)	14 (38.9%)	2 (5.6%)
Mtn Brook	27 (15.3%)	150 (84.7%)	19 (10.7%)	153 (86.5%)	5 (2.8%)
Personnel Bd	38 (62.3%)	23 (37.7%)	38 (62.3%)	22 (36.1%)	1 (1.6%)
Pleasant Grove	12 (23.5%)	39 (76.5%)	4 (7.8%)	45 (88.2%)	2 (4.0%)
Tarrant City	13 (15.7%)	70 (84.3%)	16 (19.3%)	66 (79.5%)	1 (1.2%)
Trussville	27 (21.3%)	100 (78.7%)	5 (3.9%)	121 (95.3%)	1 (0.8%)
Vestavia Hills	31 (14.3%)	186 (85.7%)	19 (8.8%)	192 (88.5%)	6 (2.8%)
Warrior	0 (0.0%)	12 (100.0%)	1 (8.3%)	11 (91.7%)	0 (0.0%)
Total System	3195 (36.2%)	5631 (63.8%)	4385 (49.7%)	4326 (49.0%)	115 (1.3%)

Note. Number of employees determined as of October 1, 2010.

¹ Figures do not include demographics for 789 employees (597 in Birmingham and 192 in Jefferson County) whose demographic information had not yet transferred from jurisdictional records to the Personnel Board HR Information System at the time the report was run.

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).

Presented in the table below are adjustments made by each member jurisdiction to their respective salary schedules for each of the last five years.

Jurisdiction Salary Schedule Adjustments

Jurisdiction	2007	2008	2009	2010	2011
Bessemer	0.0%	5.0%	3.0%	0.0%	0.0%
Birmingham	2.0%	4.0%	1.0%	0.0%	0.0% ^M
Center Point	2.0%	0.0%	7.0%	0.0%	0.0%
EMA	3.0%	3.0%	2.0%	0.0%	0.0%
Fairfield	5.0%	3.0%	0.0%	0.0%	0.0% ^M
Fultondale	2.5%	3.0%	4.0%	3.0%	3.0%
Gardendale	3.0%	3.0%	0.0%	0.0% ^M	2.0%
Health Dept	3.0%	1.0%	0.0%	0.0%	0.0%
Homewood	4.0%	1.0%	0.0%	0.0%	0.0%
Hueytown	2.5%	3.0%	3.0%	2.0%	0.0%
Irondale	5.0%	0.0%	3.0%	0.0%	0.0%
Jefferson Co.	3.0%	3.0%	2.0%	0.0% ^M	0.0% ^M
Leeds	0.0%	0.0%	5.0%	0.0%	0.0%
Midfield	3.0%	0.0%	0.0%	0.0%	0.0%
Mtn Brook	3.0%	3.0%	3.0%	0.0%	0.0%
Personnel Bd	2.0%	3.0%	2.0%	0.0% ^M	1.5% ^M
Pleasant Grove	3.0%	2.0%	0.0%	0.0%	0.0%
Tarrant City	3.0%	3.0%	0.0%	0.0%	0.0%
Trussville	6.0%	3.0%	0.0%	0.0% ^M	0.0%
Vestavia Hills	2.5%	1.0%	1.0%	1.0% ^M	0.0%
Warrior	3.0%	0.0%	0.0%	0.0%	0.0%

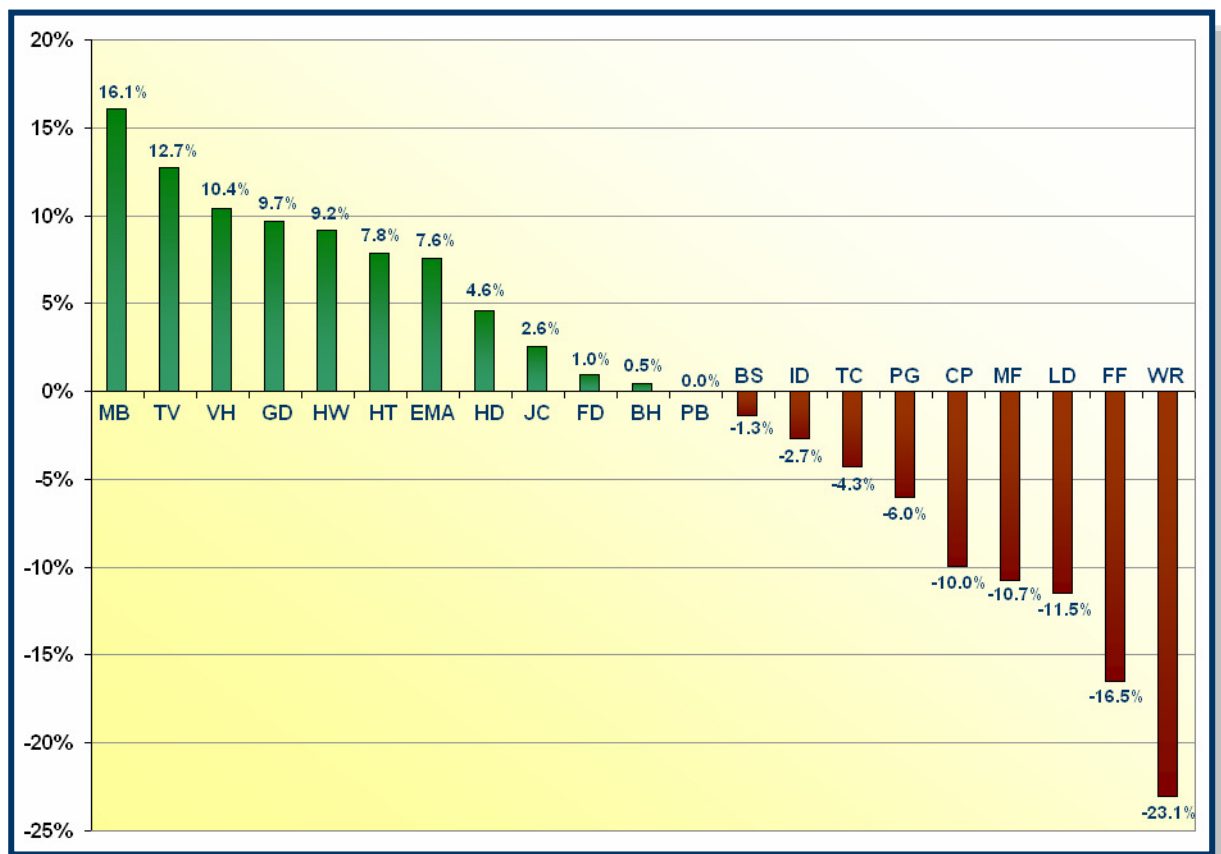
^M Indicates that jurisdiction did not provide a Merit increase to eligible employees for the given year.

jurisdiction pay

jurisdiction pay

Below is a comparison of base salary (excluding non-salary benefits) for fiscal year 2010-2011 of each jurisdiction 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 Schedule Comparison



Legend:

BH – Birmingham
 BS – Bessemer
 CP – Center Point
 EMA – Emer. 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

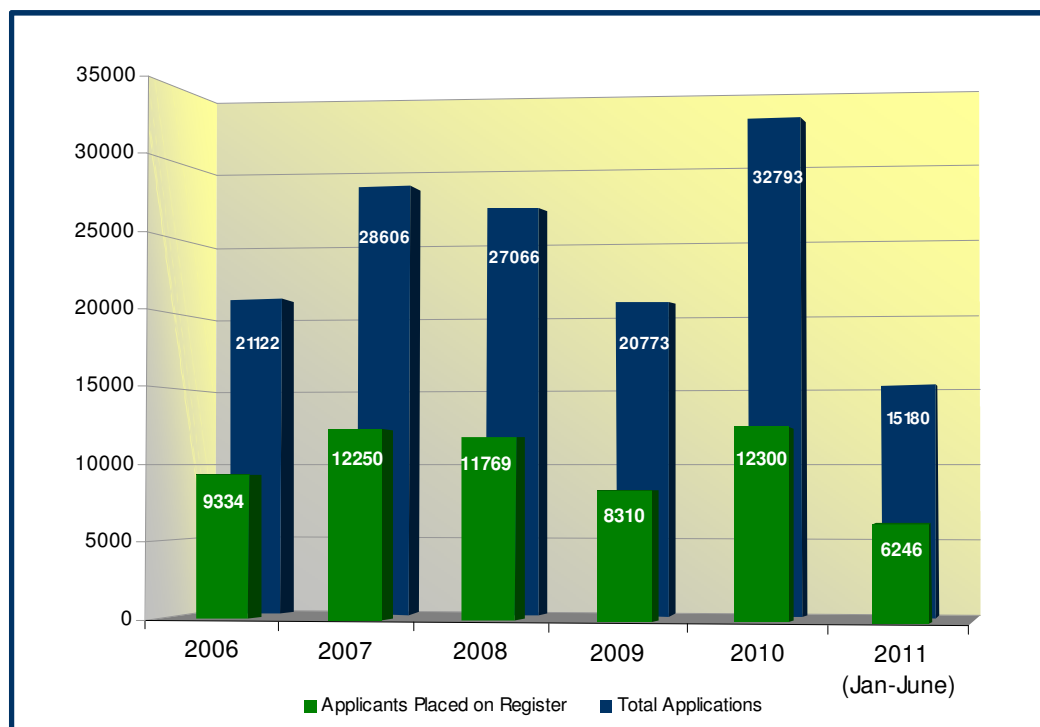
MB – Mountain Brook
 PG – Pleasant Grove
 TC – Tarrant City
 TV - Trussville
 VH – Vestavia Hills
 WR – Warrior



Application Information

The number of applications increased dramatically in 2010, compared to previous years and that trend has continued in the first half of 2011. As can be seen from the graph below, the first six months of 2011 have produced 15,180 applications, nearly half of the total received in 2010. The data within this section of the 2011 semi-annual report provides application trends over the last five years, the number of applicants progressing through various stages of the hiring process, and summary demographic information for each step of the application processing.

Applications Received by Year



Breakdown of Certification & Hiring

Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/ Unknown
Applicants Certified	13095	5936	6887	272	8057	4152	886
Bessemer	578	401	165	12	358	181	39
Birmingham	6612	3563	2932	117	4558	1650	404
Center Point	44	28	15	1	13	28	3
Dept of Health	123	52	67	4	57	58	8
Fairfield	31	26	4	1	15	15	1
Fultondale	82	35	46	1	45	33	4
Gardendale	198	114	80	4	83	99	16
Homewood	373	285	78	10	225	130	18
Hueytown	47	42	2	3	16	27	4
Irondale	315	214	99	2	190	110	15
Jefferson County	3506	507	2899	100	1867	1346	293
Leeds	283	166	112	5	139	121	23
Midfield	181	136	44	1	133	45	3
Mountain Brook	48	45	2	1	28	19	1
Personnel Board	93	41	50	2	29	50	14
Pleasant Grove	111	72	39	0	57	49	5
Tarrant City	118	60	55	3	67	45	6
Trussville	172	39	131	2	119	43	10
Vestavia Hills	131	75	54	2	45	72	14
Warrior	49	35	13	1	13	31	5
Applicants Hired	311	162	142	7	191	96	24
Bessemer	21	19	2	0	12	9	0
Birmingham	183	93	87	3	140	30	13
Center Point	2	1	1	0	1	1	0
Dept of Health	1	1	0	0	1	0	0
Fairfield	3	2	1	0	0	2	1
Fultondale	5	3	2	0	1	4	0
Gardendale	9	1	8	0	4	5	0
Homewood	7	6	0	1	2	4	1
Hueytown	2	1	0	1	0	1	1
Irondale	7	5	2	0	1	6	0
Jefferson County	30	1	27	2	19	7	4
Leeds	10	9	1	0	2	6	2
Midfield	5	5	0	0	4	1	0
Mountain Brook	1	1	0	0	0	1	0
Personnel Board	4	2	2	0	2	2	0
Pleasant Grove	5	4	1	0	0	4	1
Tarrant City	5	3	2	0	0	5	0
Trussville	2	1	1	0	1	0	1
Vestavia Hills	9	4	5	0	1	8	0
Warrior	0	0	0	0	0	0	0



Departmental Activity

Classification & Compensation

Classification and 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 final recommendations for the 2010-2011 Survey which began on September 7, 2010, were available in March of 2011. The survey included 266 Merit System jobs. Of the 1,055 survey participants, a total of 11 positions were recommended for reclassification into a different job class. A public hearing to adopt the recommendations is scheduled for July 12, 2011 with final recommendations available in August of 2011.
- The department has also been preparing for the 2011-2012 classification survey which opens in September of 2011. The upcoming survey will cover 243 Merit System job classes.

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 273 jobs from January 1, 2011 through June 30, 2011. A total of 15,180 applications were received and processed in response to the job announcements.

- A total of 63 new eligible registers were created during the report period. WDAS issued 429 certification lists for 251 job classes. For the period January 1, 2011 through June 30, 2011 the Board's average response time to the requests for lists of certified candidates was 62 minutes.
- The Board's Interactive Voice Response (IVR) system received (10,262) 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 238,872 emails to prospective applicants. Applicants with text messaging capability also receive Job Alerts through their mobile devices.

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 48 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, 1267 employees attended training classes. This includes classes offered through our Supervisory Certificate Program, Basic Computer Skills Program, Elevate Program, and our LEDGE (LEadership Development for Government Executives) Program.
- Training and Development 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, 11 onsite training sessions were held for 5 different jurisdictions.
- The ninth Certificate Graduation Ceremony was held on April 29 at the Birmingham Botanical Gardens. Over 100 people attended the event where we awarded 44 certificates. UAB Men's Basketball Coach Mike Davis was the keynote speaker. Our next graduation event in Spring of 2012 will be our 10th event since our programs began in 2007.



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 the first half of calendar year 2011, Performance Measurement conducted nine assessment center/test administrations, consisting of 1,791 individual tests/assessments. Also during this period, the division recruited 51 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 2,040 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 and compensation annual survey. Staff also completed job analyses for 33 additional jobs during the period covered by this report.

Employee Relations

Employee Relations (ER) 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 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.

2011 Activity

- During the report period, ER received notification of 223 employee actions (grievances, disciplinary appeals, administrative leave without pay, etc.) – 53% of the employee actions received were not eligible for appeal in accordance with PBJC Rules & Regulations; 47% were eligible to appeal; of those eligible, 92% were actually appealed.
- The Three-Member Board rendered orders on 27 cases, one of which was appealed to the Circuit Court.

HR Information Systems & Technology

HR Information Systems & Technology consists of Business Systems & Reporting (BSR) and Information Technology (IT). BSR 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 six-month 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.
- 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.
- In expanding the personalized functionality of My Merit Matters a new layer of security was added to the Profile section of the site. Employees can either select an existing security question or create their own and enter an answer to further protect against unauthorized access to personal information.
- 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.
- 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. Almost 500 users have signed up in the first 6 months.



- 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.
- Staff from BSR and IT have been working 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. Currently, two separate systems are necessary for submitting applications, establishing registers, and issuing certification lists. The upgraded version of PeopleAdmin will replace these two systems with one system.
- During the report period, 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.

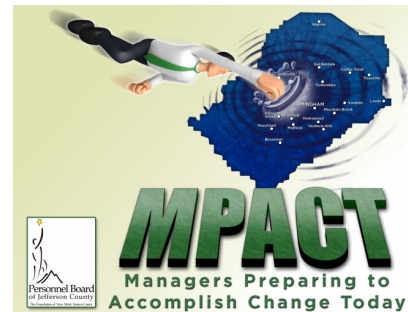
Spotlight on MPACT

Spotlight on MPACT

The Personnel Board of Jefferson County is excited to announce that in September of 2011, the Personnel Board Training & Development will roll out its newest training program called MPACT (Managers Preparing to Accomplish Change Today). This program is specifically targeted for Merit System managers and focuses on enhancing management through the development of skills to address the many challenges and issues faced by managers, particularly those within the public sector.

The MPACT program is an extensive three-part program focusing on classroom, computer, and community interactions. Participants complete the program as a cohort consisting of approximately 20 managers working together to enhance critical skills and develop networks within other jurisdictions. MPACT spans a nine month period, consisting of full day classes held once per month, resulting in approximately 80 hours of classroom instruction, exercises, networking, and dialogue. Each class covers a different topic or core competency, to include:

- Building Trust
- Enhancing Communication
- Enforcing Accountability
- Utilizing Discipline
- Developing Courage
- Improving Presentation Skills
- Sharing Knowledge
- Creating Lifelong Networks



An exciting part of this program will be the experiential nature of the classes. Most classes will be held at locations throughout Jefferson County and will tie in with each topic. For example, the Enhancing Communication class will be held at the NBC-13 studios. In addition to learning about employee communication, a local news anchor will share their views of communication in the workplace, followed by a tour of the newsroom and studios. Other training venues will include the Birmingham Museum of Art, Ruffner Mountain Nature Center, and the Birmingham Civil Rights Institute.

Employees who apply for this program must have completed a minimum of six (6) PBJC supervisory classes or three (3) LEDGE classes, have a minimum of one year experience as a supervisor with direct reports, have a minimum of one direct report for whom they are responsible for conducting performance appraisals, and have the written support of their manager.

An alpha pilot program will begin in September 2011 with a cohort of 22 participants and the beta pilot will start in early 2012. The program should open up to all Merit System employees in Fall 2012.



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 serve 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 serves 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 made donations to the Christian Service Mission to help citizens affected by the April tornadoes.



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.



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involvement

In April 2011, Cynthia Holiness, Business Officer, volunteered her time to assist Hands-On-Birmingham Project Homeless designed to provide housing, medical and hospitality services to people experiencing homelessness.

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).

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 was an invited speaker for the Birmingham Chapter of the International Association of Administrative Professionals and the Alabama Division of the IAAP. He was also recently selected to the Board of Directors for the Blue Ridge Conference on Leadership.

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 to be published in the upcoming issue of the *Industrial & Organizational Psychology Perspectives on Science and Practice*.

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.

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