

Personnel Board of Jefferson County



'13
ANNUAL REPORT





Report Contents

The content of this report covers the 2013 calendar year (i.e., January 1, 2013 – December 31, 2013). This report was submitted to the Citizens Supervisory Commission on May 20, 2014.

On the Cover

From left to right: Jefferson County Commission logo in Railroad Park, a grove of trees in Black Creek Park in Fultondale, a view of downtown Birmingham from Railroad Park, a sign marking the entrance to Vulcan Park on Red Mountain, a view of the Personnel Board lobby in the 2121 Building, and Sibyl Temple sitting atop Shades Mountain in Vestavia Hills.

Electronic Copies

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<http://www.pbical.org/about/annualreports.aspx>



FOREWORD by Executive Director LORREN OLIVER

May 20, 2014

Dear Citizen Supervisory Commission:

It is with great pride that I present to you and our community this report on the activities of the Personnel Board and its Merit System for the 2013 calendar year. On behalf of the employees and the members of the Personnel Board of Jefferson County, I express my gratitude for your support and commitment to the System. The 2013 calendar year was a busy and exciting time in the Merit System and I hope you enjoy reading about the many activities and accomplishments of the Personnel Board.

As you will see later in this report, the Personnel Board has continued its efforts to minimize the financial impact of the Merit System by reducing our budget and overall expenditures in 2013. I am pleased to announce that 2013 marked the 10th straight year in which the Personnel Board reduced its budget. This year marked the 11th straight year in which we closed out the year under budget and expenditures in 2013 were at the lowest level in that 11 year period! These financial numbers are a testament to the efforts of the Personnel Board staff, management, and Board Members to be fiscally transparent and responsible, while still providing a high level of service.

Within the pages of this report, I believe you will find valuable information about the Merit System in 2013. Most notably may be that 2013 realized a leveling off of the total number of employees within the Merit System, after experiencing over a 20% drop over the last five years. This has reduced the number of vacancies to be filled and, subsequently, the number of applications received and processed in 2013. However, I full expect that number to increase substantially in 2014 as a result of the stabilization of employment within the system.

In addition to Merit System data, the report outlines operational activities of our departments and significant initiatives being undertaken by the Personnel Board. Those initiatives include, but are not limited to the rolling out of a new 9-month leadership training certificate program title M-PACT (Managers Preparing to Accomplish Change Today) designed to enhance the skills and performance of Merit System managers, the development of an online performance management system that will be implemented within the System in the coming year, and the implementation of a new wireless network infrastructure, just to name a few. Finally, I'd also like to congratulate and recognize our Training & Development department for being named among the top 10% of leadership training programs in the country through the receipt of the 2014 **Leadership 500 Excellence Award!** I am extremely proud of their work, and the work of all of the Personnel Board staff, to make the Personnel Board Merit System a model civil service agency.

Thank you for taking the time to review the report and I look forward to providing more exciting news in the years to come!

Sincerely,

A handwritten signature in black ink, appearing to read "Lorren Oliver". The signature is stylized and fluid.

Executive Director, Personnel Board of Jefferson County



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CITIZENS SUPERVISORY Commission

Judge Alan King

Probate Judge, Chairman
Jefferson County Courthouse

Mr. Glyn Agnew

Chairperson
Birmingham Urban League

Officer Edward Watkins

Birmingham Police Department
Municipal Employee Representative

Mr. David Clark

President
Central Alabama Labor Federation

Dr. George T. French

President
Miles College

Pastor E.O. Jackson

President, Interdenom. Ministerial
Alliance of Greater Birmingham

Mr. Brian Hilson

President & Chief Executive Officer
Birmingham Business Alliance

Mr. Hezekiah Jackson

President
NAACP

General Charles C. Krulak

President
Birmingham Southern College

Dr. Judy M. Merritt

President
Jefferson State Junior College

Deputy David Crews

Jefferson County Sheriff's Department
County Employee Representative

Ms. D. Kim Munford

President
Jefferson County Parent Teacher Association

Dr. Greg W. Ayers

President, Jefferson County Medical Society

Dr. Perry W. Ward

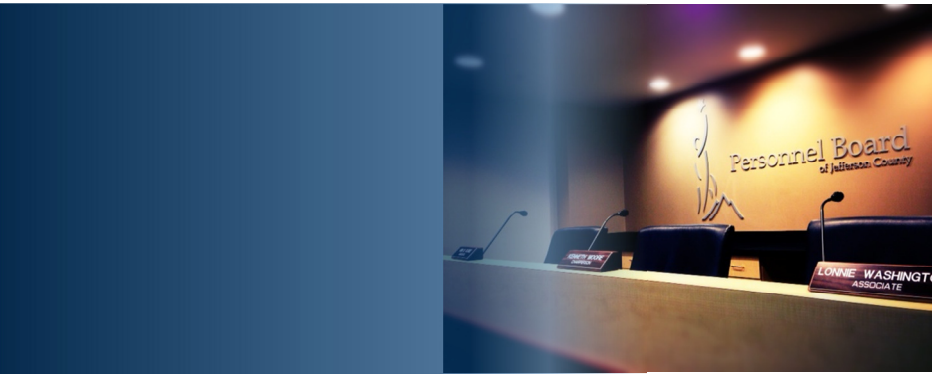
President
Lawson State Community College

Dr. Ray L. Watts

President
University of Alabama at Birmingham

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.

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.

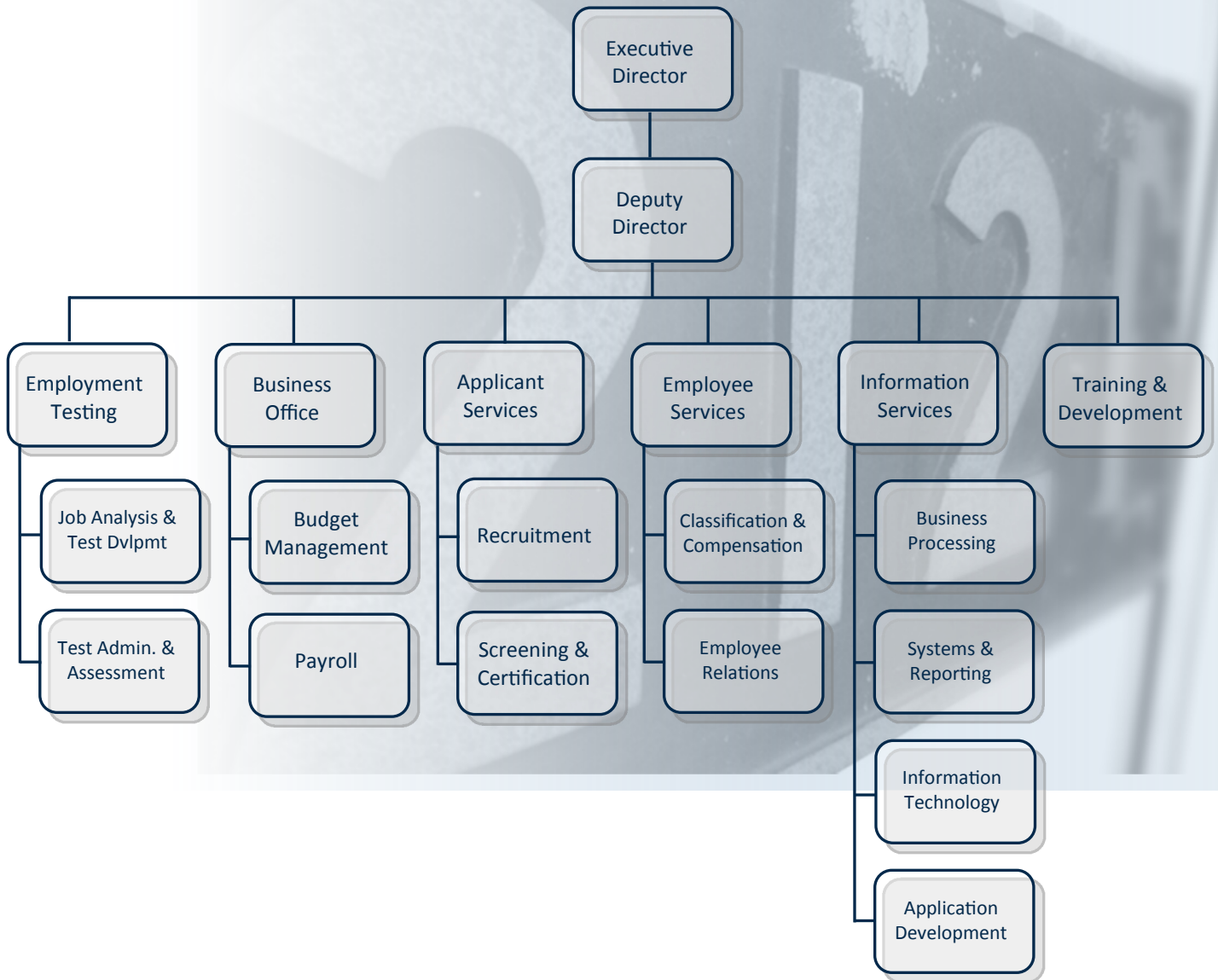
Lonnie A. Washington — Place No. 2 / Bessemer Cutoff District

Mr. Lonnie Washington has been a member of the Board since his appointment to Place No. 2 in November, 2010. Mr. Washington is a practicing attorney with Washington, Lloyd & Henderson law firm. He earned his Bachelor of Arts in English from Alabama State University and his Juris Doctor from Samford University's Cumberland School of Law. He was admitted to the Alabama State 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 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 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

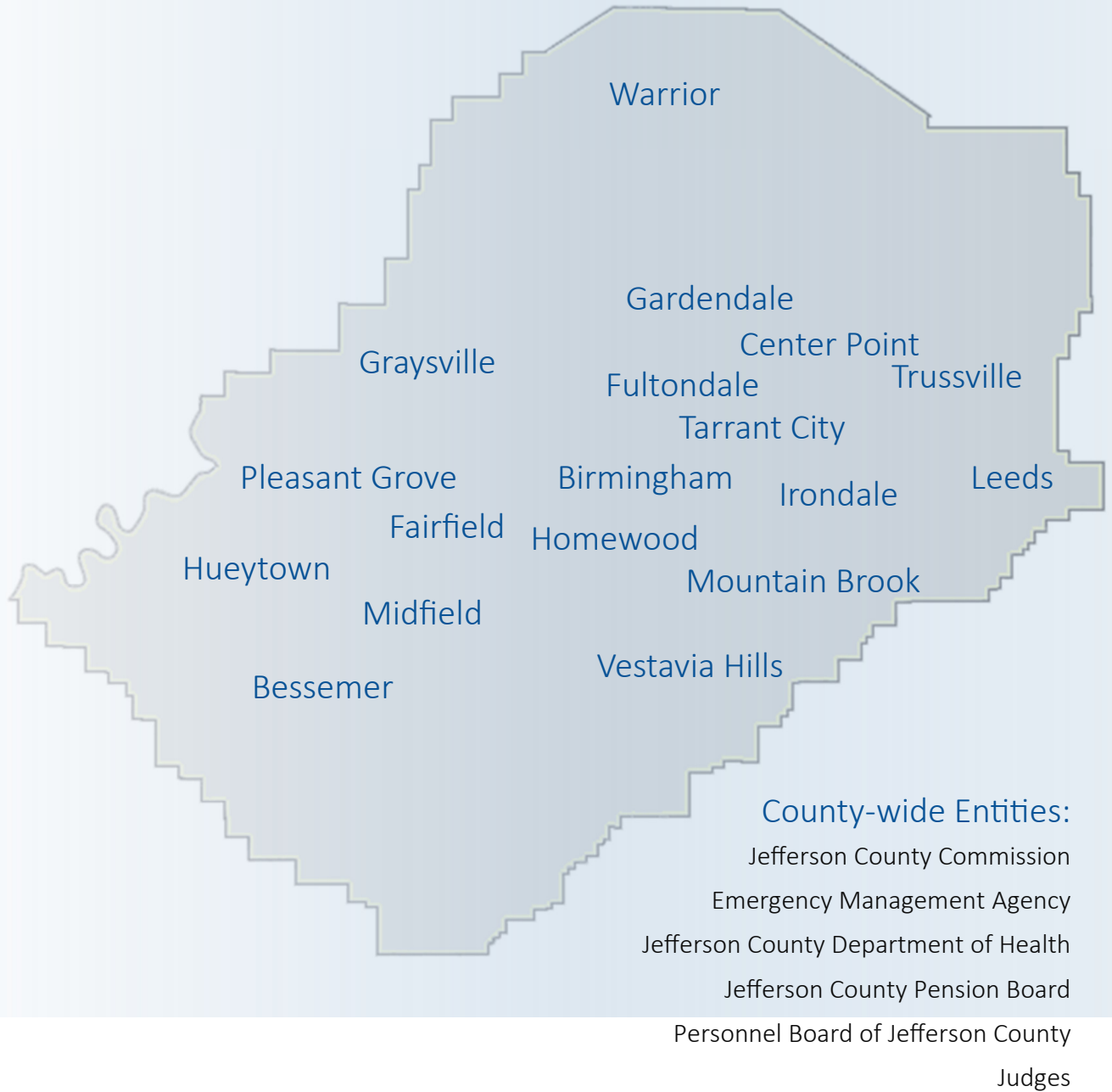
To establish a standard of excellence in service to member jurisdictions and the greater Birmingham community and become an agency recognized for professionalism, expertise, and integrity.

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.

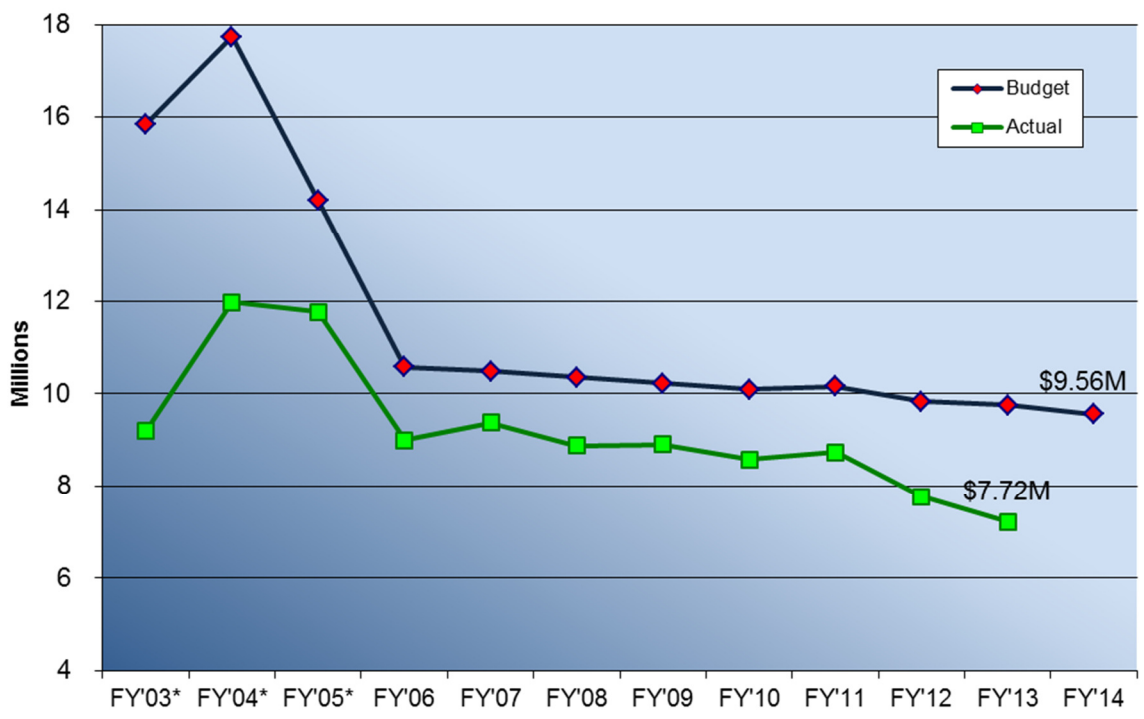
MEMBER Jurisdictions



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. Presented in this section is a financial report for the Personnel Board for fiscal year 2013 and the initiatives taken to contain costs. Please note that the fiscal year covered in this report spans the period of October 1, 2012 through September 30, 2013. As you can see from the chart below, the Personnel Board continued in 2013 to reduce its budget and its overall expenses. Fiscal year 2014 marked the tenth straight year that the Personnel Board has had a declining budget. Actual expenses were also at the lowest point in the past 11 years.



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

FINANCIAL Report

EXEPENDITURE BREAKDOWN	
Personnel Costs	\$ 4,022,640.82
Employee Benefits	\$ 941,417.13
Legislative Allowance (Board Members' compensation)	\$ 3,040.00
Advertising	\$ 32,570.12
Systems Maintenance (includes hosting fees)	\$ 386,698.39
Other Travel (volunteer assessor travel & recruiting travel)	\$ 113,212.14
Legal Expenses	\$ 314,625.59
Other Professional Services (exam & transcription svcs)	\$ 40,355.90
Insurance Premiums	\$ 19,047.00
Rental-Facilities (hotel accommodations for volunteer assessors)	\$ 96,313.62
Office Supplies	\$ 34,639.14
Computer Equipment and Software	\$ 238,937.36
Hospitality (meals for volunteer assessors)	\$ 19,677.99
Rent (rental of office space in 2121 Building)	\$ 635,362.08
Indirect Costs (County charge for central services)*	\$ 194,855.00
Other (includes telephone expenses, copier rentals, etc.)	\$ 125,930.32
TOTAL	\$7,219,322.60

2013 Cost Cutting & Cost Containment Initiatives

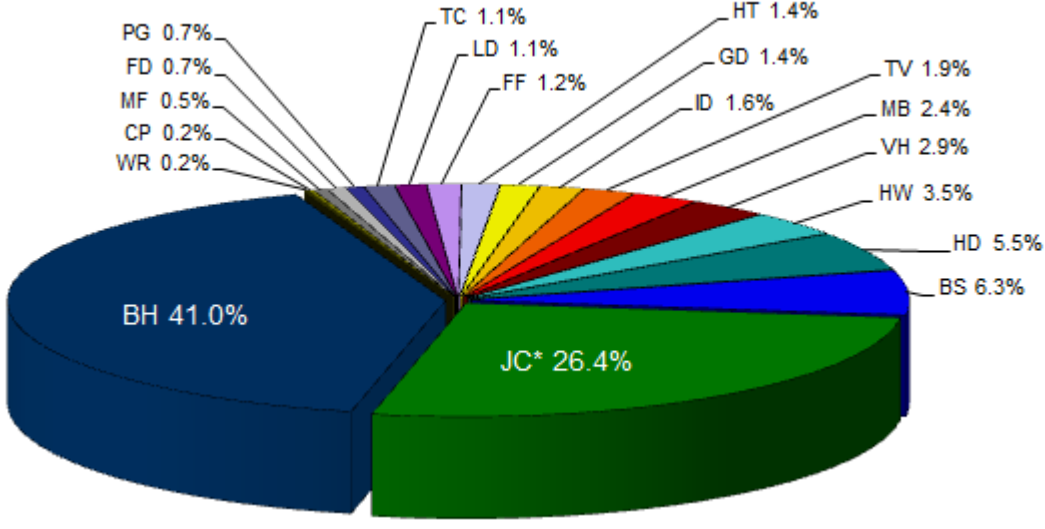
The Personnel Board has proactively taken a number of steps during the 2013 fiscal year to contain costs and be responsive to the financial challenges faced by our member jurisdictions. These steps include:

- Intentionally reducing advertising budget due to high unemployment levels.
- Implementing a hiring freeze (unless the position is deemed critical).
- Thoroughly evaluating all contracts and only renewing those of critical importance.
- Intensifying contract negotiation efforts for additional savings.
- Reducing legal expenditures.
- Leveraging technology to improve operational efficiencies and reduce supply and personnel costs.

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 2013.

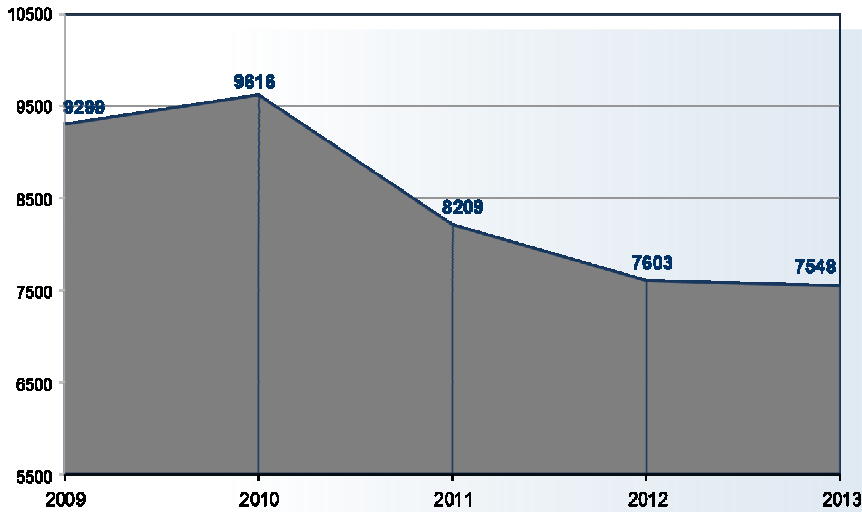


- Legend:**
- BH – Birmingham
 - BS – Bessemer
 - CP – Center Point
 - FD – Fultondale
 - FF – Fairfield
 - GD – Gardendale
 - HD – Health Department
 - HT – Hueytown
 - HW – Homewood
 - ID – Irondale
 - JC* – Jefferson County
 - LD – Leeds
 - MB – Mountain Brook
 - MF – Midfield
 - PG – Pleasant Grove
 - 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, 2013. See subsequent section for details on the employees by jurisdiction.

* Includes Jefferson County Emergency Management Agency (EMA) and the Jefferson County Pension Board.

WORKFORCE Demographics



This section presents information on the number of employees within the Personnel Board of Jefferson County Merit System, as well as within each of the jurisdictions served, over the past five years. Also provided are summary demographic data on employees within the Merit System as a whole and the individual jurisdictions.

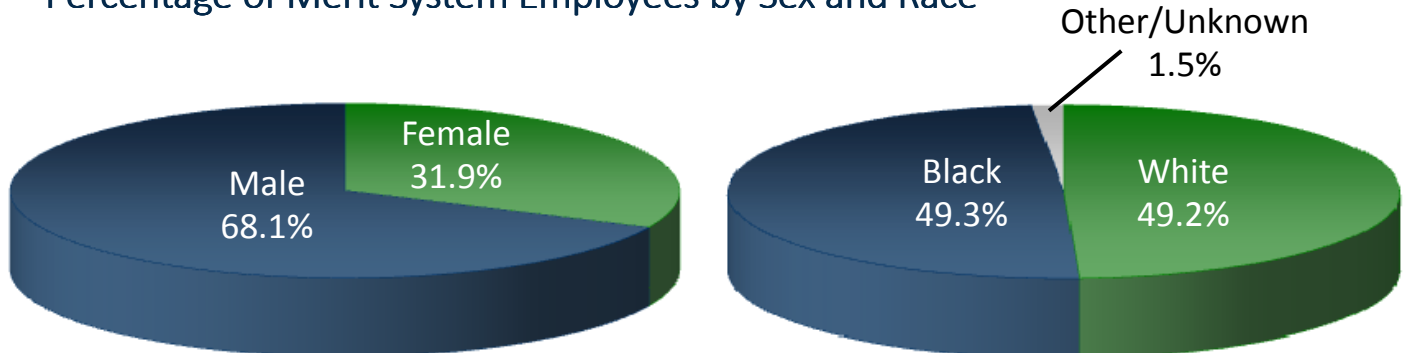
Jurisdiction	2013	2012	2011	2010	2009	% Change 1 Year	% Change 5 Years
Bessemer	470	442	439	457	478	6%	-2%
Birmingham	3074	3022	3098	3611	3402	2%	-10%
Center Point	14	13	10	13	10	8%	40%
EMA	8	8	8	8	7	0%	14%
Fairfield	93	89	93	102	112	4%	-17%
Fultondale	51	50	48	45	58	2%	-12%
Gardendale	105	106	107	110	105	-1%	0%
Health Dept	416	402	405	501	516	3%	-19%
Homewood	266	261	260	274	269	2%	-1%
Hueytown	105	100	103	98	101	5%	4%
Irondale	121	114	119	116	120	6%	1%
Jefferson County	1954	2173	2686	3440	3243	-10%	-40%
Leeds	84	75	81	77	86	12%	-2%
Midfield	38	38	37	36	42	0%	-10%
Mountain Brook	184	179	178	177	180	3%	2%
Pension Board	7	7	--	--	--	0%	NA
Personnel Board	55	49	54	61	64	12%	-14%
Pleasant Grove	49	52	52	51	51	-6%	-4%
Tarrant	83	78	80	83	91	6%	-9%
Trussville	143	130	132	127	130	10%	10%
Vestavia Hills	217	205	208	217	220	6%	-1%
Warrior	11	10	11	12	14	10%	-21%
Total System	7548	7603	8209	9616	9299	-0.7%	-18.8%

WORKFORCE Demographics



Jurisdiction	Sex				Race					
	Female		Male		Black		White		Other/Unknown	
Bessemer	100	21.3%	370	78.7%	294	62.6%	168	35.7%	8	1.7%
Birmingham	861	28.0%	2213	72.0%	2029	66.0%	1004	32.7%	41	1.3%
Center Point	6	42.9%	8	57.1%	4	28.6%	10	71.4%	0	0.0%
EMA	3	37.5%	5	62.5%	2	25.0%	6	75.0%	0	0.0%
Fairfield	27	29.0%	66	71.0%	72	77.4%	20	21.5%	1	1.1%
Fultondale	14	27.5%	37	72.5%	5	9.8%	45	88.2%	1	2.0%
Gardendale	20	19.0%	85	81.0%	5	4.8%	97	92.4%	3	2.9%
Health Dept	324	77.9%	92	22.1%	252	60.6%	141	33.9%	23	5.5%
Homewood	42	15.8%	224	84.2%	52	19.5%	213	80.1%	1	0.4%
Hueytown	21	20.0%	84	80.0%	9	8.6%	93	88.6%	3	2.9%
Irondale	17	14.0%	104	86.0%	19	15.7%	97	80.2%	5	4.1%
Jefferson County	812	41.6%	1142	58.4%	844	43.2%	1103	56.4%	7	0.4%
Leeds	15	17.9%	69	82.1%	13	15.5%	70	83.3%	1	1.2%
Midfield	9	23.7%	29	76.3%	25	65.8%	13	34.2%	0	0.0%
Mountain Brook	29	15.8%	155	84.2%	20	10.9%	158	85.9%	6	3.3%
Pension Board	6	85.7%	1	14.3%	1	14.3%	6	85.7%	0	0.0%
Personnel Board	32	58.2%	23	41.8%	33	60.0%	20	36.4%	2	3.6%
Pleasant Grove	10	20.4%	39	79.6%	4	8.2%	42	85.7%	3	6.1%
Tarrant	13	15.7%	70	84.3%	18	21.7%	65	78.3%	0	0.0%
Trussville	26	18.2%	117	81.8%	7	4.9%	134	93.7%	2	1.4%
Vestavia Hills	22	10.1%	195	89.9%	14	6.5%	195	89.9%	8	3.7%
Warrior	1	9.1%	10	90.9%	0	0.0%	11	100.0%	0	0.0%
Total System	2410	31.9%	5138	68.1%	3722	49.3%	3711	49.2%	115	1.5%

Percentage of Merit System Employees by Sex and Race



JURISDICTION Salaries

Salary grades and ranges for Merit System 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.

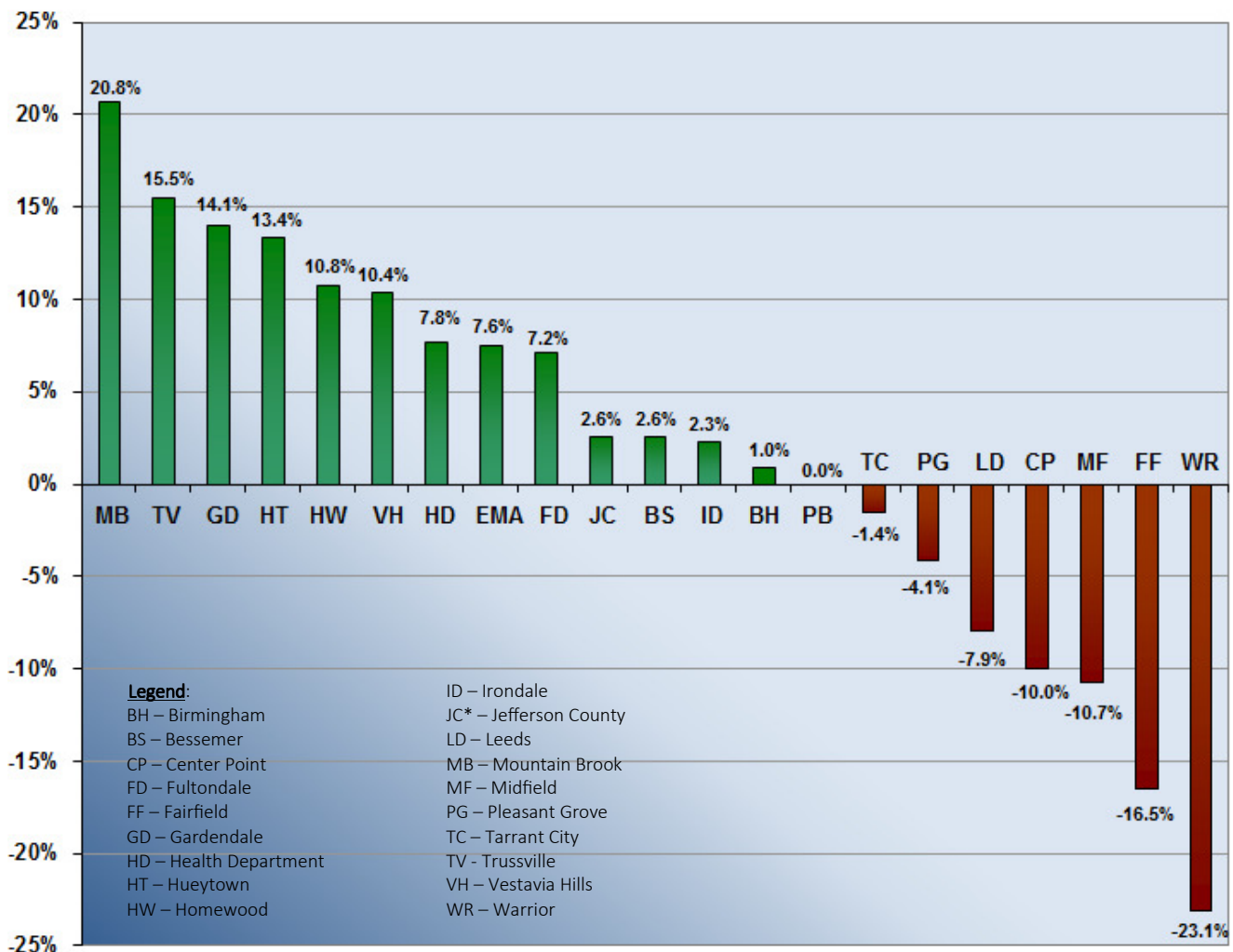
Percentage Adjustment to Salary Schedule by Jurisdiction

Jurisdiction	FY2009	FY2010	FY2011	FY2012	FY2013
Bessemer	3.0%	0.0%	0.0%	0.0%	4.0%
Birmingham	1.0%	0.0%	0.0% ^M	0.0% ^M	0.5%
Center Point	7.0%	0.0%	0.0%	0.0%	0.0%
Fairfield	0.0%	0.0%	0.0%	0.0%	0.0%
Fultondale	4.0%	3.0%	3.0%	3.0%	3.0%
Gardendale	0.0%	0.0% ^M	2.0%	2.0%	2.0%
Health Dept	3.0%	0.0%	0.0%	3.0%	0.0%
Homewood	0.0%	0.0%	0.0%	0.0%	1.5%
Hueytown	3.0%	2.0%	0.0%	2.0%	2.0%
Irondale	0.0%	0.0%	0.0%	3.0%	2.0%
Jefferson Co.	2.0%	0.0%	0.0%	0.0%	0.0%
Leeds	0.0%	0.0%	0.0%	0.0%	4.0%
Midfield	0.0%	0.0%	0.0%	0.0%	0.0%
Mtn Brook	3.0%	0.0%	0.0%	2.5%	1.5%
Personnel Bd	2.0%	0.0% ^M	1.5% ^M	0.0%	0.0%
Pleasant Grove	0.0%	0.0%	0.0%	0.0%	2.0%
Tarrant City	0.0%	0.0%	0.0%	0.0%	3.0%
Trussville	0.0%	0.0% ^M	0.0%	2.5%	0.0%
Vestavia Hills	1.0%	1.0% ^M	0.0%	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.



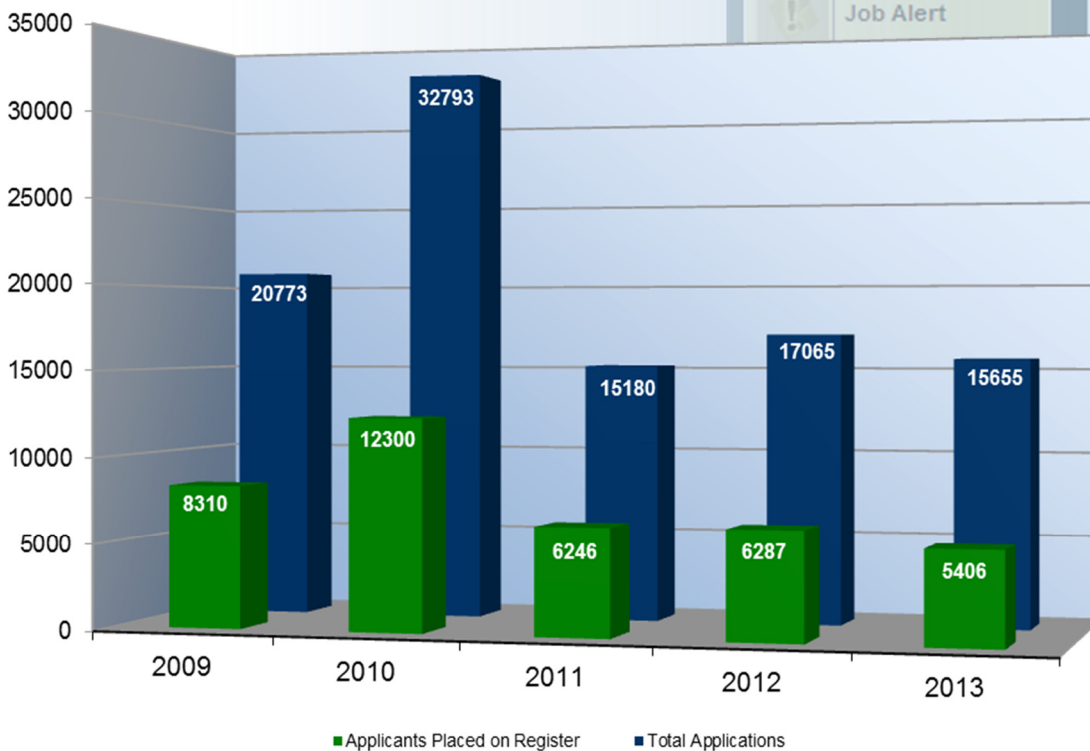
As previously mentioned, jurisdictions maintain and adjust their own salary schedules. Below is a comparison of the base salary (excluding non-salary benefits) for fiscal year 2013 of each of the jurisdictions within the Merit System to the Personnel Board’s base salary. The Personnel Board gathers compensation 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.



APPLICANT Information

The Personnel Board is the gateway to employment in the Jefferson County Merit System and classified positions within our member jurisdictions. Interested individuals submit applications through our electronic application system - www.jobsquest.org. Applications are accepted for a variety of public sector jobs and reviewed against job-related screening criteria. The chart below tracks the number of applications received and number of individuals placed on eligible registers over the past five years. The number of applications received in 2013 was the second lowest over this five year period. The lower number of applications received over the past three years has been substantially due to reduced number of job postings as a result of the layoffs and hiring freeze experienced by Jefferson County. It is anticipated that this trend will change significantly in 2014. 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.

JOBSQUEST.ORG
A Career. A Purpose. A Life.





Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/Unk
Applications Received	15655	8181	7190	284	9953	4572	1130
Passed Minimum Qualifications	12911	6718	5956	237	8070	3904	937
Failed Minimum Qualifications	2744	1463	1234	47	1883	668	193
Candidates Taking Employment Test ¹	3714	1227	2449	38	2009	1511	191
Passed Test	3010	1104	1876	30	1642	1223	145
Failed Test	704	123	573	8	367	288	46
Applicants Placed on Register ¹	5406	2922	2343	141	3008	1956	442
Applicants Certified	20490	8894	11253	343	12518	6569	1403
Bessemer	1574	903	654	17	953	536	85
Birmingham	7001	2978	3892	131	4546	1987	468
Center Point	116	69	47	0	54	57	5
Department of Health	1453	285	1124	44	922	422	109
Fairfield	595	249	337	9	431	128	36
Fultondale	130	86	43	1	64	62	4
Gardendale	784	256	515	13	428	288	68
Homewood	1290	526	750	14	834	382	74
Hueytown	490	177	303	10	314	136	40
Irondale	852	348	499	5	566	238	48
Jefferson County	2629	940	1641	48	1661	788	180
Leeds	648	338	301	9	307	292	49
Midfield	185	109	76	0	120	52	13
Mountain Brook	346	254	89	3	144	175	27
Personnel Board	265	111	150	4	156	85	24
Pleasant Grove	117	64	51	2	60	47	10
Tarrant City	548	377	167	4	276	231	41
Trussville	796	424	358	14	392	333	71
Vestavia Hills	565	308	243	14	261	259	45
Warrior	106	92	13	1	29	71	6
Applicants Hired	849	554	276	19	431	360	58
Bessemer	69	59	9	1	50	17	2
Birmingham	367	248	114	5	241	109	17
Center Point	5	1	4	0	3	1	1
Department of Health	40	14	24	2	20	15	5
Fairfield	16	11	5	0	16	0	0
Fultondale	4	2	1	1	0	3	1
Gardendale	26	13	12	1	0	24	2
Homewood	24	15	9	0	8	13	3
Hueytown	15	9	4	2	0	11	4
Irondale	14	11	3	0	5	8	1
Jefferson County	135	74	60	1	69	59	7
Leeds	25	20	5	0	2	23	0
Midfield	2	2	0	0	1	1	0
Mountain Brook	12	10	2	0	0	12	0
Personnel Board	10	6	4	0	5	2	3
Pleasant Grove	5	1	3	1	1	3	1
Tarrant City	17	11	5	1	5	7	5
Trussville	28	21	6	1	4	22	2
Vestavia Hills	35	26	6	3	1	30	4
Warrior	0	0	0	0	0	0	0

Note. Data provided for the number certified includes individuals *certified* during the 2013 calendar year. Data reflect not only individuals who applied in 2013, but also those who applied in prior years and remained on an eligible register in 2013.

¹ "Employment Tests" refer to structured measures beyond application screening.



DEPARTMENTAL Updates

Classification & Compensation

Classification & Compensation is responsible for establishing all Merit System jobs, assuring employees are properly assigned to job classes, and appropriately assigning salary grades to job classes. 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.

2013 Activity

- Annually, Classification & Compensation and Employment Testing staff conduct a review of selected classes in the Jefferson County Merit System. Section 12 of the *Enabling Act*, mandates the review of each position once every five years. The Board accomplishes this by studying approximately 20% of the positions each year. During 2013, the 2012-2013 Survey encompassing 135 Merit System job classes (3,751 employees) in Public Safety, Wastewater Treatment, Building Maintenance, Housekeeping, Skilled Trades and Streets and Sanitation was concluded. Over 2,000 employees submitted survey information and a total of 5 positions were recommended for reclassification into a different job class. Also during 2013, the department “kicked off” the 2013-2014 Survey, which includes 65 Merit System job classes (351 employees) in the Nursing Services, Lab, Physical Therapy, Occupational Therapy, Environmental Health, Dental Services, Mental Health, Public Health Admin, Nutrition Services and Pharmaceutical job families. Final recommendations for the 2013-2014 survey are scheduled to be available in June of 2014.
- During 2013, fifteen requests for approval to use an independent contractor were received from various jurisdictions. 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 15 requests were approved by the Three-Member Board.
- Given the importance of employee performance evaluation in aiding employee and organizational effectiveness, Classification & Compensation, in conjunction with Information Services, has been working to revamp the Merit System performance appraisal tools and process. The newly designed performance appraisal process will be completed on-line and will include several performance management tools, such as self-evaluation forms and goal setting and evaluation processes. During 2013 there was significant progress made to finalizing the system. Pilot testing will continue and a gradual rollout implementation of the system will begin in 2014.



- After a thorough and extensive analysis, Classification & Compensation determined it was necessary to restructure job classes in the Administrative Assistant job family in order to remain competitive with the job market and appropriately distinguish the different job duties performed by each job class. Well in advance of implementation, the Personnel Board began communicating with employees, department heads, human resources representatives and Appointing Authorities. The first communication regarding the restructuring was sent in July 2013 and was followed by several other pieces of correspondence, including a detailed report. In addition, meetings were held at the Personnel Board and in the jurisdictions to explain the process and answer any questions. There were a total of 550 employees in the administrative assistant job classes, of which 35 employees required a salary increase as their salary was below the new job grade minimum. The previous and new structure (effective November 1, 2013) is below:

Existing Job Title	Existing Grade	New Job Title	New Grade
Administrative Assistant I	10	Administrative Clerk	13
Administrative Assistant II	13		
Administrative Assistant III	16	Administrative Assistant	16
Administrative Assistant IV	19	Administrative Supervisor	19
Administrative Coordinator	22	Inactive - no longer used	n/a

- In September 2013, Classification & Compensation began discussions with member jurisdictions regarding educational premium pay. The existing procedure required that the degree major area of study be job related as deemed appropriate by both the Appointing Authority and the Director of the Personnel Board. Due to differences in the interpretation of the policy the Personnel Board held round table discussions with Appointing Authorities, Department Heads, Police Chiefs, Fire Chiefs, Employee Association Representatives and HR Representatives in November 2013. At the meetings, individuals discussed issues and concerns with the existing policy and made recommendations for changes to the educational premium pay policy. The Personnel Board plans to present a revised policy to the Three-Member Board for approval in February 2014.
- In 2013, the Classification & Compensation Department approved a total of 181 new positions, 50 advanced step requests, 2 new job classes (Storm Water Specialist and Meter Operations Support Specialist) and 3 premium pay requests.



DEPARTMENTAL Updates

Applicant Services

Applicant Services 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. Work within this department includes announcing the acceptance of applications for Merit System jobs, implementing targeted recruiting efforts for hard to fill positions, reviewing and screening applications, receiving requests to fill vacancies for our member jurisdictions, and issuing certification lists containing application information for individuals eligible for hire.

2013 Activity

- Applicant Services posted announcements for the acceptance of applications for 95 positions from January 1, 2013 through December 31, 2013. A total of 15,655 applications were received and processed in response to the job announcements.
- A total of 110 new eligible registers, as well as 34 layoff registers for 178 individuals, were created during the reporting period. Applicant Services also issued 874 certification lists for 552 job classes. For the period January 1, 2013 through December 31, 2013 the Board's average response time to the requests for lists of certified candidates was 4 hours and 46 minutes.
- The Board's Interactive Voice Response (IVR) system received (4,874) 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 over 500,000 emails to prospective applicants. Applicants with text messaging capability also receive Job Alerts through their mobile devices.
- Applicant Services staff members attended 17 career events and jobs fairs at colleges, universities, and community organizations throughout the state.



Employment Testing

The Employment Testing Division focuses on facilitating the hiring of well-qualified and successful employees into Merit System positions through valid and legally defensible employee selection processes. To accomplish this, Employment Testing 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. The types of selection systems developed and administered include structured interviews, computer-based skills assessments, high-fidelity job simulations, work samples, and assessment centers. The division strives to maximize the efficiency and effectiveness of large-scale test administrations by leveraging technology to enhance and facilitate the administration process.

2013 Activity

- In 2013, Employment Testing conducted 32 assessment center/test administrations, consisting of 3,714 individual assessments. Also during this period, the division recruited 207 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 Personnel Board. This resulted in 8,280 hours of work time donated by public safety and personnel selection professionals from across the country to the Board.
- Test development activities were conducted for a variety of public safety jobs in 2013. Early in 2013, assessment centers were developed for the Police Series jobs, including the ranks of Sergeant, Lieutenant, and Captain. Later in 2013, assessment centers were developed for the jobs of Fire Chief and Fire Battalion Chief II. These efforts involved volunteer subject matter experts from police and fire departments located across the United States.
- Among the jobs tested during 2013 were the Police series jobs, including Police Sergeant, Police Lieutenant, and Police Captain. Additionally, tests were administered for Police Officer/Sheriff's Deputy and Firefighter.
- Job analyses were finalized for 102 jobs in during the 2013 calendar year. Included in these were jobs that were part of the 2013-2014 classification survey, such as jobs in the fields of nursing, dental, nutrition, pharmaceutical, hospital administration, environmental health, public health administration, mental health, and laboratory/hospital technical services.



DEPARTMENTAL Updates

Employee Relations

The Employee Relations Department is the workforce compliance arm for the Merit System, tasked with ensuring that the Rules and Regulations of the Personnel Board, the Enabling Act, and other applicable rules and procedures, are adhered to in the administration of the discipline, grievance and appeals procedures. Employee Relations team members interact daily with employees, supervisors, department heads, and lawyers, to provide guidance on the interpretation and application of the Rules and Regulations. Additionally, Employee Relations advisors facilitate the administrative hearing process, which is the quasi-judicial forum where employee appeals are evaluated by a third-party Hearing Officer, who renders a report and recommendation to the Three-Member Board for a final ruling. If an employee seeks judicial review of the Personnel Board's ruling, Employee Relations is tasked to prepare and certify the official record for consideration by a three-judge panel in the Jefferson County Circuit Court.

2013 Activity

- During the reporting period, Employee Relations received a total of 452 employee actions (e.g., disciplines, grievances, administrative leaves) from member jurisdictions, of which 21% were eligible for appeal. Of the actions that were eligible for appeal, 45% of the employees appealed the actions.
- Employee Relations presented a total of 88 appeals cases to the Three-Member Board for final review. Of those cases 56 (64%) were Administrative Leave Without Pay Appeals, initiated by employees impacted by the closing of Cooper Green Mercy Hospital on January 1, 2013.
- The Three-Member Board reviewed 88 employee appeals during the reporting period. Of those appeals, 20% appealed to the Jefferson County Circuit Court, 80% did not appeal the final order of the Board. There are 11 cases remaining under review by the Circuit Court judges.
- During the reporting period, Employee Relations analyzed 306 rehire requests from former merit system employees seeking re-entry into the system. Of those requests, 266 (87%) rehire requests were approved and 40 (13%) were denied.



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 in conjunction with Information Services; processing payroll for Board employees; and developing and maintaining policies to ensure effective organizational functioning.

2013 Activity

- In 2013 the Personnel Board continued its concerted efforts to minimize the financial impact the Board's operations has on the municipalities that we serve. With these efforts in place, the Business Office finalized the 2014 fiscal year budget in June, 2013 at \$9,558,275, a reduction of \$205,618 compared to 2013 budget.
- The Business Office worked with the County's Purchasing Department to release four requests for proposals/invitations to bid (hotel accommodations for volunteer assessors, managed internet services, online application services and wireless implementation 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.
- The Business Office also collaborated with the Board's Information Services department to enhance the Board's internal web-based budgeting system which allows the management team to enter budget projections and justifications. The web-based budget program was developed in 2013 and was created to improve efficiencies in the annual budgeting process.



DEPARTMENTAL Updates

Information Services

Information Services consists of Business Processing, Systems & Reporting, Information Technology, and Application Development. Information Services serves as a technical hub for the Personnel Board and the central operations unit 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, network system maintenance and support, and web-based and desktop application development. The department also provides technical assistance to the jurisdictions using the Board's information systems.

2013 Activity

- In 2013, Information Services redesigned the file layout and information requirements for the payroll certification process. The department successfully implemented this change for two jurisdictions in 2013 and has plans to apply the change to additional jurisdictions in the next year.
- Throughout the 2013 calendar year, Information Services processed 9,742 Merit System personnel actions including, but not limited to hires, promotion, demotions, merit increases, reassignments, transfers, leave of absences and separations.
- During 2013 and into 2014, Information Services worked with the City of Birmingham to help implement their new human resource information management system. Staff provided support for payroll and data mapping issues as well as testing of the personnel action for the Board's interface file.
- Information Services contracted with AT&T to provide internet services to the Personnel Board. The preliminary work for these services was completed in 2013, including purchasing necessary equipment, conducting site surveys, and completing the wiring. The internet line and testing of the service will be implemented in early 2014.
- In 2013, Information Services worked to install, mount, and configure equipment and software for the Personnel Board's wireless network. The network will be fully implemented after the aforementioned internet service is finalized. Implementation of the wireless network is expected in early 2014.



- In 2013, Information Services built a web-based performance management system for implementation within the Personnel Board jurisdictions. The system has been named Talent Management and Performance, or TMAP for short. Alpha pilot testing of the system has been conducted with Personnel Board departments and employees. Beta pilot testing of the system will occur in early 2014 with Personnel Board departments and then subsequently with select Merit System jurisdictions. The Personnel Board anticipates gradual rollout of the system to jurisdictions in 2014.
- Information Systems worked with staff from departments throughout the Personnel Board to design additional systems that will enhance the efficiency of processing various types of actions within the Personnel Board system. Such efficiencies are experienced by internal Personnel Board staff, as well as Merit System employees, our member jurisdictions, and the general public. These web-based systems include an internal budgeting system, a system for entering and processing grievances and appeals, a system for appealing eligibility determinations, and a system for processing certification requests and generating certification lists.
- Information Services enhanced the Personnel Board's disaster recovery system and completed full testing of the system in 2013. The disaster recovery system is designed to help ensure that operations at the Personnel Board may continue as efficiently as possible in the event of a disaster that impacts the Board's information systems.



DEPARTMENTAL Updates

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 issues, management, leadership, and supervision and are always free of charge to employees of the Merit System.

2013 Activity

- During the reporting period, Training & Development welcomed 3,038 attendees to training classes offered through our Supervisory Certificate Program, Basic Computer Skills Program, Elevate Program, and our MPACT (Managers Preparing to Accomplish Change Today) Program.
- In 2013, Training took the Supervisor Certificate on the road to the Jefferson County Department of Health. This on-site training was a huge success, as it allowed for over 50 JCDH employees to access leadership training in a format and location that was convenient for them
- Sixteen Merit System employees successfully completed the Beta Pilot of MPACT (Managers Preparing to Accomplish Change Today) 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 Museum of Art. After the completion of the beta pilot, the first official cohort began the MPACT program in 2013. The first cohort included 21 managers from across a significant number of Merit System jurisdictions.
- Training piloted multiple new courses in 2013. Sessions included The Five Dysfunctions of a Team, Critical Thinking, Making Ethical Decisions in the Public Sector, Project Management, and Strategic Planning Fundamentals. All of these courses will be part of a new certificate program to be rolled out in 2014.
- Training continues to provide specialized training on an as-needed basis in our jurisdictions. Examples of this include Birmingham Judges Team Day, Jefferson County Environmental Services, Birmingham Police Department, Birmingham Economic Development Department, City of Birmingham Library System, Jefferson County Department of Health Team Day, and the City of Mountain Brook.



EXCELLENCE in Service

We are pleased and excited to announce that the Personnel Board of Jefferson County's Training & Development Department was announced as a recipient of the **2014 Leadership 500 Excellence Award** recognizing exceptional leadership development and programs. This designation is reserved for organization deemed to be in the **top 10% of leadership training programs from over 1200 internationally nominated programs!** Distinguished recipients of the Leadership 500 Excellence Awards for 2014 were named at the 2014 Global Leadership Excellence Forum held in Vail, Colorado. For the past 30 years, Leadership Excellence has identified and recognized the Top 500 leadership organizations and their strategies and solutions in their yearly ranking. Top 500 award winners for 2014 were published in the April issue of Leadership Excellence Essentials (available online [here](#)). "Leadership is an art that requires constant practice and focus to master. The firms recognized in the Leadership 500 Excellence Awards program significantly help firms grow and develop their leaders through some of the most impactful programs we have ever seen," stated Debbie McGrath, CEO of HR.com.

The publication also features the top award winners in organizational categories. In addition to being awarded the 2014 Leadership 500 Excellence Award, **the Personnel Board of Jefferson County was named the #2 overall leadership program within the category of Government/Military!** The award recipients were selected based on both an application and nomination process as well as voting completed by users of the leadership training program. This award exemplifies the commitment the Personnel Board of Jefferson County and the Training & Development department have to providing educational and engaging learning and development opportunities for all Merit System employees in areas such as computer and software skills, project and personnel management, and leadership.



Congratulations to the Personnel Board Training & Development department and its staff for this outstanding achievement!



CONGRATULATIONS & Recognition

Personnel Board Certificate Program Graduates

The Personnel Board of Jefferson County would like to recognize and congratulate the 120 Merit System employees who successfully completed certificate programs prior to the 2013 graduation. Of these 120 certificate recipients, 102 completed the Supervisor Certificate, three completed the Basic Computer Skills Certificate, and 16 completed the MPACT (Managers Preparing to Accomplish Change Today) program.

Graduates were honored and recognized at a graduation celebration on June 14, 2013 held at the Birmingham Botanical Gardens. Birmingham Municipal Court Presiding Judge Andra Sparks served as the keynote speaker. Training and developing the Merit System employees is a key driver for the Personnel Board of Jefferson County. The Supervisor Certificate Program, Basic Computer Skills Certificate Program, and MPACT programs are great tools that enable our supervisors and future supervisors from across the Merit System to enhance their leadership and computer skills. We are very proud of the time and effort that this class has applied towards their goals, and we are hopeful that their accomplishments will have a positive effect on their jurisdictions. Information about the programs is presented below.

- The PBJC Supervisor Certificate program provides a foundation of supervisory knowledge and skills applicable to a broad range of positions. Supervisors and supervisory candidates from all job classes share knowledge and experience, and gain exposure to new perspectives, attitudes and ideas.
- The PBJC Basic Computer Skills Certificate program provides a foundation of computer skills for all employees. Microsoft programs such as Word, Excel, PowerPoint, and Access are required, while the elective components allow participants to customize a program that works best for them. Participants must also complete a data entry test that validates their new skills.
- The MPACT program is the newest leadership training program. Participants completed this nine-month program by attending 65 hours of training classes on trust, communication, accountability, and more. They also posted management issues on an electronic forum, interacted with guest speakers, visited local businesses, and completed a project designed to improve their department and jurisdiction.

For more information about these programs or the Personnel Board of Jefferson County, visit our website at www.pbjcal.org. The 120 certificate recipients are presented on the subsequent pages.



PBJC CERTIFICATE Recipients 2013

From the City of Birmingham (43)

- Jon Kevin Ballard, Police, Sergeant (SUP)
- Wanda Bedgood, Police, Officer (SUP)
- Marion Benson, Police, Officer (SUP)
- Shanta Hill Bolden, Police, Public Safety Dispatcher III (SUP)
- James Bosarge, Records Management, Records Management Analyst (SUP)
- April Carter, Fire, Fire Inspector I (SUP)
- Anthony Clark, Police, Officer (SUP)
- Warren Cotton, Police, Officer (SUP)
- Rouglas Datcher, Fire, Captain (CPU)
- Eric Feagin, Public Works, Supervisor (SUP)
- Percy Gardner, Public Works, Supervisor (SUP)
- Jennifer Hamilton, Museum of Art, Security (CPU)
- Terrance Hardin, Police, Sergeant (SUP)
- Douglas Henderson, Police, Officer (SUP)
- Kimberly Renee Jackson, Finance, Revenue Examiner (SUP)
- Audrey Jones, Municipal Court, Administrative Assistant IV (SUP)
- Marvis Julian, Public Works, Truck Driver (SUP)
- Barry Kennamer, Police, Sergeant (SUP)
- Kenneth Knight, Police, Officer (SUP)
- Matthew LaMonte, Fire, Captain (SUP)
- Jerry Lanier, Public Works, Building Services (SUP)
- Barry Lollar, Personnel, Deputy Director (MPACT)
- Otis Luke, Police, Sergeant (SUP)
- Jonathan Mabry, Fire, Lieutenant (SUP)
- Brittnee Malloyd, Payroll, Administrative Assistant I (SUP)
- Lakesia Marshall, Fire, Fire Inspector II (SUP)
- Linus Mbanugo, Engineering, Urban Designer (SUP)
- Barbara Mcadory, Fitness Center, Administrative Assistant I (SUP)
- Beverly Peterson, Police, Lieutenant (SUP)
- James Phipps, Fire, Fire Inspector I (SUP)
- Dan G. Seals, Jr., Police, School Resource Officer (SUP)
- Charles Singletary, Police, Officer
- Ta'Meko Slaughter, Police, Administrative Assistant II (SUP and CPU)
- Theophilus Smith, Police, Lieutenant (MPACT)
- Barakas Taylor, Fire, Lieutenant (SUP)
- Orlando Thomas, Jr., Police, Corrections Officer (SUP)
- Chris Thomas, Police, Officer, (SUP)
- Karl Walker, Police, Officer (SUP)
- Preston Weed, Police, Officer (SUP)
- Gwendolyn Guster Welch, Library, Trustee (SUP)
- Robin Williams, Finance, Accounting Assistant II (SUP)
- Vanessa Williams-Ellison, Information Management, Administrative Coordinator (SUP)
- Danny Wright, Fire, Lieutenant (SUP)

PBJC CERTIFICATE Recipients 2013

From the City of Bessemer (2)

Brenda F. Harris, Utilities, Administrative Assistant III (SUP)
Ida Taylor, Utilities, Chief Accountant (MPACT)

From the City of Gardendale (3)

Clifford H. Davis, Police, Officer (SUP)
Brian Odom, Police, Officer (SUP)
Jerry Suggs, Police, Sergeant (MPACT)

From the City of Homewood (2)

Brian Bonner, Fire, Battalion Chief (MPACT)
Chad Mumpower, Police, Corrections Officer (SUP)

From the City of Leeds (6)

Scott Cohen, Administration, Human Resources Manager (SUP)
Ricky Hinkle, Inspections, Building Inspections Officer (SUP)
Erwin Jones, Police, Officer (SUP)
George E. Keating, Streets, Parks and Recreation Supervisor (SUP)
Laura Roberts, Municipal Court, Magistrate/Court Clerk (SUP)
Bradley Watson, Inspections, Building Inspections Superintendent I (SUP)

From the City of Mountain Brook (8)

Steve Boone, Administration, Finance Director (MPACT)
Rozetha T. Burrow, Police, Officer (SUP)
Jeff Crabb, Fire, Lieutenant (MPACT)
Al Eason, Police, Sergeant (SUP)
David Kennedy, Fire, Battalion Chief (MPACT)
James Loggins, Police, Sergeant (MPACT)
Christopher Thompson, Police, Officer (SUP)
Lance R. Ziska, Police, Officer (SUP)

From the City of Pleasant Grove (1)

Jason McCoy, Police, Corporal (SUP)

From the City of Trussville (2)

Jonathan Powell, Fire, Firefighter (SUP)
Al Tinney, Fire, Captain (SUP)

From the Personnel Board of Jefferson County (4)

Martique Alber, Performance Measurement, Test Admin. & Assessment Coordinator (SUP)
Sheryl P. Campbell, Business Systems Reporting, Business Systems Specialist (SUP)
Guy Dewees, Workforce Development, Personnel Division Manager (MPACT)
Robert Groce, Information Services, Business Systems and Reporting Manager (MPACT)

From the City of Vestavia Hills (8)

Tim Burns, Police, Sergeant (SUP)
Brian Davis, Parks and Recreation, Director (SUP)
Joseph Foshee, Police, Corporal (SUP)
Marvin Dwane Green, Fire, Captain (MPACT)
Robert Jones, Police, Officer (SUP)
Michael Kelley, Fire, Apparatus Operator (SUP)
Greg Lee, Police, Sergeant (SUP)



PBJC CERTIFICATE Recipients 2013

From Jefferson County (24)

Nicole Belton-Burke, CG Finance, Accounting Assistant II (SUP)
Pamela J. Billups, Revenue, Administrative Analyst (SUP)
Allen Franklin, Information Technology, Network Systems Administrator II (SUP)
Debra Greene, CG Stores, Administrative Assistant I (SUP)
Robin Henderson, Board of Equalization, Administrative Coordinator (SUP)
Charles Jaeger, Sheriff's Office, Sergeant (MPACT)
Jim Kennedy, Information Technology, PC Network Technician (SUP)
Terry Lane, Waste Water Treatment Plant, Supervisor (SUP)
Tiffany Large, Family Court, Assistant Director of Programs (MPACT)
Paula Leeth-Potter, Community and Economic Development, Senior Administrative Analyst (SUP)
Kim Matthews, Cooper Green, Cardio/Pulmonary Services Manager (MPACT)
Michael Matthews, Purchasing, Purchasing Agent (SUP)
Samantha Matthews, Office of Senior Citizens Services, Senior Accountant (SUP)
Lisa McGough, Revenue, Auditor (SUP)
Kenneth McMullen, Family Court, Probation Officer (SUP)
Paula Mitchell, Revenue, Auditor (SUP)
Denise Morgan, Revenue, Accounting Assistant II (SUP)
Penny Nunnolley, Revenue, Accounting Assistant II (SUP)
Eric Pruitt, Revenue, Deputy Director (MPACT)
Gwendolyn Reasor, Family Court, Probation Officer (SUP)
Patricia Richards, Revenue, Accounting Assistant II (SUP)
John Riley, Roads and Transportation, Truck Driver (SUP)
Sonya Stephens, Revenue, Administrative Assistant IV (SUP)
Denise Trimmier, Information Technology, Communications Coordinator (SUP)

From Jefferson County Department of Health (17)

Kristal Eatman, Clinical Services, Administrative Assistant III (SUP)
Lisa Eich, Central Dental Clinic, Clinical Dentist (SUP)
Anita Floyd, WIC, Senior Nutrition Consultant (SUP)
Christopher Granger, Public Relations, Graphic Designer (SUP)
Beverly Kirk, Clinical Services, Community Health Nurse (SUP)
Judy Madison, Administration, Chief Accountant (SUP)
Heather Manogue, Central Dental Clinic, Clinical Dentist (SUP)
Veronica Mickens, Clinical Services, Assistant Director of Clinical Services (SUP)
Laura Morrison, WIC, Senior Nutrition Consultant (SUP)
April Pearce, Food and Lodging Protection, Environmental Health Specialist (SUP)
Rene Sinsky, Food and Lodging Protection, Environmental Health Program Supervisor (SUP)
Richard Sinsky, Research and Policy, Epidemiological Analyst (SUP)
Nathan Smith, Central Dental Clinic, Clinical Dentist (SUP)
Molly Stout, Central Billing Office, Manager (SUP)
Carla Stremel, Clinical Services, Administrative Assistant II (SUP)
Cynthia Vaughn, Administration, Administrative Assistant III (SUP)
Teresa Vaughn, Clinical Services, Assistant Health Services Administrator (SUP)