

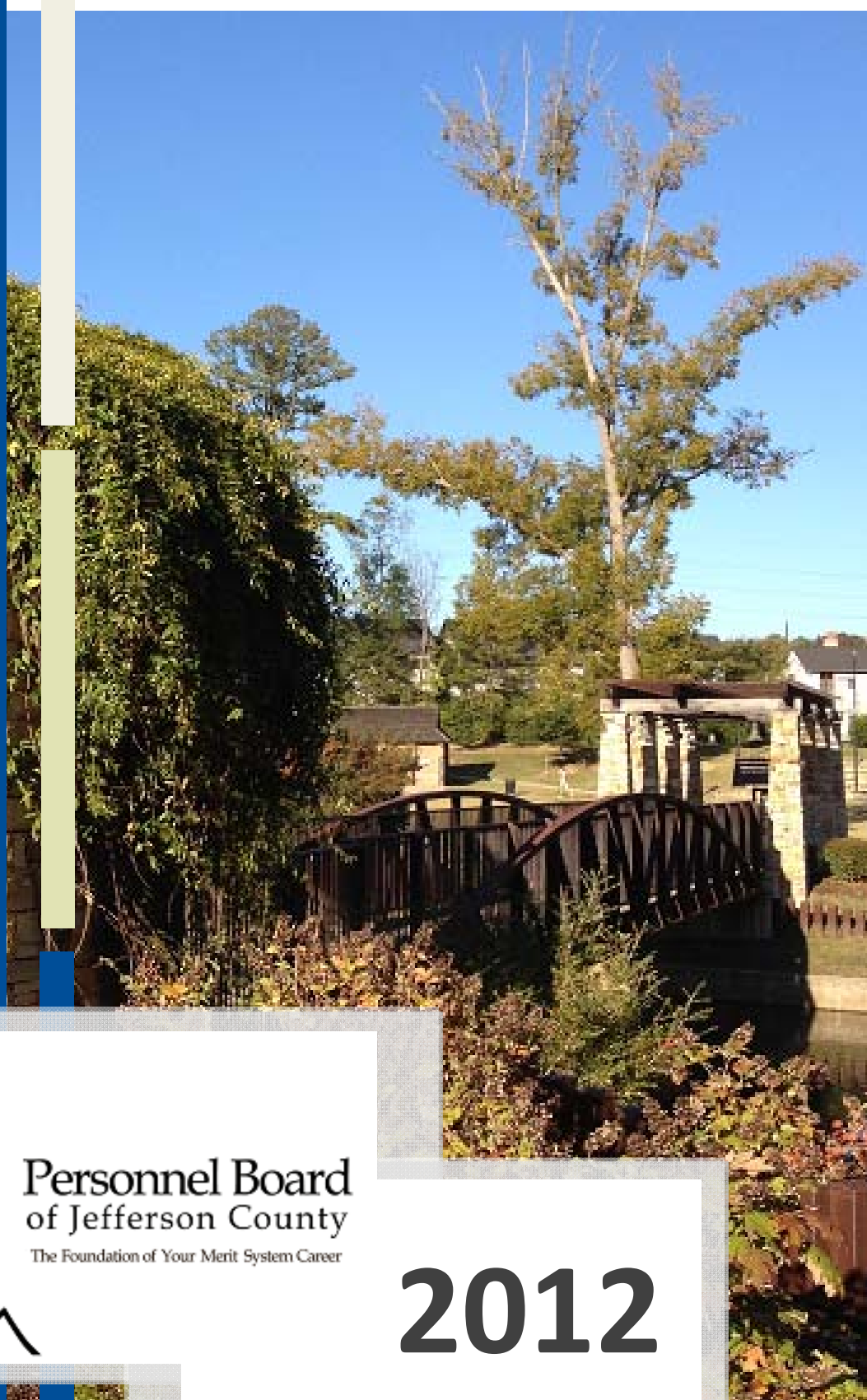


Personnel Board  
of Jefferson County

The Foundation of Your Merit System Career

**2012**

**Semi-Annual Report**



## Report Contents

The content of this report covers the first six months of the 2012 calendar year (i.e., January 1, 2012 – June 30, 2012). This report was submitted to the Citizens Supervisory Commission on November 20, 2012.

## On the Cover

Homewood Central Park is a public park located in Homewood, Alabama. The land at Oxmoor Road and Central Avenue first became a park in 1948 and underwent significant renovations in 2003. The park's facilities include a swimming pool, a playground, tennis courts, picnic pavilions, and an amphitheater. The bridge pictured spans Griffin Creek, which runs through the park.

## 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 20, 2012

Dear Citizen Supervisory Commission:

On behalf of the employees and the members of the Personnel Board of Jefferson County, I am pleased to present this report on the activities of the Personnel Board and its Merit System for first six months of the 2012 calendar year. A significant accomplishment of the first half of this calendar year that I would like to highlight was the establishment of the fiscal year 2013 budget. I am very pleased to report that in June, 2012 the Board approved a budget for the upcoming fiscal year that was lower than the current (i.e., 2012) year, marking a decline in budget for nine of the last ten fiscal years. This approved budget is a 6% reduction from the operating budget of five years ago.

Although the Personnel Board constantly strives to be fiscally responsible, I believe you will find from the contents of this report that the Board maintains this fiscal responsibility while enhancing systems and operations and continuing to provide a high level of service. Operational improvements during this report period include an upgrade to our human resource management system (Lawson), expanding training opportunities available to Merit System employees (MPACT), enhancing the annual classification survey process, designing a new performance management system (targeted for release in Spring 2013), and redesigning a number of our websites and internet based systems to be more user friendly and provide greater information. 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.

Thank you for your attention and support!

Sincerely,

Director, Personnel Board of Jefferson County

2012 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

**Mr. Bill Blackman**

President  
Central Alabama Labor Federation

**Mr. Chuck J. Carr**

Chairperson  
Birmingham Urban League

**Lt. Donald R. Baker**

Municipal Employee Representative

**Mr. Brian Hilson**

President and Chief Executive Officer  
Birmingham Business Alliance

**Dr. Richard Marchase**

Interim President  
University of Alabama at Birmingham

**Dr. George T. French**

President  
Miles College

**Hezekiah Jackson**

President  
NAACP

**Sgt. James B. Miller**

County Employee Representative

**Dr. F. Darlene Traffanstedt**

President  
Jefferson County Medical Society

**Ms. D. Kim Munford**

President  
Jefferson County PTA

**Dr. Judy M. Merritt**

President  
Jefferson State Junior College

**Rev. P. Banneke Hatcherson**

President  
Interdenominational Minister's  
Alliance of Greater Birmingham

**General Charles C. Krulak**

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

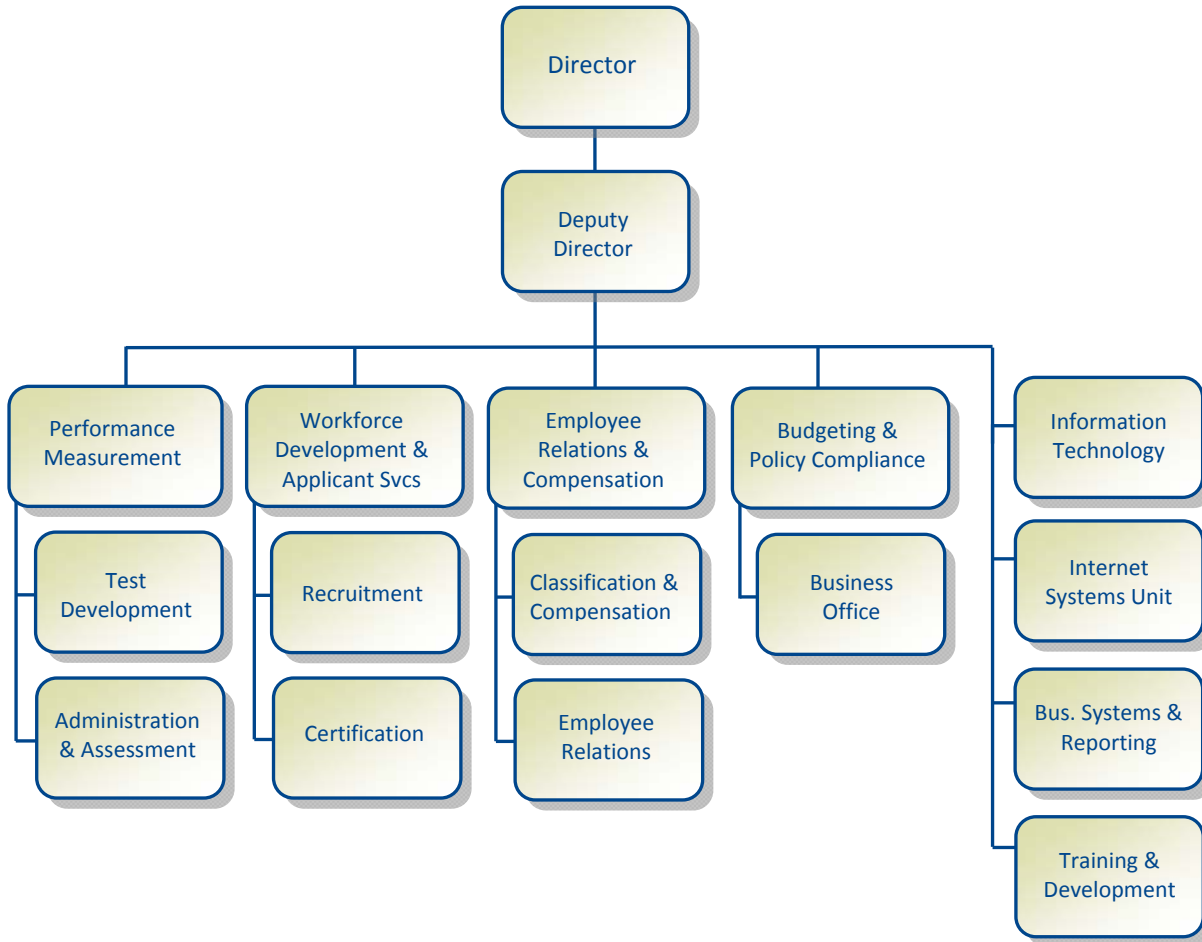
Place No. 3 / Birmingham District

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

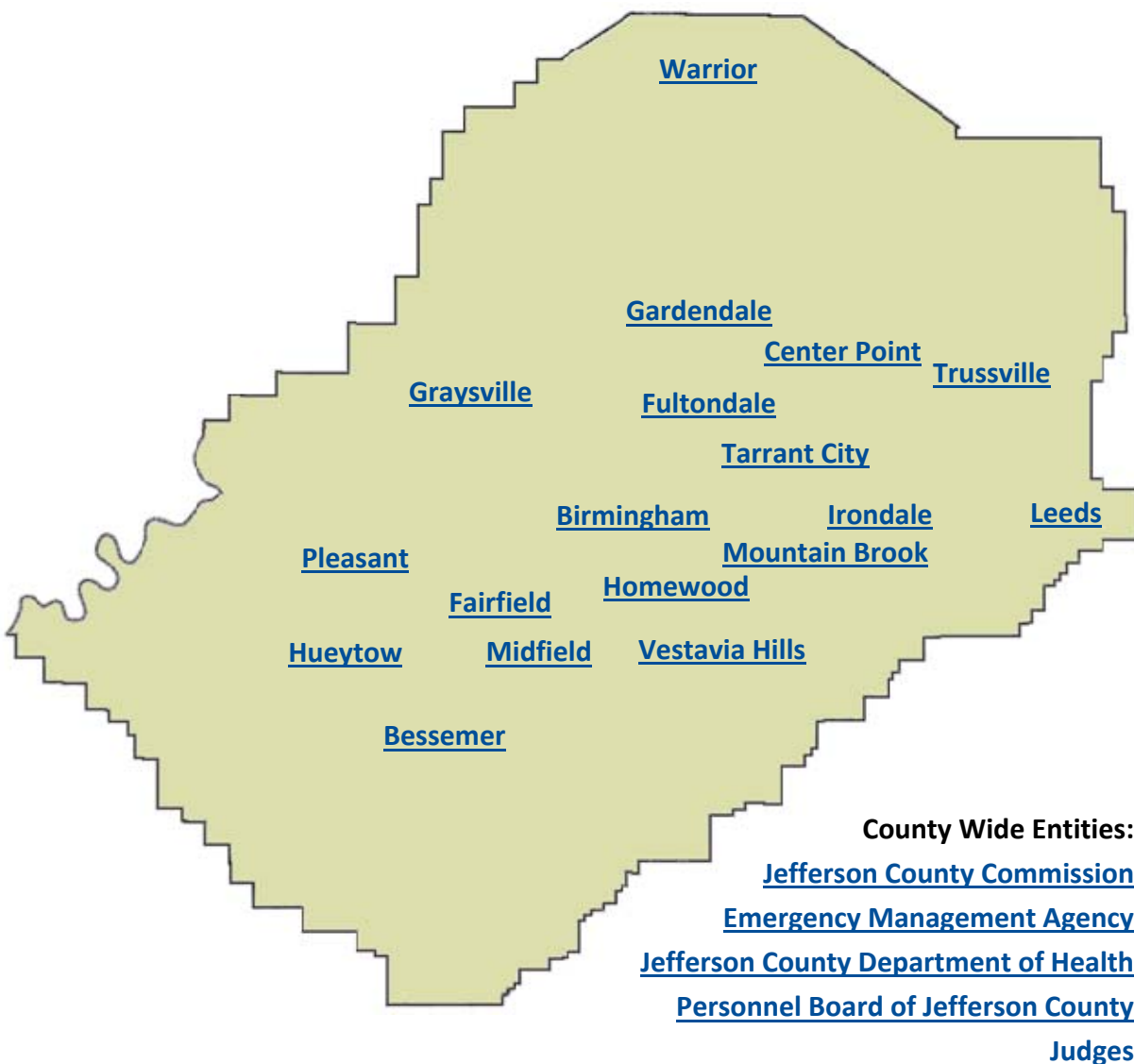
In order to continuously strive to fulfill our mission, in 2005, the Personnel Board adopted the following principles to guide operations and initiatives and serve as benchmarks against which the organization's success is measured.

- **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.

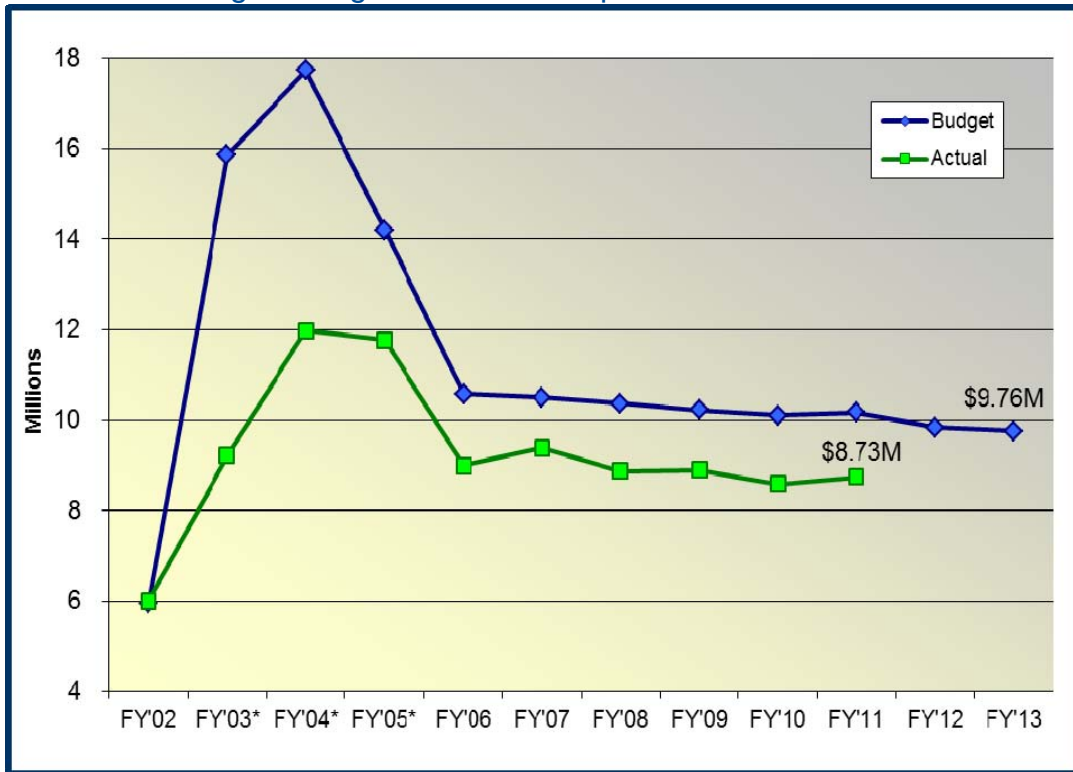


member jurisdictions

## Financial Report

The Personnel Board of Jefferson County works diligently 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 2012. Detailed expenditure information on the 2012 fiscal year will be provided in the 2012 Annual Report. Presented below is information on the Fiscal Year 2013 budget, which was approved by the Board on June 12, 2012. Fiscal Year 2013 will mark the nine of the last ten years 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 2013 Budget

Budget Breakdown	
Personnel Costs	\$ 4,630,143.00
Employee Benefits	\$ 1,250,411.00
Legislative Allowance (Board Member compensation)	\$ 7,500.00
Advertising and Promotional Materials	\$ 82,000.00
Systems Maintenance (includes hosting fees)	\$ 559,677.10
Professional Development	\$ 40,400.00
Other Travel (volunteer assessor & recruiting career events)	\$ 197,558.00
Legal Expenses (including hearing officer expenses)	\$ 711,000.00
Cravath, Swaine & Moore*	\$ 450,000.00
Other Professional Services (examination & transcription svcs)	\$ 314,450.00
Insurance Premiums	\$ 57,800.00
Rental-Facilities (hotel accommodations for volunteer assessors)	\$ 253,696.00
Office Supplies	\$ 30,720.00
Hospitality (meals for volunteer assessors)	\$ 40,000.00
Computer Software & Licenses	\$ 62,012.12
Capital Furniture (replace outdated County furniture)	\$ 15,000.00
Rent (rental of office space in 2121 building)	\$ 635,363.00
Indirect Costs (charges for Jefferson County services)	\$ 283,000.00
Other (includes postage, phone, computers, equipment rentals, etc.)	\$ 143,162.88
<b>TOTAL</b>	<b>\$9,763,893.10</b>

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

### 2012 Cost Cutting & Cost Containment Initiatives

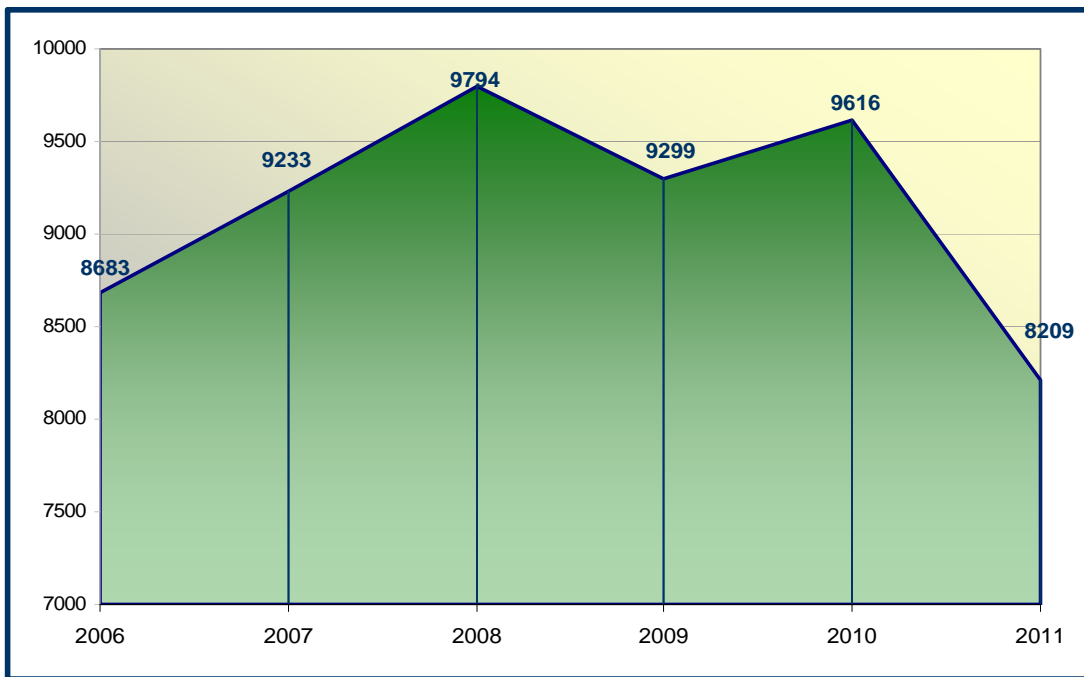
The Personnel Board has proactively taken a number of steps during the 2012 fiscal year to contain costs and be responsive to the financial challenges faced by our member jurisdictions. These steps include:

- 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 2012 will be provided in the 2012 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	2011	2010	2009	2008	2007	% Change Previous Yr	% Change 5 Yr Period
Bessemer	439	457	478	466	449	-3.94%	-2.23%
Birmingham	3098	3611	3402	3487	3197	-14.21%	-3.10%
Centerpoint	10	13	10	11	8	-23.08%	25.00%
EMA	8	8	7	7	6	0.00%	33.33%
Fairfield	93	102	112	120	115	-8.82%	-19.13%
Fultondale	48	45	58	60	61	6.67%	-21.31%
Gardendale	107	110	105	112	91	-2.73%	17.58%
Health Dept	405	501	516	508	499	-19.16%	-18.84%
Homewood	260	274	269	281	266	-5.11%	-2.26%
Hueytown	103	98	101	103	96	5.10%	7.29%
Irondale	119	116	120	117	118	2.59%	0.85%
Jefferson Co.	2686	3440	3243	3643	3471	-21.92%	-22.62%
Leeds	81	77	86	63	58	5.19%	39.66%
Midfield	37	36	42	56	56	2.78%	-33.93%
Mountain Brk	178	177	180	175	176	0.56%	1.14%
Personnel Bd	54	61	64	64	70	-11.48%	-22.86%
Pleasant Grove	52	51	51	53	51	1.96%	1.96%
Tarrant	80	83	91	90	89	-3.61%	-10.11%
Trussville	132	127	130	137	129	3.94%	2.33%
Vestavia Hills	208	217	220	225	216	-4.15%	-3.70%
Warrior	11	12	14	16	11	-8.33%	0.00%
<b>Total System</b>	<b>8209</b>	<b>9616</b>	<b>9299</b>	<b>9794</b>	<b>9233</b>	<b>-14.63%</b>	<b>-11.09%</b>

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

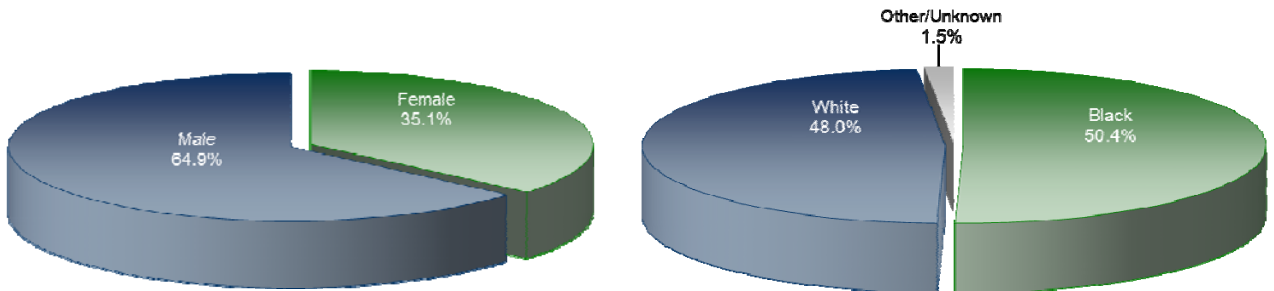
<sup>1</sup> The Fultondale Gas Board was removed from the classified service resulting in a significant decrease in the number of employees for Fultondale from 2009 to 2010.

merit system workforce

## Classified Employees by Race and Sex for Jurisdictions

Jurisdiction	Sex				Race					
	Female		Male		Black		White		Other/Unknown	
Bessemer	94	21.4%	345	78.6%	264	60.1%	166	37.8%	9	2.1%
Birmingham	873	28.2%	2225	71.8%	2053	66.3%	1003	32.4%	42	1.4%
Centerpoint	5	50.0%	5	50.0%	1	10.0%	8	80.0%	1	10.0%
EMA	3	37.5%	5	62.5%	2	25.0%	6	75.0%	0	0.0%
Fairfield	26	28.0%	67	72.0%	71	76.3%	22	23.7%	0	0.0%
Fultondale	13	27.1%	35	72.9%	4	8.3%	43	89.6%	1	2.1%
Gardendale	24	22.4%	83	77.6%	5	4.7%	100	93.5%	2	1.9%
Health Dept	309	76.3%	96	23.7%	237	58.5%	146	36.0%	22	5.4%
Homewood	38	14.6%	222	85.4%	46	17.7%	213	81.9%	1	0.4%
Hueytown	21	20.4%	82	79.6%	8	7.8%	93	90.3%	2	1.9%
Irondale	13	10.9%	106	89.1%	14	11.8%	100	84.0%	5	4.2%
Jefferson Co.	1305	48.6%	1,381	51.4%	1307	48.7%	1,357	50.5%	22	0.8%
Leeds	13	16.0%	68	84.0%	7	8.6%	73	90.1%	1	1.2%
Midfield	8	21.6%	29	78.4%	24	64.9%	12	32.4%	1	2.7%
Mountain Brk	28	15.7%	150	84.3%	21	11.8%	151	84.8%	6	3.4%
Personnel Bd	32	59.3%	22	40.7%	31	57.4%	21	38.9%	2	3.7%
Pleasant Grove	11	21.2%	41	78.8%	3	5.8%	47	90.4%	2	3.8%
Tarrant	13	16.3%	67	83.8%	15	18.8%	64	80.0%	1	1.3%
Trussville	25	18.9%	107	81.1%	6	4.5%	125	94.7%	1	0.8%
Vestavia Hills	30	14.4%	178	85.6%	20	9.6%	182	87.5%	6	2.9%
Warrior	1	9.1%	10	90.9%	0	0.0%	11	100.0%	0	0.0%
<b>Total System</b>	<b>2885</b>	<b>35.1%</b>	<b>5324</b>	<b>64.9%</b>	<b>4139</b>	<b>50.4%</b>	<b>3943</b>	<b>48.0%</b>	<b>127</b>	<b>1.5%</b>

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

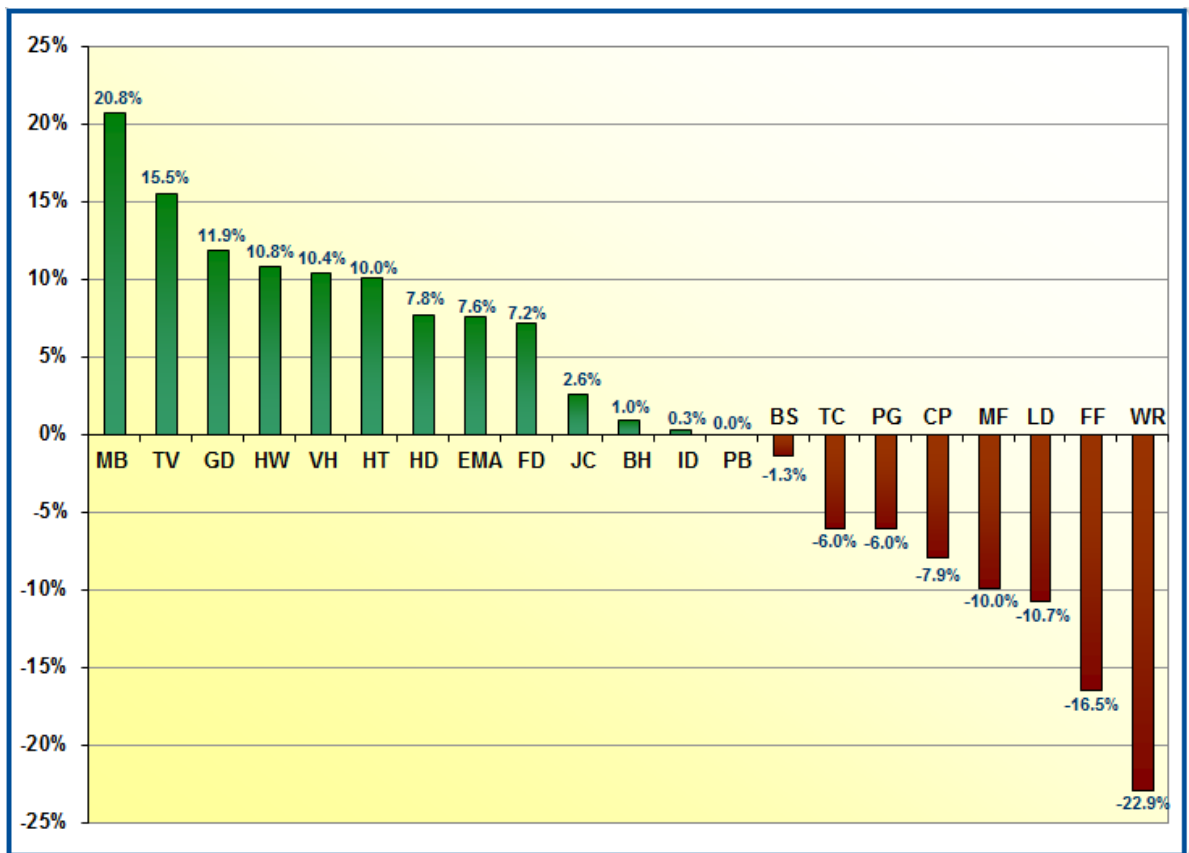
<sup>M</sup> Indicates that jurisdiction did not provide a Merit increase to eligible employees for the given year.

jurisdiction pay

# jurisdiction pay

Below is a comparison of base salary (excluding non-salary benefits) for fiscal year 2012 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 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 – Emergency Mgt Agency  
 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 received in the first half of 2012, continued the downward trend seen in 2011; however, this trend is primarily a result of fewer job postings due to fewer employment opportunities in the Merit System, rather than a declining interest in employment in the system. During the first half of this year, employment opportunities were significantly limited due to hiring freezes and reductions in force by Jefferson County. The number of applications received in response to the job postings remains strong. As can be seen from the graph below, the first six months of 2012 have produced 11,023 applications, and 3030 applicants were placed on registers during that same time period. It should be noted that a large number of the 11,023 applicants were not placed on eligible registers during the reporting period because those applicants were still in various phases of the employment selection process (i.e., application screening and employment testing). The first half of 2012 also resulted in 11,310 candidates being certified to jurisdictions and 340 employees being hired. The data in the chart and table below provide 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 for the reporting period.

Applications Received by Year



# applicant information

## Breakdown of Certification & Hiring for January 1-June 30, 2012

Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/ Unknown
<b>Applicants Certified</b>	<b>11310</b>	<b>5274</b>	<b>5876</b>	<b>160</b>	<b>6313</b>	<b>4131</b>	<b>866</b>
Bessemer	769	219	540	10	479	246	44
Birmingham	3374	1192	2132	50	1931	1229	214
Center Point	27	11	15	1	13	12	2
Fairfield	283	84	199	0	191	81	11
Fultondale	50	42	6	2	28	13	9
Gardendale	186	80	105	1	112	63	11
Health Department	1469	1149	291	29	845	408	216
Homewood	531	156	365	10	341	147	43
Hueytown	92	23	69	0	53	35	4
Irondale	511	172	335	4	296	184	31
Jefferson County	2374	1714	632	28	1260	954	160
Leeds	218	124	91	3	148	56	14
Midfield	13	2	9	2	8	2	3
Mountain Brook	533	67	460	6	217	283	33
Personnel Board	126	23	99	4	77	40	9
Pleasant Grove	81	23	58	0	37	38	6
Tarrant City	76	59	17	0	50	21	5
Trussville	447	112	329	6	170	243	34
Vestavia Hills	118	14	101	3	47	57	14
Warrior	32	8	23	1	10	19	3
<b>Applicants Hired</b>	<b>340</b>	<b>96</b>	<b>234</b>	<b>10</b>	<b>156</b>	<b>157</b>	<b>27</b>
Bessemer	31	8	23	0	26	5	0
Birmingham	147	34	112	1	78	59	10
Center Point	2	1	1	0	1	1	0
Fairfield	6	2	4	0	6	0	0
Fultondale	2	1	0	1	0	1	1
Gardendale	3	0	3	0	0	1	2
Health Department	27	23	3	1	15	9	3
Homewood	11	1	10	0	4	7	0
Hueytown	1	0	1	0	0	1	0
Irondale	6	1	5	0	3	3	0
Jefferson County	50	17	29	4	15	27	8
Leeds	8	2	5	1	2	4	2
Midfield	1	1		0	1	0	0
Mountain Brook	12	1	10	1	0	12	0
Personnel Board	5	2	3	0	3	2	0
Pleasant Grove	2	1	1	0	1	1	0
Tarrant City	1	0	1	0	1	0	0
Trussville	14	1	12	1	0	13	1
Vestavia Hills	10	0	10	0	0	10	0
Warrior	1	0	1	0	0	1	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.

#### 2012 Activity (Jan 1 – June30)

- The initial recommendations for the 2011-2012 Classification Survey which began on September 12, 2011, were available March 12, 2012. The survey included 243 Merit System job classes in Public Works, Personnel, Social Work, Community Development and several other Departments. Of the 853 survey participants, 8 positions were initially recommended for reclassification into a different class. The Board received a total of 16 appeals and as a result, a total of 14 positions were recommended for reclassification. A Public Hearing to adopt the recommendations is scheduled for July 10, 2012.
- The PBJC received 18 requests from Merit System jurisdictions for approval to use an independent contractor for a variety of services. Section 2 of the Enabling Act mandates that the Board “exercise constant vigilance that the policy of this Act not be evaded by the use of independent contractors...” After thorough review and consideration, all 18 requests were approved by the Three-Member Board.
- For the first half of 2012, the Classification & Compensation department approved a total of 5 new classes, 95 new positions, 27 advanced step requests, 2 premium pay requests, 3 requests for grade evaluation, 4 third party salary surveys and 6 medical pay plan requests.

## Business Office

The Business Office is responsible for directing and coordinating the fiscal planning, management and operations of the Board. Functions include, but are not limited to, creating financial operating policies and procedures to assure compliance with laws, statutes, and regulations; establishing and monitoring internal supply and requisition system; preparing the annual operating budget and developing budgets for major initiatives; analyzing budget expenditures and monitoring budget variances; maintaining detailed financial records of revenue and expenditures; processing travel and mileage reimbursement requests; processing payroll for Board employees; serving as the intermediary between the Board and Jefferson County General Services; and coordinating office moves and space reallocation. In addition, the Business Office provides support to the management team and staff so that all comprehensive financial management and administrative matters are conducted in an efficient, effective, and judicious manner. The Business Office also provides services to the Appointing Authorities, Three-Member Board and the general public by providing accurate and reliable financial information.

### 2012 Activity (Jan 1 – June30)

- Continued to be sensitive to the financial impact the Board's budgets have on the municipalities that we serve in light of Jefferson County's financial crisis, and the decline in revenues of our member jurisdictions. Several years ago, we began a process of identifying operating efficiencies and reducing costs which has led to the Board being under budget for the tenth year in a row.
- Finalized the budget for fiscal year 2013 in June 2012 which was \$9,763,893.10, a reduction of \$74,413.18 compared to 2012 budget.
- Worked with the County's Purchasing Department to release two requests for proposals/invitations to bids (Lawson programming services and Police Officer/Firefighter Entry Level Testing Services) and a host of contract renewals.

## 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.



## 2012 Activity (Jan 1 – June30)

- WDAS posted announcements for the acceptance of applications for 110 positions from January 1, 2012 through June 30, 2012. A total of 11,023 applications were received and processed in response to the job announcements.
- A total of 73 new eligible registers and 116 layoff registers were created during the report period. WDAS issued 549 certification lists for 371 job classes. For the period January 1, 2012 through June 30, 2012 the Board's average response time to the requests for lists of certified candidates was 4 hours and 33 minutes.
- The Board's Interactive Voice Response (IVR) system received (2471) 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 248,489 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 over 50 courses in both technical and non-technical fields for Merit System employees. Courses include communications, customer service, computer skills, diversity, ethics, legal, management, leadership, and supervision and are always free of charge to employees of the Merit System.

## 2012 Activity (Jan 1 – June30)

- During the reporting period, 1040 employees attended training classes offered through our Supervisory Certificate Program, Basic Computer Skills Program, Elevate Program, the LEDGE (LEadership Development for Government Executives) Program, and our MPACT (Managers Preparing to Accomplish Change Today) Program. The PBJC recognizes that it is often difficult for employees to be away from their workplace for training. To accommodate this, staff provided classroom instruction on site for the Cities of Homewood and Birmingham.
- The 10th Certificate Graduation Ceremony for 104 program certificate recipients was held on June 6th at the Birmingham Botanical Gardens. Over 200 people attended the event. Birmingham Business Journal Editor Cindy Crawford served as the keynote speaker.

- Eighteen Merit System employees successfully completed the first MPACT Program. This nine-month middle management leadership training consists of classroom training, guest speakers, electronic forums and experiential field trips to places such as NBC-13, Ruffner Mountain and the Birmingham Civil Rights Museum. This “Alpha Pilot” group concluded in May 2012. The “Beta Pilot” began in February 2012 with 20 employees and will conclude in October 2012.
- Training piloted two new programs in July 2012. Business Writing, an eight hour course, is designed to enhance the writing skills of all employees. John Maxwell’s 21 Irrefutable Laws of Leadership is a 16 hour, multi-day session that takes an in-depth look at successful leadership strategies that can be applied in the workplace.

## 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.

### 2012 Activity (Jan 1 – June30)

- Between January 1 and June 30, 2012, Performance Measurement conducted 17 assessment center/test administrations, consisting of 4,128 individual tests/assessments. Also during this period, the division recruited 122 volunteers from across the country to donate up to 40 hours each to serve assessors in the evaluation of candidate performance on selection procedures administered by the PBJC. This resulted in 4,880 hours of work time donated by public safety and personnel selection professionals from across the country to the PBJC.
- Job analyses were finalized for 137 jobs in preparation for the 2012-2013 classification and compensation annual survey. Staff also completed job analyses for 23 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.





## 2012 Activity (Jan 1 – June30)

- During the report period, ER received notification of 178 employee actions (grievances, disciplinary appeals, administrative leave without pay, etc.) – 66% of the employee actions received were not eligible for appeal in accordance with PBJC Rules & Regulations; 34% were eligible to appeal; of those eligible, 50% were actually appealed.
- The Three-Member Board rendered orders on 32 cases, eight of which was appealed to the Circuit Court.

### Information Systems

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.

- During the first half of 2012, Information Systems implemented an upgrade to Lawson, the Personnel Board’s human resources information management system. The implementation included updating to the most recent version of the Lawson system, ensuring appropriate interfacing with other information systems used by the Personnel Board, and thorough testing of the system to ensure appropriate processing of actions.
- Information Systems built a web-based system to greatly enhance the efficiency of the bumping process for employees during a reduction in force (RIF). The system utilizes calculated seniority data to automatically identify the employee with the highest bumping priority, send auto-emails informing an employee of his/her opportunity to make bumping selections, provide employees with positions into which they may be able to bump in a RIF, providing a means for the employee to select and rank preferred jobs for bumping, and then adjusting available selections for subsequent employees based on decisions made by previous employees. This system was implemented and utilized for the reductions in force executed by Jefferson County in the first half of 2012 and greatly enhanced the efficiency of the bumping process.

# departmental activity

- In the first part of this year, Information Services calculated seniority on nearly 2000 merit system employees within Jefferson County. The seniority calculations included class seniority, departmental seniority, and seniority within the Merit System. These calculations were necessary for implementation of the reductions in force executed by Jefferson County during the report period.
- Staff from 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 will be experienced by internal Personnel Board staff, as well as Merit System employees, our member jurisdictions, and the general public. These online, web-based systems include a performance management system, 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.



## Community & Professional Involvement

The Personnel Board of Jefferson County 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 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.

- Tiffany Owens, Recruiting Advisor, serves as a member of Toastmasters International, a nonprofit educational organization that operates clubs worldwide for the purpose of helping members improve their communication, public speaking, and leadership skills. She also serves as a member of the United Way of Central Alabama VAT (Visiting Allocations Team). Tiffany also earned her Professional in Human Resources (PHR) certification during the reporting period.
- In March 2012, Personnel Board Business Officer, Cynthia Holiness, volunteered her time to assist with Project Homeless to distribute information related to HIV/AIDS and provide the community with free testing. Also in March 2012, she volunteered at a local nursing home and participated in games and entertainment with the senior residents.
- Guy Dewees serves as Vice Chair Alabama Business Leadership Employment (ABLE) Network, a state-wide consortium of businesses in Alabama dedicated to the hiring and advancement of people with disabilities.
- In January 2012, staff from the Business Office participated in community efforts to collect and distribute bottled water, canned goods, and toiletries to the victims of the January tornadoes.
- Kim Kinder, Manager – Classification & Compensation, currently serves as Vice President of Membership for the Alabama Compensation Association and is an active member of WorldatWork, Society for Human Resources (SHRM), and the local Birmingham Chapter of SHRM.
- Ayla Russell, Training Advisor, volunteered as an active member of Alpha Kappa Alpha and was selected to be on the 2013 Board of Directors.
- On April 19, 2012, the Training and Development team took part in a community wide reading initiative called Birmingham Reads. Along with hundreds of other volunteers, they read books to multiple classes at Bush Hills Elementary in Birmingham.

involvement

# involvement

- Stephen Owens serves as the current Vice President - Programs for the Greater Birmingham Chapter of American Society for Training and Development. In addition, he was elected to serve on the board as the 2013 President-Elect and the 2014 President.
- Pete Blank serves on the board of directors for the Blue Ridge Conference on Leadership. He was also selected to present at the Training 2012 Conference and the 2012 ASTD International Conference and Exposition.
- Jeff Crenshaw, Deputy Director, authored a book chapter titled “New Selection Methods for a New Generation” in the book Managing Human Resources from the Millennial Generation. Brian Bellenger, Industrial & Organizational Psychologist, also co-authored a chapter titled “Considering Generational Differences in Assessing Work Values...A Unifying Approach” within the same book. The book is currently in press.
- Kemi Niyiladipo, (Business Systems Analyst), Alyssa Singer (Assessment & Development Specialist), Kim Kinder (Manager – Classification & Compensation), and Karisa Morris (Assessment & Development Specialist) 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 Kinder, Tonya Dawson (Assessment & Development Specialist), Alyssa Singer, and Karisa Morris worked with Hands on Birmingham through the Habitat for Humanity project to rebuild a home for one of the tornado victims. Kim Kinder also served as a Visiting Allocation Team member for United Way of Central Alabama.
- As part of the her continuing professional education for her designation as a Certified Government Financial Manager, Cynthia Holiness, Business Officer, participated in Alabama Ethics Training, monthly Association of Government Accountants’ luncheons and a host of leadership workshops.
- In addition to those listed above, Personnel Board 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), and the International Personnel Assessment Council (IPAC).



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