

# 2010

ANNUAL REPORT



The Personnel Board of Jefferson County

# TABLE OF CONTENTS

Letter from the Director.....	3
Executive Summary .....	5
About Us .....	6
Our Principles.....	7
Governance .....	8
Member Jurisdictions .....	9
Organizational Chart .....	10
Staffing Changes .....	10
Financial Report.....	11
Workforce Development and Applicant Services.....	13
Performance Measurement .....	15
Classification and Compensation .....	19
Business Systems and Reporting .....	23
Information Technology .....	25
Employee Relations .....	28
Training and Career Development .....	29
Community Involvement.....	32

# LETTER FROM THE DIRECTOR

November 16, 2010

Dear CSC Members:

I am pleased to report that as we close the 2009-2010 fiscal year our expenditures will be less than budgeted for the eighth consecutive year. We take our fiscal responsibilities very seriously and are keenly aware of the impact that the current economy has had, and continues to have, on our member jurisdictions. We have implemented many cost cutting measures including the suspension of merit and cost of living increases, a hiring freeze, and restricted costs associated with staff development and travel. Yet over the last twelve months the Personnel Board has managed to handle a record amount of volume. The poor economy has produced many individuals seeking employment which in turn has significantly increased our overall level of activity.

As I reported to you at the Semi-Annual Citizens Supervisory Committee meeting last May, we have embarked upon eight strategic initiatives with the objective of creating action plans that would result in tangible outcomes to improve our image and the services we provide. I am pleased to report that these initiatives are well underway. Below are the initiatives with a brief description of progress.

- **Improve the quality of applicants on certifications**  
We have closely examined steps involved in the process of creating certification lists including job analysis and data gathering, recruiting and marketing, testing, and deliverable applicant information and identified opportunities for improvement. Several modifications and improvements have already been implemented and more improvements will be implemented upon a scheduled upgrade of the application and certification system in the first quarter of 2011.
- **Improve customer service**  
Continual customer service training has been instituted for all staff. Other important initiatives include the creation of a customer service bill of rights, insurance of accountability, consequences, and rewards, and development of an internal master calendar for key dates such as hearings, test assessments and board meetings.
- **Improve our employees' knowledge of the functions of our various departments**  
Each department created a one hour training presentation describing that particular department's responsibilities and challenges. All staff has been required to attend all of the presentations. Final presentations will be delivered before the close of this year.
- **Proactively identify Employee Relation trends to resolve issues prior to infractions**  
Research is being conducted on alternative dispute resolution programs to identify more effective and efficient approaches for adoption in the Merit System. Other initiatives include the development and implementation of an electronic filing system that will allow employees to file necessary documents in an easier and more expeditious manner. The system will also allow for tracking the status of a filing and greater access to data and trends through reports on Employee Relations activities.

- **Present a more cohesive presence of our web sites**  
All websites are now housed under the Board's home domain www.pbjcal.org. Users can still access the websites through the familiar web addresses, but they are directed seamlessly to the site under the central domain. This has allowed for easier maintenance, greater consistency in look and feel, easier user navigation, and enhanced security.
- **Create standards and consistency for our brand**  
The development of standards, guidelines, and templates for all electronic and printed materials produced by Board staff is almost complete and implementation is scheduled to begin in January 2011.
- **Create a centralized applicant information page**  
Information that applicants need to be fully informed of their status with regard to potential employment has been identified and will be incorporated into a website that will serve as a "one stop shop" of information. Implementation is pending the scheduled upgrade of the current application and certification system as that system will provide the data necessary for the page.
- **Enhance and coordinate our community service efforts**  
A policy has been developed and implemented to enhance the exposure and visibility of the Personnel Board within the community by encouraging employees to serve as community partners through legitimate and approved community service/volunteer activities. This policy establishes guidelines and procedures for Personnel Board employees who wish to participate in up to 24 hours of approved community service and volunteerism activities per year in Jefferson County.

On the pages that follow you will find the incredible volume, diversity of work, and services that our staff has delivered over the past twelve months.

*Lorren Oliver*

Personnel Director

## EXECUTIVE SUMMARY

Outlined below are highlights of accomplishments and activities from the various functions within the Personnel Board. The Board experienced a record volume of activity during the report period. Electronic systems were upgraded, processes were streamlined, and staff was carefully organized to support this volume without increasing staffing levels or the budget.

- Board expenditures were under budget for the eighth consecutive year.
- 34,464 employment applications were processed. Through the process of individual qualification screening and 40 test administrations, 9,485 individuals were placed on 281 employment registers.
- 920 certifications were issued to appointing authorities for 1,598 vacancies resulting in 762 hires and promotions. As of September 30, 2010 there were 9,616 employees in our Merit System.
- 298 volunteers from across the United States served as subject matter experts in the development of tests and to assess applicant performance on selection procedures. This resulted in nearly 10,500 hours of work time donated by these volunteers.
- Job analyses are currently up-to-date for 78% of the over 800 Merit System job classes.
- 73% of eligible employees participated in the annual classification survey. This resulted in 1,004 completed surveys.
- There were 493,788 visits to Board websites. 214,469 Job Alert emails were sent to prospective applicants. The Interactive Voice Response (IVR) system handled 26,723 calls.
- An online customer service center was implemented that allows management to quality control and document outgoing communications. Since the Center's inception in January 2010, the Board has responded to 768 inquiries and comments.
- A template for building web pages was developed that can be utilized by Merit System jurisdictions that have no or little web presence.
- Seniority and/or eligibility calculations were conducted on 4,352 applicants for 32 job classes, 145 payrolls were certified, and 7,831 complex personnel actions were processed.
- 22,680 personnel actions were reviewed and researched and 6,180 actions were processed as part of an ongoing project with the City of Birmingham.
- 243 Employee Relations actions (grievances, appeals, etc..) were processed. The Board rendered 66 cases, six of which were appealed to the Circuit Court. The Board conducted four "Show Cause" hearings and one Public Hearing adopting the 2009-2010 Classification Survey.
- 2,792 Merit System employees have been trained in a variety of the training courses the Board offers.

## ABOUT US



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) comprised of 16 community leaders, including heads of local colleges, universities, and civic groups. The PBJC is governed by a three-member Board. Board members are appointed by the CSC and serve staggered six-year terms.

The PBJC was established by the State of Alabama legislature in 1935 as the human resources agency responsible for administering the civil service (Merit) system in Jefferson County, Alabama. Alabama's civil service statute applies to all counties in the state with 400,000 or more inhabitants. 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 are part of the County's Merit System. These municipalities, together with five countywide agencies, make up the Merit System's 23 member "jurisdictions". The Personnel Board proudly provides services to some 9,000 employees in over 800 occupations encompassing such diverse fields as accountants, information technologists, nurses, environmental specialists, and city administrators.

### Rules and Regulations

The Personnel Board of Jefferson County was established by the Enabling Act as the administrative body responsible for governing the County's Merit System, for providing human resource services to member jurisdictions, and for assuring compliance with the requirements contained within the Act. Compliance is accomplished through a set of Rules and Regulations promulgated from the Act. It is the responsibility of the Personnel Board to establish rules and regulations for administering a scientific and economical personnel system.

The Board initiated a process to review the Rules and Regulations on October 19, 2010. The Board has posted proposed changes to its Rules and Regulations on its website in an interactive format. As was done with the previous Rule changes which occurred in January, 2009, the proposed changes have been made available to appointing authorities, employees, and the general public at [www.pbjcal.org](http://www.pbjcal.org) and [www.meritmatters.org](http://www.meritmatters.org). Online comments are being solicited through November 30, 2010.

## OUR PRINCIPLES

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

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

### **Commitment to Diversity**

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

# GOVERNANCE

## Three-Member Board

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

## Citizens Supervisory Commission

Judge Alan King	Probate Judge, Chairman Jefferson County Courthouse
Barry B. Copeland	President Birmingham Business Alliance
Chief Ted Cook	Municipal Employee Representative
Dr. Robert A. Levin	President Jefferson County Medical Society
Dr. Andrew Westmoreland	President Samford University
Wesley Conwell, Jr.	Chair Birmingham Urban League
Dr. Carol Garrison	President University of Alabama at Birmingham
Hezekiah Jackson	President NAACP
Dr. Judy M. Merritt	President Jefferson State Junior College
Rev. Michael E. Reese	President Interdenominational Minister's Alliance of Greater Birmingham
Linda Jones-James	County Employee Representative
Mark S. Schantz	Interim President Birmingham Southern College
Donna McCurry	President Jefferson County PTA
Dr. Perry W. Ward	President Lawson State Community College
Dr. George T. French	President Miles College
Bill Blackman	President Central Alabama Labor Federation

# MEMBER JURISDICTIONS

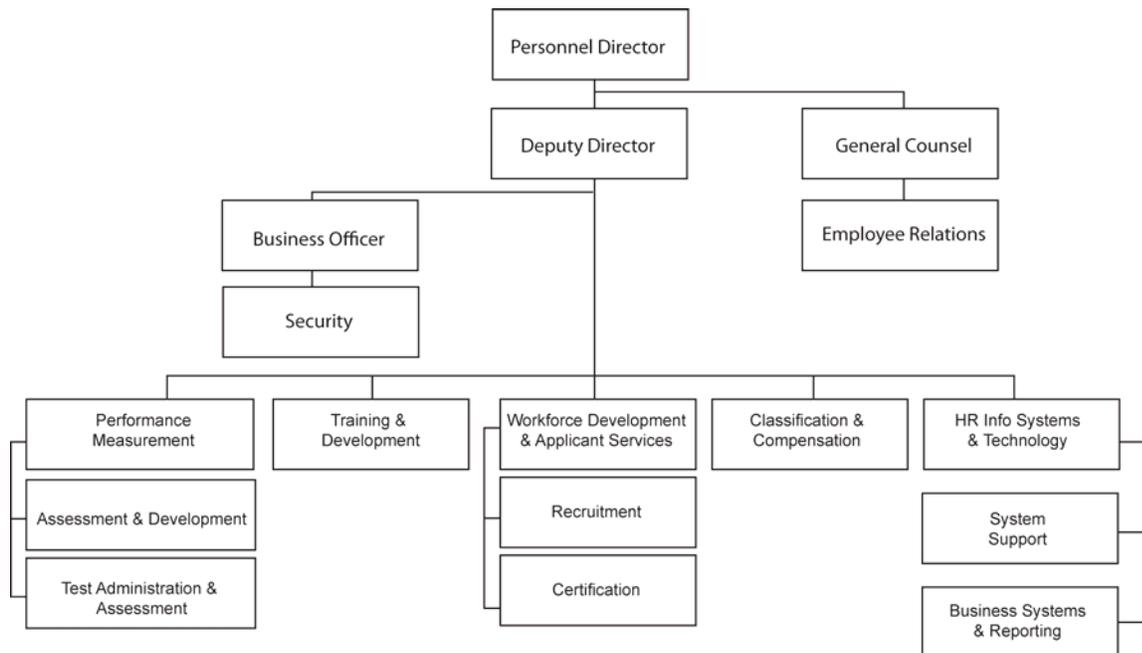
## Municipalities

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

## County Government

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

# ORGANIZATION



## Staffing Changes

### Employees Hired Since November 1, 2009 – October 31, 2010

Angelica Collins	PC/Network Support Technician
Mary McElroy	Part-Time Training Advisor

### Employees Promoted Since November 1, 2009 – October 31, 2010

Marty Alber	Test Administration & Assessment Coordinator
Brian Bellenger	Performance Measurement Division Manager
Jeffrey Crenshaw	Deputy Director
Robert Groce	Business Systems and Reporting Manager
Stacey Lange	Industrial/Organization Psychologist
Bronze McGhee	Senior Assessment and Development Specialist

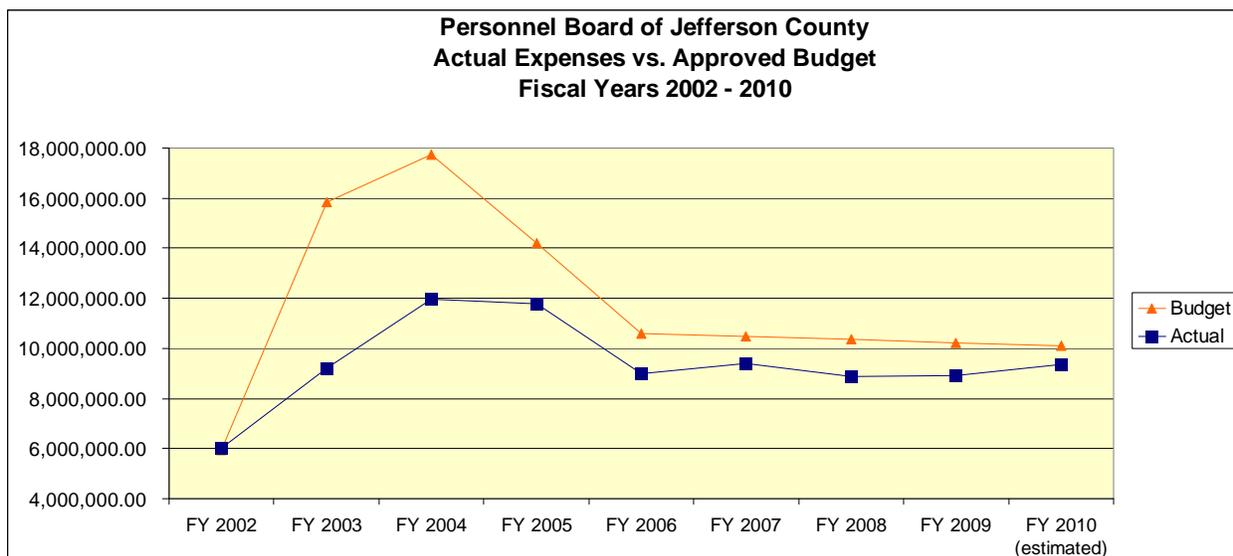
### Employees Separated Since November 1, 2009 – October 31, 2010

Ashanti Edwards	Assessment and Development Specialist
LaVette Lyas	General Counsel
Brian Swords	Assessment and Development Specialist
Justin Wolfe	Assessment and Development Specialist

## FINANCIAL REPORT

The Personnel Board takes its fiscal responsibilities very seriously and is sensitive to the financial impact it has on the budgets of member jurisdictions and the taxpayers. The Board has made significant strides in reducing its expenditures while continuing to expand services to the Board's stakeholders. Beginning in 2005, the Board instituted strict fiscal policies and internal financial controls to ensure the proper utilization and accounting for both its physical assets and financial resources. In an attempt to balance its statutory obligations, post-consent decree, with its continuing commitment to fiscal accountability, it also began a continuous process of identifying operating efficiencies and reducing costs.

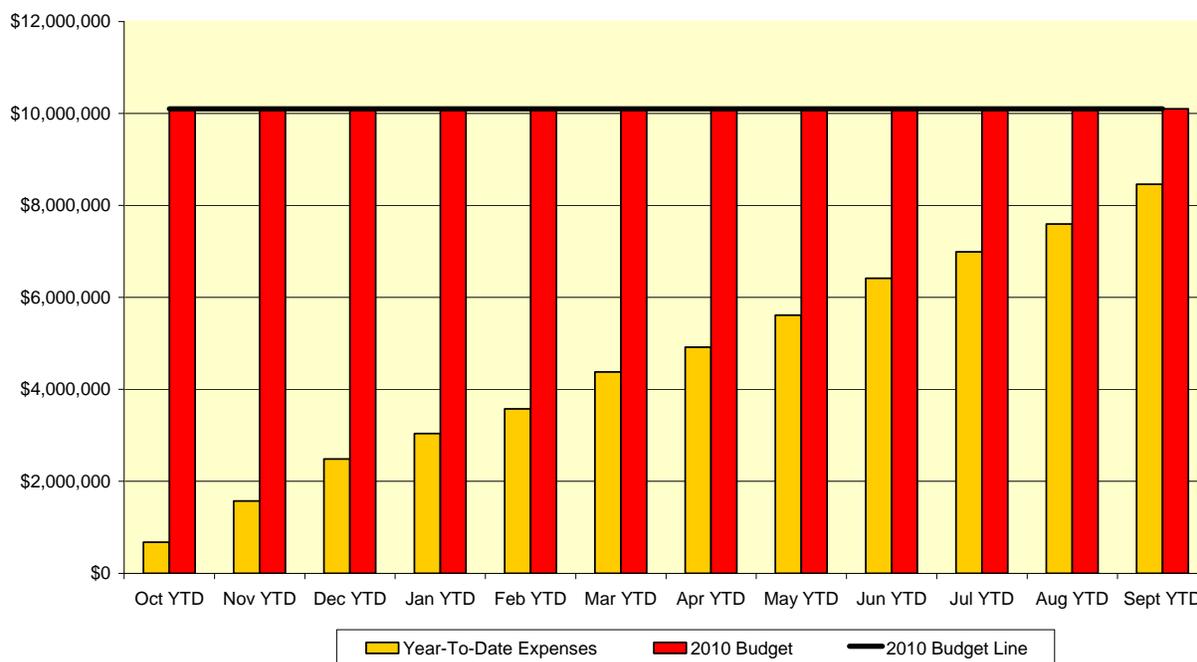
As testimony to the Board's diligence, the actual expenditures of the Board for FY2005-2006 were \$1,581,364.13 less than budget, for FY2006-2007 the actual expenditures were \$1,111,694.37 less than budget, for FY2007-2008 the actual expenditures were \$1,486,450.00 less than budget, for FY2008-2009 the actual expenditures were \$1,325,432.12 less than budget and for FY2009-2010 the actual expenditures are estimated to be \$727,000.00 less than budget.



For fiscal year 2010 (October 1, 2009 through September 30, 2010), the Personnel Board has expended approximately \$8.5 million dollars and has \$915 thousand dollars in open purchase orders. Of the \$8.5 million dollars that has been expended, \$5.4 million were expended in salaries and fringe benefits; \$190 thousand dollars were expended for annual maintenance support agreements related to our IT systems and Testing equipment as well as \$346 thousand dollars for the hosting of our Lawson data; \$379 thousand dollars for legal and hearing officer expenses; \$450 thousand dollars for the payment related to the Cravath, Swaine & Moore legal fees ordered by the Federal Court as part of the Board's termination of its consent decree (the \$450,000 payment is the second payment of five scheduled payments ordered by the Federal Court and is an obligation which is outside the Board's control. However, huge reductions were made in other areas to cover this expense to ensure that the Board did not exceed its 2010 budget). In addition, \$120 thousand dollars in other professional services (court-appointed monitor, Lawson consultant; examination services) were expended; \$150 thousand dollars for advertising of Merit System positions; \$35 thousand dollars for Public Employment and Business Liability

Insurance; \$172 thousand dollars for hotel accommodations for volunteer Testing assessors; \$135 thousand dollars for recruitment and volunteer assessor travel and meals; \$225 thousand dollars for the second floor facility equipment upgrade; \$582 thousand dollars for lease payments to Jefferson County for the rental of office space in the 2121 Building; and \$297 thousand dollars in other items such as, office supplies, copier machine rentals, telephone expenditures, professional development and travel and publications). The Board has committed approximately 93% of its \$10.1 million dollar budget. However, please note that end-of-year accruals and adjustments have not yet been calculated by Jefferson County and we will receive the final expenditure reports from Jefferson County in early 2011.

**Personnel Board of Jefferson County  
Year-To-Date Expenditures  
Fiscal Year 2010**



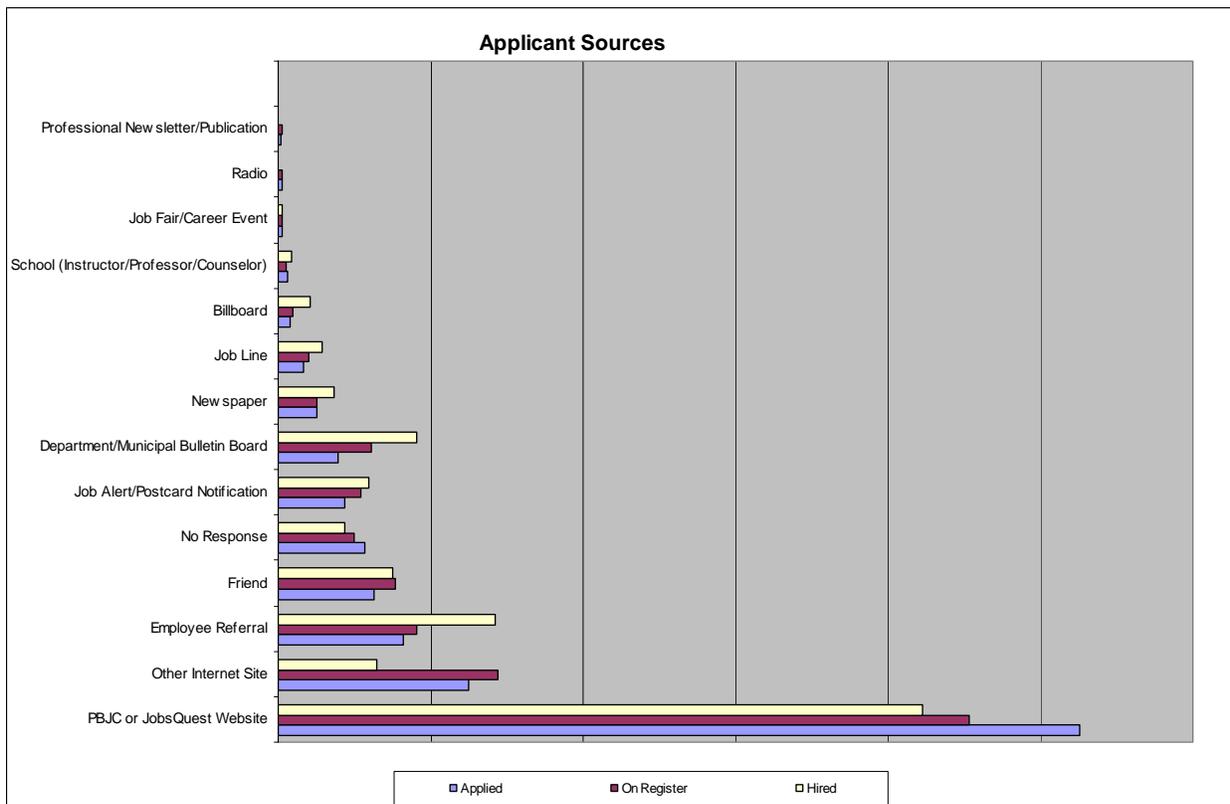
# WORKFORCE DEVELOPMENT AND APPLICANT SERVICES



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

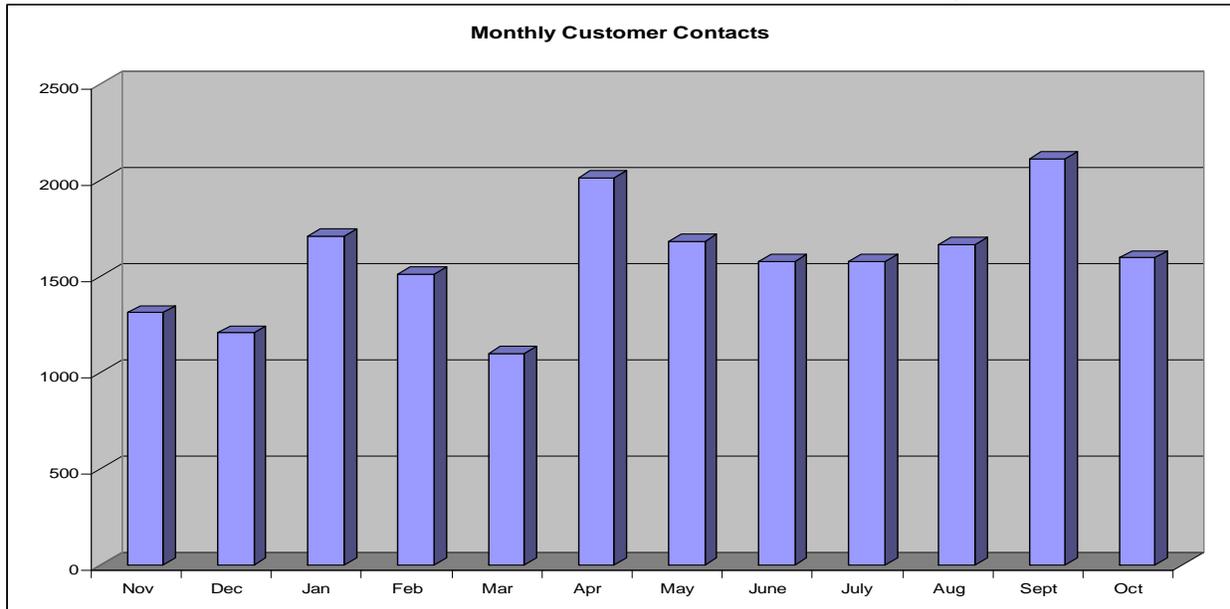
## Recruiting

The Personnel Board received 34,464 applications for 555 openings for the period November 1, 2009 through October 31, 2010.



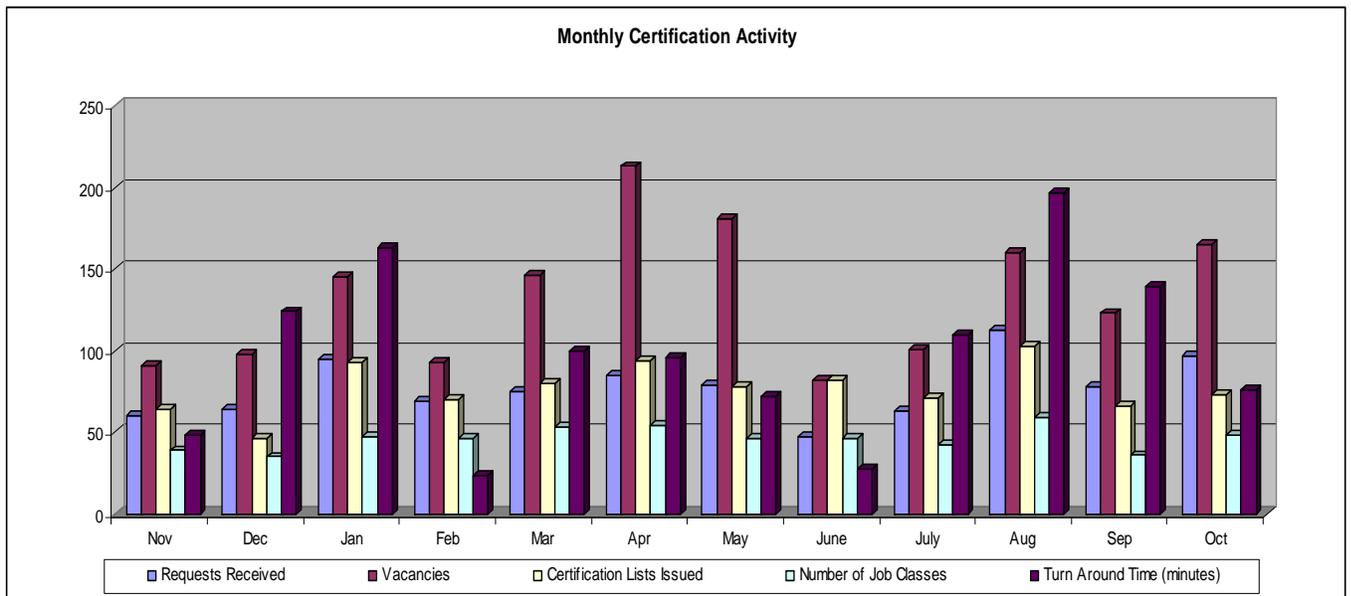
## Applicant Services

Staff handled 19,058 customer contacts from November 1, 2009 through October 31, 2010.



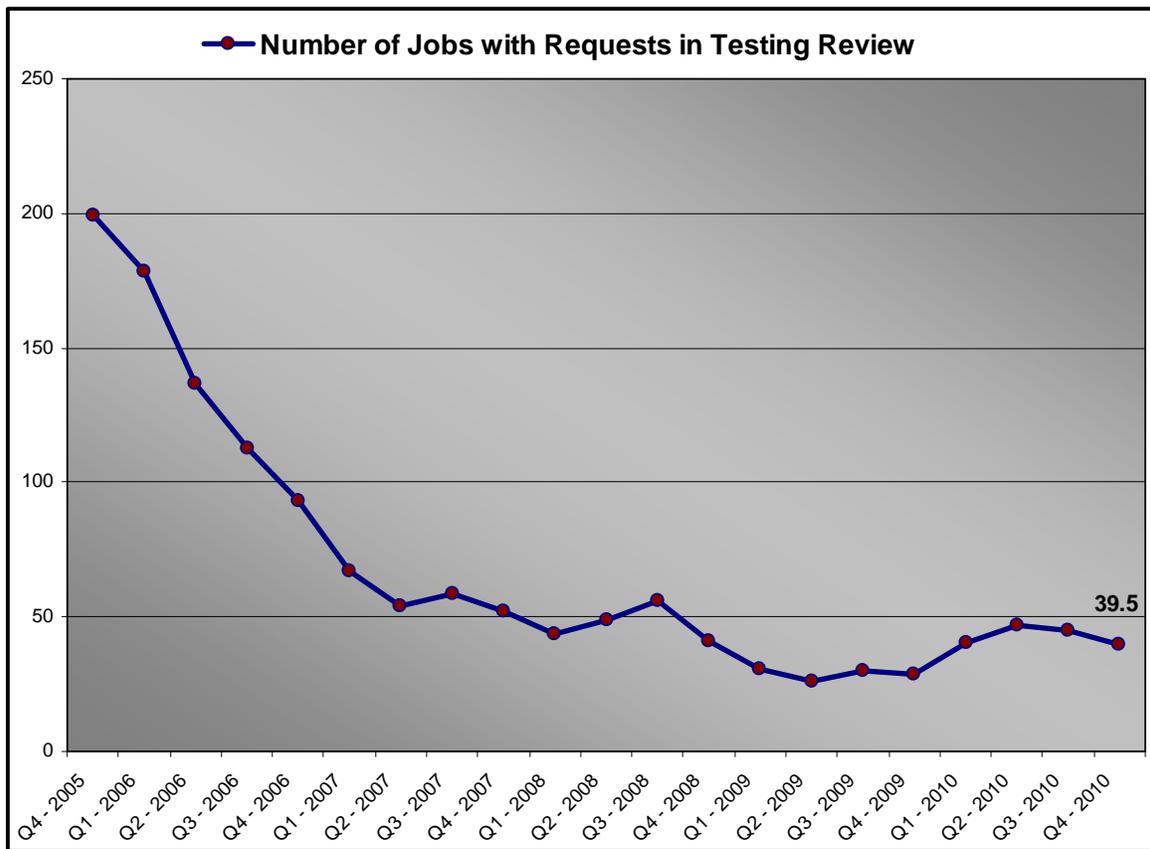
## Certification Services

The Certification staff compiles lists (registers) of qualified applicants and then sends lists (certifications) to Merit system jurisdictions when those jurisdictions request to fill vacancies. The staff created 281 registers with 9,485 applicants; issued 920 certifications for 1,598 vacancies in 551 job classes. For the period November 1, 2009 to October 31, 2010 the Board's average response time to the requests for lists of certified candidates was 98 minutes.



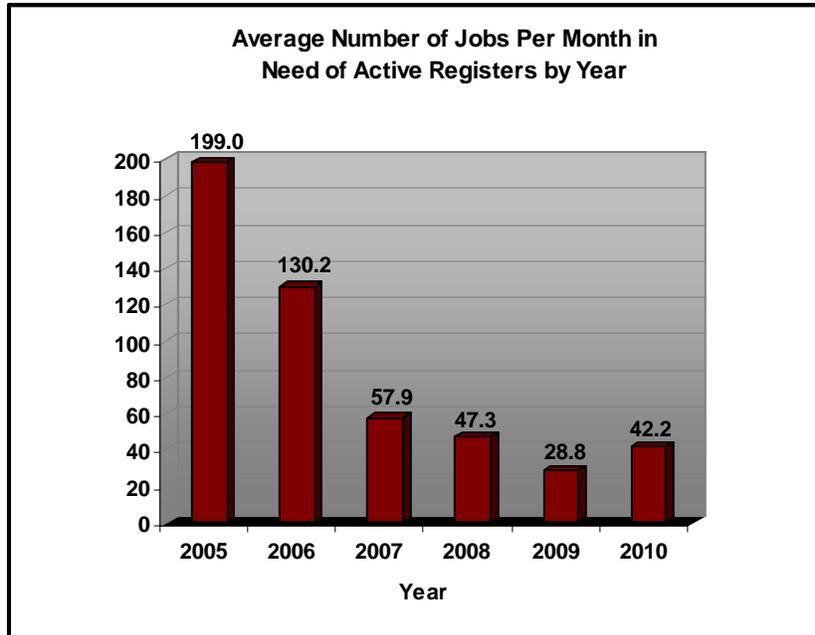
## Performance Measurement

The Performance Measurement Division focuses on the facilitation of 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. Presented in the figures below are various data that are indicators of work performed within this division during the period covered by the 2010 Annual Report.



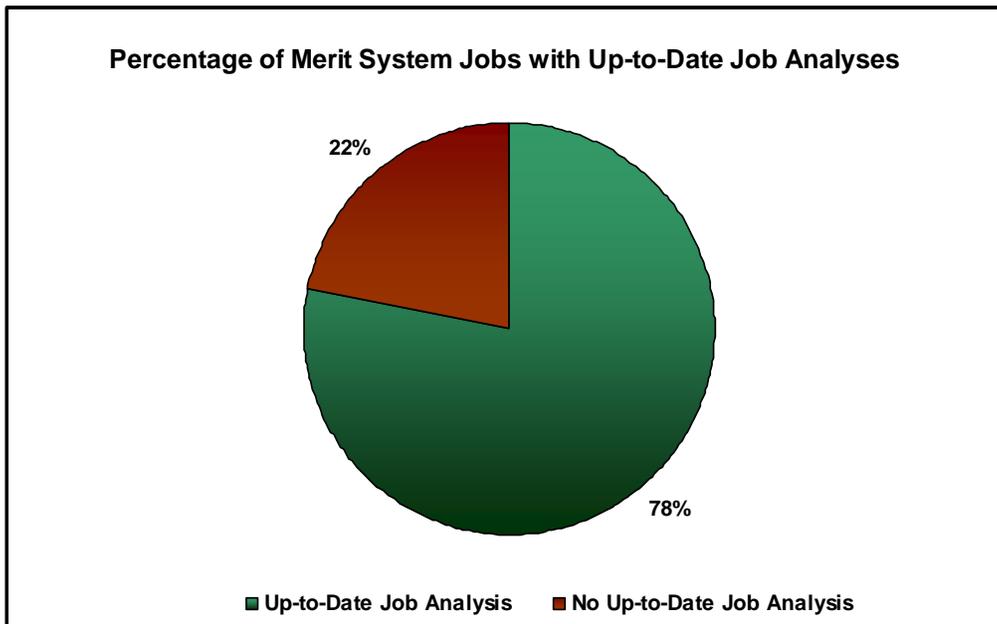
Note. "Testing Review" indicates that either no eligible register existed (or a eligible register existed, but was inadequate to meet the need of the jurisdiction) at the time a request to fill a position was submitted.

### Average Number of Jobs in Testing Review per Month



*Note.* "Testing Review" indicates that either no eligible register existed (or a eligible register existed, but was inadequate to meet the need of the jurisdiction) at the time a request to fill a position was submitted. The 2010 average covers to October of 2010.

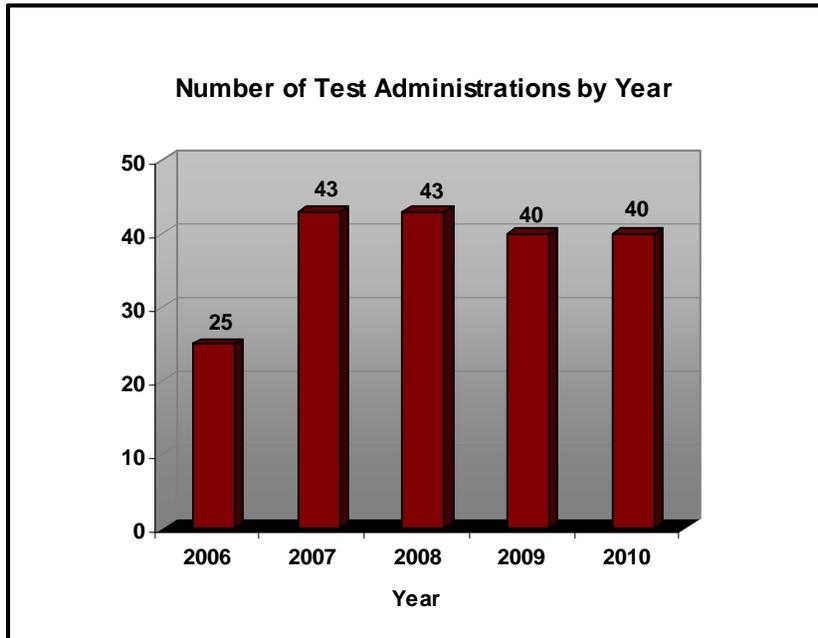
### Percentage Job Classes with Up-to-Date Job Analyses



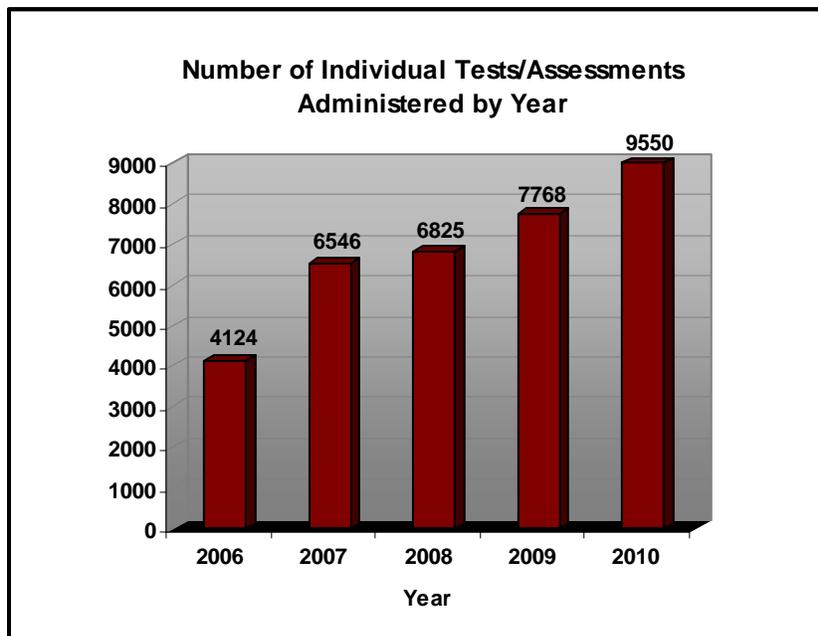
*Note.* Having an up-to-date job analysis completed for Merit System jobs ensures that selection tests can be developed and registers established as quickly and efficiently as possible. In 2003, the PBJC had no jobs with properly conducted job analyses. As of today, 78% of the over 750 Merit System jobs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

### Test & Assessments Conducted

During fiscal year 2010, the Performance Measurement Division conducted 40 assessment center/test administrations, consisting of 9,550 individual tests/assessments. Also during this period, the division recruited 298 volunteers from across the country to donate up to 40 hours each to serve subject matter experts in the development of tests or as assessors in the evaluation of candidate performance on selection procedures administered by the PBJC. This resulted in 10,500 hours of work time donated by public safety and personnel selection professionals from across the country to the PBJC.



*Note.* The 2010 average number covers to October of 2010.



*Note.* The 2010 number covers to October of 2010.

**Consent Decree Obligations**

On November 20, 2008 the Federal Court entered an order terminating the Personnel Board consent decree and approving an agreement by the parties that requires, for a period of three years, that the PBJC provide to the United States Department of Justice up to ten validation reports at their request per calendar year (see Doc. No. 1562 *Joint Motion with Agreement* and Doc. No. 1573 *Order Terminating Consent Decree and Approving Agreement*). In December, 2009, the PBJC complied with that agreement and provided validation reports for five jobs classes requested by the United States through a letter sent on November 19, 2009.

## CLASSIFICATION AND COMPENSATION

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

### 2009-2010 Classification Survey

The 2009-2010 Survey, began on September 1, 2009, and included jobs mainly in the clerical job families and parks and recreation. The survey came to a close with the June 8, 2010 Public Hearing. Two employees addressed the Board at the Public Hearing. To address the concerns that were brought up in the hearing, the Personnel Board put together a team from C&C and Testing to conduct a thorough evaluation. After the evaluations were complete, no changes were recommended.

2009-2010 Survey Statistics	
Total # of eligible employees	1398
# of participants	1083
% of participation	77.47%
% of job audits	25.02%
# of Reclassifications	38

### Other Activities from November 1, 2009 through October 31, 2010

Type of Request	# Processed
Advance Step	40
Contracts	15
Medical Pay Plan	10
New Class (*)	8
New Position	212
Premium Pay	5
Non-Survey Reclassification	6
Regrade	3
Salary Survey	8
<b>Total Activity</b>	

\* New Classes

- Economic Development Manager
- Forensic Services Manager
- Test Administration & Assessment Coordinator

- Business Systems & Reporting Manager
- Drug Court Coordinator
- Court Referral Officer
- Senior Tax Agent
- Director of IT - Bessemer

### 2010-2011 Classification Survey

The 2010-2011 Survey, began on September 7, 2010, and is expected to come to a close with a public hearing scheduled for June 14, 2011. Survey participation ends November 5 and the review of the survey questionnaires and desk audits are conducted through February of 2011. As a way of gaining efficiencies in the collection of data concerning jobs in the Merit System, the department continued a combined data collection process that was started last year with the Board's Performance Measurement Department. Data collected is used by both departments, but for different purposes.

Survey Statistics as of 10-31-10	
Total # of eligible employees	1442
# of employees participating	1004
% of participation	70%

2010-2011 Survey Jobs		
<b>Fiscal</b>		
Parking Meter Collector	Accounting Assistant I	Accounting Assistant II
<b>Communications</b>		
Communications Oper I	Public Safety Dispatcher I	Call Center Manager
Communications Oper II	Public Safety Dispatcher II	Public Safety Dispatcher III
Communications Oper III		
<b>Stores/Purchasing</b>		
Medical Stores Spv	Auto Parts Manager	Sr. Buyer
Records Analyst	Stores Clerk	Principal Buyer
Records Mngt Analyst	Stores/Procurement Officer	Inventory Manager
Records Mngt Manager	Sr. Stores Clerk	Asst. Purchasing Agent
Auto Parts Clerk	Purchasing Agent - HD	Purchasing Coordinator
Sr. Auto Parts Clerk	Buyer	Purchasing Agent
<b>Accounting/Fiscal Control</b>		
Auditor	Budget Analyst	Business Manager
Sr. Auditor	Sr. Budget Analyst	Reimbursement Mgr
Principal Auditor	Budget Officer	Dir of Hosp Fiscal Svcs-CGH
Financial Counselor	Director of Budget Mngt	Deputy Dir-Health Fin & Admin
Payroll Manager	Mgr Internal Audit-BH	Director-Health Fin & Admin
Accountant	Tax & License Mgr	Finance Director
Sr. Accountant	Risk Mngt Coord	Asst City Mgr/Finance Director
Construction Accountant	Deputy Director-Risk Mngt	Asst Director of Finance - JC
Principal Accountant	Risk Manager	Deputy Dir-Finance/Debt Mngt
Chief Accountant	Director of Risk Mngt	Director of Finance - JC
Cash & Investment Mgr	Revenue Integrity Coord	Chief Financial Officer - JC
Investment Mgr		

<b>Taxation</b>		
Tax Agent	Sr. Revenue Examiner	Director of Tax Collection
Revenue Examiner	Dir-Land Divestment	Asst Director of Revenue
Director of Revenue		
<b>Data Processing</b>		
Computer Operator I	Network Admin II	Sr. Systems Analyst
Computer Operator II	User Support Spec	Database Admin
Computer Operator III	Systems Admin I	Business Systems Analyst
Data Entry Supervisor	Systems Admin II	Asst Director Info Svcs - JC
SAP Application Specialist	Sys Programmer (Tech Suppt)	Chief Info Officer
SAP Project Manager	Sr. Sys Prog (Tech Suppt)	Mgr Systems Analysis
Nursing System Coord	Data Management Spec	Info Security Officer
Business Systems & Rptg Mgr	Data Analyst	Director Info Svcs - CGH
Webmaster	Data Management Tech	Director Info Svcs - HD
Systems Architect	GIS Tech I	Data Processing Oper Mgr
Sr. Systems Architect	GIS Tech II	Data Processing Oper Mgr - HD
Web Survey & Multimedia Dev	GIS Specialist	Data Processing Spv
Mgr - Project Mngt Office	GIS Database Spv	Tech Svcs Mgr
PC/Network Tech	GIS Database Admin	Data Processing Coord
Network Systems Admin I	GIS Manager	Director Info Svcs - JC
Network Systems Admin II	Mgr - Info Tech Infrastructure	Programmer Analyst
Programmer	Database Designer	Systems Analyst
Sr. Programmer	Deputy Chief Info Officer	
<b>Property Appraisal</b>		
Appraisal Asst	Chief Real Property Appraiser	Court Property Appraiser
Chief Personal Prop Appraiser	Sr. Property Appraiser	Appraisal Analyst
Personal Property Appraiser	County Property Appraiser	Sr. Appraisal Analyst
Property Appraiser	Property Appraisal Spv	Chairman - Bd of Equal/Adj
<b>Planning</b>		
Planning Tech	Landscape Architect	Sr. Planner
Sr. Planning Tech	Architect	Urban Design Admin
Urban Design Tech	Chief Architect	Chief Planner
Urban Designer	Planner	Principal Planner
Sr. Urban Designer	Project Planner	Deputy Dir - Admin & Suppt Svcs
<b>Civil Engineering</b>		
Civil Engineer	Highway Oper Coordinator	Dep Dir - Environmental Svcs
Sr. Civil Engineer	Super - Eng & Inspections	Director - Environmental Svcs
Chief Civil Engineer	Director - Roads & Trans	Asst City Eng - Birmingham
Flood Plain Admin	Dep Dir - Roads & Trans	City Engineer - Homewood
County Design Engineer	Asst Dir - Environmental Svcs	City Engineer - Vestavia
County Highway Engineer		
<b>Traffic Engineering</b>		
Traffic Sign Painter	Traffic Planning Tech	Sr. Traffic Control Tech
Traffic Stripping Machine Oper	Sr. Traffic Planning Tech	Traffic Control Super
Traffic Stripping Mach Crew Ldr	Traffic Analyst	Traffic Control Ops Spv
Traffic Maint Worker	Traffic Count Tech - BH	Chief of Traffic Operations
Traffic Signs & Markings Spv	Traffic Signal Worker	Traffic Systems Eng
Traffic Maint Spv	Traffic Signal Spv	Sr. Traffic Systems Eng
Traffic Maint Super	Traffic Control Tech	County Traffic Eng
Traffic Maint Super - BH		

<b>Sub-Prof Engineering</b>		
Engineering Aide	Chief of Bridge Inspection	Sr. Engineering Inspector
Sr. Engineering Aide	Chief of Party	Principal Engineering Inspector
Explosives Tech	Engineering Inspector	Public Works Contract Admin
Sewer Const/Maint Spv		
<b>Drafting/Graphic Arts</b>		
Graphic Artist	Drafter	Sr. Engineering Drafter
Graphic Designer	Engineering Drafter	Urban Design Planner
<b>Misc Eng &amp; Tech</b>		
Electronics Tech	Telecom Tech	Land Acquisition Agent
Sr. Electronics Tech	Sr. Telecom Tech	County Property Manager
Communications Coord	Chief of Communications	Sr. Land Acquisition Agent
Communications Tech	Audio/Visual Tech	Chief Land Acquisition Agent
Sr. Communications Tech		
<b>Environmental Engineering</b>		
Meteorologist	Air Pollution Instr Tech	Environ Protection Admin
Admin Air Pollution Control Coord	Asst. Air Monitoring Spv	Director of Stormwater Mngt
Soil Scientist	Air Pollution Control Engineer	Asst. Dir of Stormwater Mngt
Erosion Control Specialist	Air Monitoring Spv	Asst Director of Environ Health
Public Health Engineer	Sr. Air Pollution Control Engineer	Director of Environ Health
Sr. Public Health Engineer	Principal Air Pollution Control Eng	
<b>Building Inspections</b>		
Electrical Inspector	Building Inspections Officer	Condem/Demolition Inspector
Chief Electrical Inspector	Bldg Inspections Super I	Chief Condem/Demolition Coord
Elevator Inspector	Bldg Inspections Super II	Deputy Dir (Admin) Inspec Svcs
Chief Elevator Inspector	Chief Building Inspector	Director of Inspection Svcs - JC
Plumbing, Gas & Mech Inspector	Plans Examiner	Deputy Dir (Tech) –Inspec Svcs
Chief Plumb/Gas/Mech Inspector	Sr. Plans Examiner	Building Inspec Svcs Manager
Building Inspector		
<b>Zoning Enforcement</b>		
Zoning Inspector	Zoning Admin	Director Land Development
Zoning Supervisor	Deputy Dir Land Development	
<b>Misc Inspection</b>		
Street Lighting Inspector	Sanitation & Ordinance Inspector	Environ Code Enforcement Mgr
Sewer Service Inspector	Sr. Sanitation & Ordinance Inspec	Weights & Measures Inspector
Sewer Service Spv	Environ Code Enforcement Spv	Chief Wghts & Measures Inspec

## BUSINESS SYSTEMS AND REPORTING

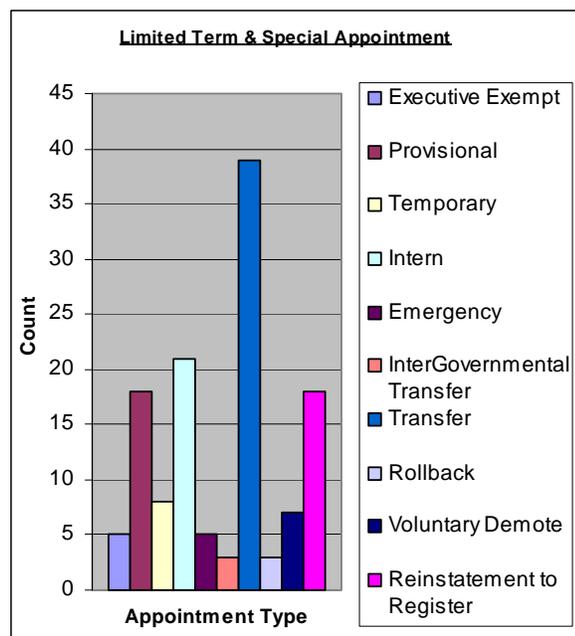
Business Systems and Reporting serves as a central operations unit for the Personnel Board. The Department is responsible for processing personnel actions of all types, maintaining employee history, troubleshooting functional system issues, training and assisting system users, creating management reports, maintaining systems authorization, calculating seniority and eligibility, and updating databases. In addition, they play an integral role in testing new personnel actions, changes in system validations and edits, new patches, and system upgrades.

During the report period, the Department has concentrated resources on a project to clear a substantial backlog of personnel actions from the City of Birmingham and on an upgrade of the PBJC's system that handles personnel actions (Lawson). The Lawson system upgrade was completed in June.

### Other Activities

**Figure 1:** Limited Term Appointments Processed During Report Period

Appointment type	Count
Executive Exempt	5
Provisional	18
Temporary	8
Intern	21
Emergency	5
InterGovernmental Transfer	3
Transfer	39
Rollback	3
Voluntary Demote	7
Reinstatement to Register	18
<i>Total</i>	<b>127</b>



In addition to limited term appointments, Department staff calculated seniority and/or eligibility on 4,352 applicants for 32 job classes, certified 145 payrolls, and processed 7,831 in-basket transactions. Inbasket transactions are personnel actions designed to stop in queue that require some validation, correction or supporting documentation before final processing.

The Department continues to utilize and enhance the PBJC Business Center as a mechanism to make data available to jurisdiction decision makers. The Business Center is a web accessible data repository that provides jurisdiction-specific management information to appointing authorities and payroll coordinators. The Center brings together data that exists in various databases and systems and makes it available in one central and easily accessible location. It contains simple query tools that can be used by jurisdictions for building reports on various attributes of their employee population as well as a number of production reports

and has become a primary mechanism for pushing management information out to the jurisdictions.

The Department continues to closely monitor its Customer Service Center (formerly referred to as the Message Support Center). The Customer Service Center captures all inquiries and comments initiated from any of the Board's websites and tracks and time/date stamps responses. The Center provides an easy mechanism for Merit System employees and the general public to communicate with the Board and does not require the individual initiating a comment or inquiry to know specifically to whom it needs to be addressed. Incoming communications are distributed to appropriate Board staff for response. Importantly, the Center allows management to quality control and document outgoing communications. Since the Center's inception on January 28, 2010, the Board has responded to 768 inquiries and comments.

The Department continues to work to resolve the City of Birmingham's backlog of personnel actions. This continues to challenge the Department's resources. During March, a new project plan was developed that projects all backlogged actions being processed by February 16, 2011. At this point, the Project is on track for completion by this date. Since the beginning of the Project, 22,680 personnel actions have been reviewed and researched and 6,180 actions have been processed.

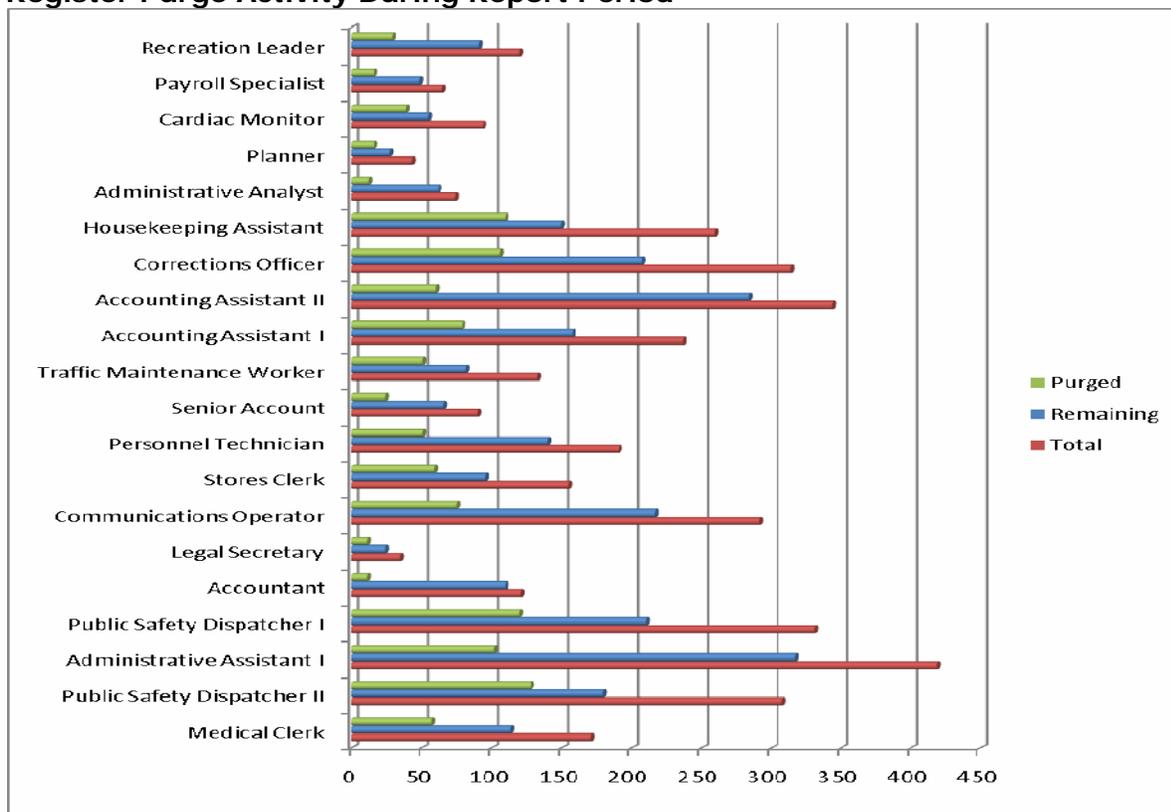
## INFORMATION TECHNOLOGY

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

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

The Board has implemented an automated register purge process designed to assess continued interest in and availability for employment. During the report year, an average of 30% of candidates whose names appeared on the targeted registers were removed either by the candidates' own choice or because the Board was unable to establish contact. Contact is attempted through automated telephone calls (12,050), text messages, and/or emails.

### Register Purge Activity During Report Period



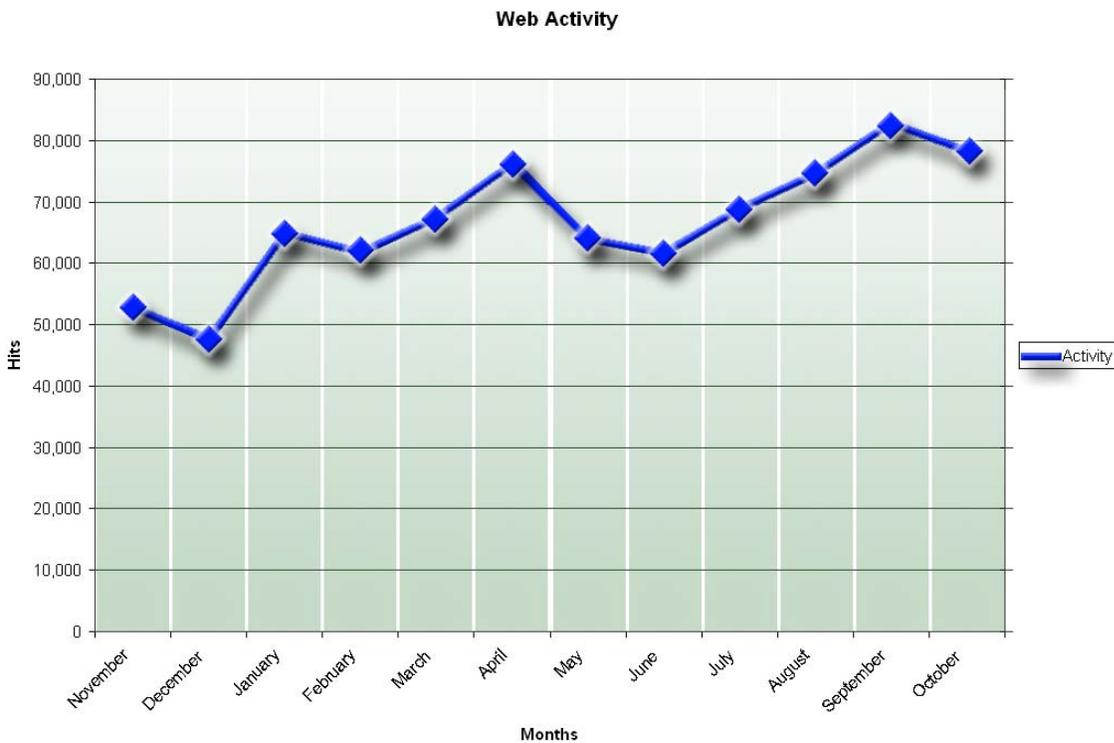
The Board's Interactive Voice Response (IVR) system received 26,723 incoming calls during the report year, calls that otherwise would be fielded by staff. During the same period, Job Alert, the Board's job notification system, sent 214,469 emails to prospective applicants. Applicants with text messaging capability also receive Job Alerts through their mobile devices.

The web has emerged as one of the Board's primary means of communicating with its constituencies and of bringing transparency to its operations. Statistical data is captured that reflects a range on information regarding traffic to and within each website maintained and supported by the Personnel Board. The graph that follows tracks the number of monthly visits for the report year for each Personnel Board website. These sites are maintained and operated by the Information Technology Department.

- www.pbjcal.org** PBJC Main Site
- www.jobsquest.org** Employment Site
- www.meritmatters.org** Merit System Employee Site (Password Restricted)

During the report year, there were a total of 493,788 visits to the Board's websites.

### Website Visits During Report Year



The department also maintains the Board's training registration site, CareerZone, but does not track site activity.

### Project Updates and New Initiatives

The Department successfully implemented LSF9, a major upgrade to the Lawson system, in June. Lawson is a component of the Board's HRIMS that maintains all employee data and tracks employee history.

Department staff is also currently involved in a major upgrade to PeopleAdmin, the Board's online application system. The new upgrade will combine functionality available in the current product with an applicant tracking system that mimics Sigma, the Board's existing software for tracking applicants, test scores, registers, and for issuing certification lists. It is anticipated that this will eliminate the future need to maintain the Sigma software at a savings of some \$15,000 annually. The enhanced product will give the Board's PeopleAdmin Administrator more direct control over product design and applicant data.

The Board's Webmaster has developed a template for building web pages that can be utilized by Merit System jurisdictions that have no or little web presence. The template can be customized for each jurisdiction and provides the jurisdiction with some direct control over content. The template resides on the Board's server. The City of Leeds served as the beta site.

## EMPLOYEE RELATIONS

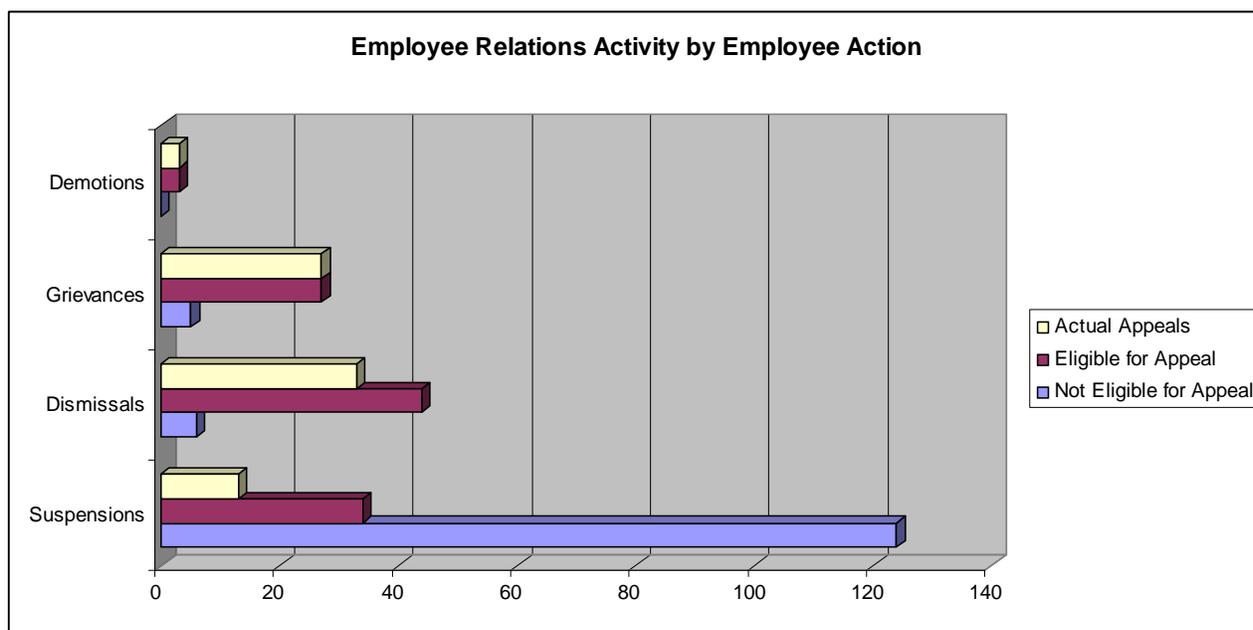
The Employee Relations Department provides information and assistance related to the Rules and Regulations, operating policies and procedures, the Enabling Act, and other state and federal laws that impact the Personnel Board and Merit System.

Our perspective is neutral - our commitment is to treat all issues with the greatest discretion and respect, and to maintain appropriate confidentiality. Our vision is to help employees and managers achieve a win-win outcome and enhance their working relationships.

### Activities and Accomplishments

During the report period, the Employee Relations Department received notification of 243 employee actions (grievances, disciplinary appeals, etc.). 56% of the employee actions were not eligible for appeal while 44% of the actions were eligible for appeal in accordance with PBJC Rules and Regulations. 70% of the eligible actions were actually appealed. The Three-Member Board rendered orders on 66 cases six of which were appealed to the Circuit Court. The Board conducted four "Show Cause" hearings and one Public Hearing adopting the 2009-2010 Classification Survey.

The chart below is an illustration of the Employee Relations activities during the reporting period of November 2009 to October 2010.



## TRAINING AND CAREER DEVELOPMENT

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

Investing in employees through training, not only benefits the system by having a more productive workforce, but it also benefits the employees themselves as they feel better about themselves and want to make a quality contribution in their public service roles. A well trained and developed workforce is a valuable asset to both our member jurisdictions and to the public they serve.

### Leadership and Computer Skills Training

Between November 1, 2009 and October 31, 2010, 2793 employees attended PBJC supervisory skills, computer skills training, and LEDGE (LEadership Development for Government Executives) training classes. This is a 3% increase over the previous year. Two of the newest offerings, Creating a Respectful Workplace and Disability Awareness Training, provided a new dimension to our diversity training efforts.

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

The department's Computer Skills Certificate Program provides participants a foundation of basic computer skills and includes seven core courses and three electives. This year, a final assessment was added to the program to validate the transfer of learning to the participant. Information about the certificate programs and all of the department's course offerings can be found on the department's CareerZone website located at [www.careerzone.org](http://www.careerzone.org).



Our most recent Certificate Program graduation was held on October 22, 2010. The Keynote speaker was Kathy G., a local entrepreneur and successful businesswoman. 72 Merit system employees were recognized for program completion, making this our largest graduating class ever. 28 completed the Supervisory Certificate, four completed the Basic Computer

Skills Certificate, and 40 completed the LEDGE (**LE**adership **D**evelopment for **G**overnment **E**xecutives) program. A total of 382 Merit System employees have received certificates since these programs inception in the Fall of 2007.

The department recognizes that it is often difficult for employees to be away from their workplace for training and that at times jurisdictions see value in their employees training as a unit. To accommodate this, the department provides classroom instruction on site where possible. Onsite training sessions were held for the following jurisdictions:

- Birmingham Botanical Gardens
  - *From Mad to Glad! Turning your Customer Around (July 2010)*
- City of Bessemer
  - *The Supervisors Job (December 2009)*
- City of Gardendale
  - *Customer Service Basics (May and June 2010)*
  - *Workplace Harassment (August 2010)*
- City of Homewood
  - *Workplace Harassment (September 2010)*
  - *Creating a Respectful Workplace (October 2010)*
- City of Hueytown
  - *Workplace Harassment (March 2010)*
- City of Leeds
  - *The Supervisor's Job (October 2010)*
- City of Mountain Brook
  - *LEDGE (May 2010)*
- City of Trussville
  - *Giving and Receiving Feedback (May 2010)*
  - *Managing Employee Conflict (May 2010)*
  - *Avoiding Legal Landmines (August 2010)*
  - *Workplace Harassment (August 2010)*
- Jefferson County Department of Health
  - *Time Management (August 2010)*
- Jefferson County Family Court
  - *Time Management (September 2010)*

ELEVATE is our newest program, which provides classroom training on professional development opportunities, such as networking, resume writing, interviewing skills and professionalism. Future opportunities may include classes on personal branding and how to use social media sites for professional improvement.

### **Recent Activities**

The Training team has led the charge to improve internal training among PBJC employees. In October, every employee attended 6 sessions regarding seven different areas of the board, including ER, Class and Comp, Training, Employee Relations and so on. Through presentations, interactive games, and panel discussions, all PBJC employee now have a more thorough understanding of how each department can work together to enhance our service to our customers.

The PBJC trainers continue to experiment with social media. They recently created a Twitter site to send out leadership tips and messages to followers. The Twitter site is linked to the CareerZone Home page for easy access. Future possibilities include LinkedIn sites and webinars.





The department continues to partner with Virginia College in 2010. Over 350 merit system employees have registered to use the SkillSoft e-learning platform as another viable training option. Virginia College employees have access to all PBJC leadership classes, while PBJC trainers have facilitated Situational Leadership® and conflict resolution training classes for them as well.

### **Future Projects**

Training recently completed four focus groups designed to gather information regarding the newest leadership program, which is tentatively titled Leadership 2.0. Over 35 graduates of the LEDGE and Supervisory Certificate programs shared their thoughts and visions for this new program. Meetings were also held with faculty members from Samford University to discuss their possible involvement in this new program

## Community Involvement

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

Pete Blank is the 2010 President of the Greater Birmingham Chapter of ASTD (American Society of Training and Development). He was also the event coordinator for the Chick-fil-A Leadercast, held in May, where over 250 local businesspeople attended to enhance their leadership skills. Pete was also an invited speaker for the 2010 AEHA Conference at Ross Bridge. Josh Gilliam was recently elected the 2011 Vice-President of Communications.



In December, 2009, the Performance Measurement staff volunteered their time to assist with the U.S. Marine Corps Reserve Toys for Tots Program. The staff organized and delivered toys as Christmas gifts to needy children in the metropolitan Birmingham area.



**Easter Seals**  
OF THE BIRMINGHAM AREA

Raymond Goolsby, Recruiting Representative, currently serves as President of the University of Alabama at Birmingham, Masters in Public Administration Alumni Association. He also serves as a Junior Board Member for Easter Seals of Birmingham. Mr. Goolsby is Co-Founder and a Core Member of PROPEL, a local youth mentoring organization. Mr. Goolsby along with Josh Gilliam, Training Advisor, volunteered with Easter Seals at their annual charity event.

Roger McCullough, Manager, HR Information and Technology Services and Guy Dewees, Manager of Workforce Development and Applicant Services serve as President and Vice President respectively of the Alabama Business Leadership Employment Network, a consortium of businesses in Alabama dedicated to the hiring and promotion of people with disabilities. Mr. McCullough also serves on the Board of the Alabama Department of Rehabilitation Services representing business and industry in the state's Region Six.



Kim Kinder, Manager of Classification and Compensation, is Leadership Facilitator for the Birmingham Society of Human Resources Management Leadership Academy. Ms. Kinder is also a Visiting Allocation Team member for United Way of Central Alabama.



Carlos Kyle, Employee Relations Team Lead, is Founder and President of ALIVE (Abundant Life through Innovation, Vision, and Enrichment), a community development corporation established to operate and maintain enrichment centers. ALIVE is committed to excellence by educating, equipping, and encouraging all persons to be leaders that value a wholesome quality of life.



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



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