



# Personnel Board of Jefferson County

The Foundation of Your Merit System Career

# 2012 Annual Report



## Report Contents

The content of this report covers the 2012 calendar year (i.e., January 1, 2012 – December 31, 2012). This report was submitted to the Citizens Supervisory Commission on May 21, 2013

## On the Cover

The front entrance to the Birmingham Barons newly constructed Regions Field in downtown Birmingham, AL, across the street from Rail Road Park. Regions Field celebrated its grand opening on April 10<sup>th</sup>, 2013 where the Barons defeated the Mississippi Braves in a stunning 9-5 comeback.

## 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>

## Report Design

The 2012 Annual Report was designed by Jay Gordon, Assessment & Development Specialist within the Performance Measurement Division of the Personnel Board of Jefferson County.



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## Letter from the Director

May 21, 2013

Dear Citizen Supervisory Commission:

On behalf of the employees and the members of the Personnel Board of Jefferson County (PBJC), I am pleased to present this report on the activities of the Personnel Board and its Merit System for the 2012 calendar year. I would like to start by highlighting the financials of the Personnel Board for 2012. The 2012 fiscal year marked the eighth consecutive year in which the PBJC has reduced its operating budget and the tenth straight year in which the organization has come in under budget. Through a number of cost containment and cost cutting initiatives the Board's expenses were more than one million dollars under budget! The PBJC takes its financial responsibility seriously and the Board will continue to work to find ways to provide efficient and valuable services to our member jurisdictions in a cost effective manner.

I am also excited to share with you the updates on the Personnel Board operations and our Merit System as a whole. Within the pages of this report, I believe you will find a number of exciting initiatives implemented or started during the 2012 calendar year. Those initiatives include, but are not limited to implementing a new training certificate program title M-PACT (Managers Preparing to Accomplish Change Today) designed to enhance the skills and job performance of Merit System managers, developing a web-based system designed to enhance the efficiency of reduction in force processes, and beginning the design and development of a completely revamped performance management system for Merit System employees.

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

Sincerely,

A handwritten signature in black ink, appearing to read "M. [unclear]".

Director, Personnel Board of Jefferson County

Letter From the Director

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## Citizens Supervisory Commission (CSC)

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. Glyn Agnew**

Chairperson  
Birmingham Urban League

**Lt. Donald R. Baker**

Municipal Employee  
Representative

**Mr. David Clark**

President  
Central Alabama Labor Federation

**Dr. George T. French**

President  
Miles College

**Rev. P. Banneke Hatcherson**

President  
Interdenominational Minister's  
Alliance of Greater B'ham

**Mr. Brian Hilson**

President & Chief Executive Officer  
Birmingham Business Alliance

**Mr. Hezekiah Jackson**

President  
NAACP

**General Charles C. Krulak**

President  
Birmingham Southern College

**Dr. Judy M. Merritt**

President  
Jefferson State Junior College

**Sgt. James B. Miller**

County Employee Representative

**Ms. D. Kim Munford**

President  
Jefferson County Parent Teacher  
Association

**Dr. Stephen R. Steinmetz**

President  
Jefferson County Medical Society

**Dr. Perry W. Ward**

President  
Lawson State Community College

**Dr. Ray L. Watts**

President  
University of Alabama at Birmingham

**Dr. Andrew Westmoreland**

President  
Samford University

## Three-Member Board

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

### Board Members

#### **L. Kenneth Moore**

Place No. 1 (Chairperson) / Bessemer Cutoff District

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

#### **Lonnie A. Washington**

Place No. 2 / Bessemer Cutoff District

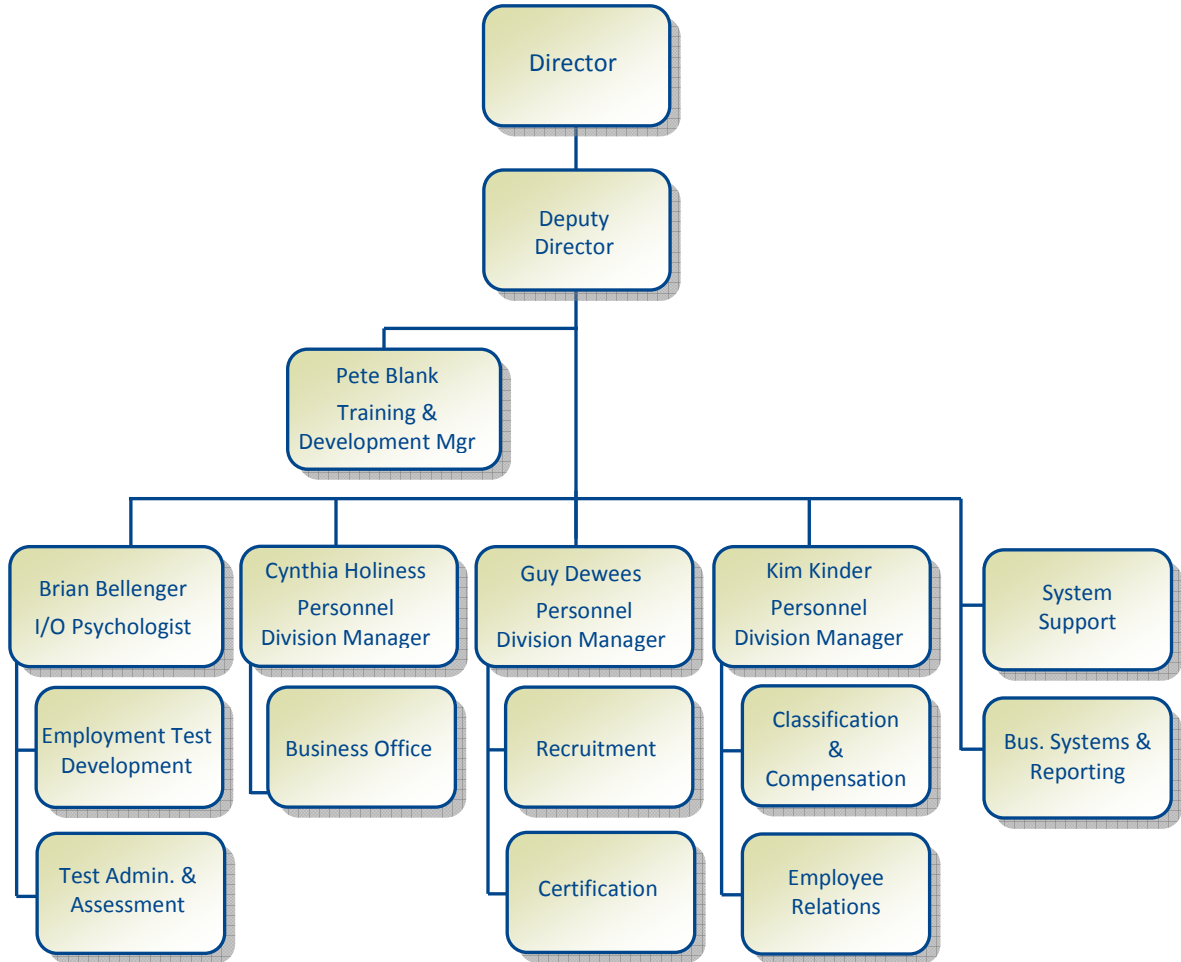
Mr. Lonnie Washington has been a member of the Board since November, 2010. He is a practicing attorney with Washington, Lloyd & Henderson law firm. He earned his Bachelors of Arts in English from Alabama State University and his Doctorate of Jurisprudence from Samford University's Cumberland School of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

#### **Ann D. Florie**

Place No. 3 / Birmingham District

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

## Organizational Structure





## Personnel Board Mission

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

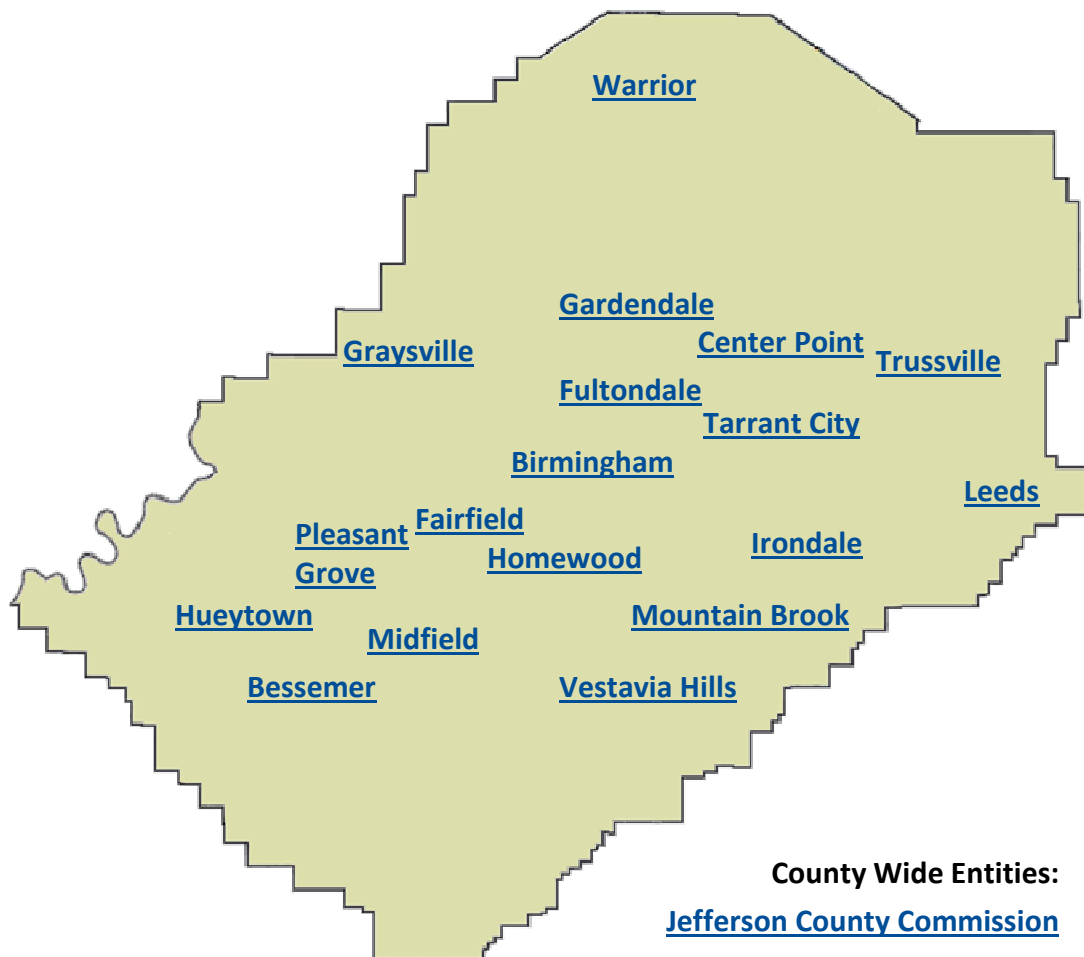
## Guiding Principles

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

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

## Member Jurisdictions

The Personnel Board was established by the State of Alabama legislature in 1935 as the human resources agency responsible for administering the civil service (Merit) system in Jefferson County, Alabama. Within counties having multiple municipalities, the County's Merit System is inclusive of municipalities having 5,000 or more inhabitants and whose borders lie geographically within the county. Police Officers of municipalities having 2,500 inhabitants are also statutorily included. Currently, employees of 18 municipalities, together with six countywide entities, make up the 24 "jurisdictions" that are part of the Merit System of Jefferson County.



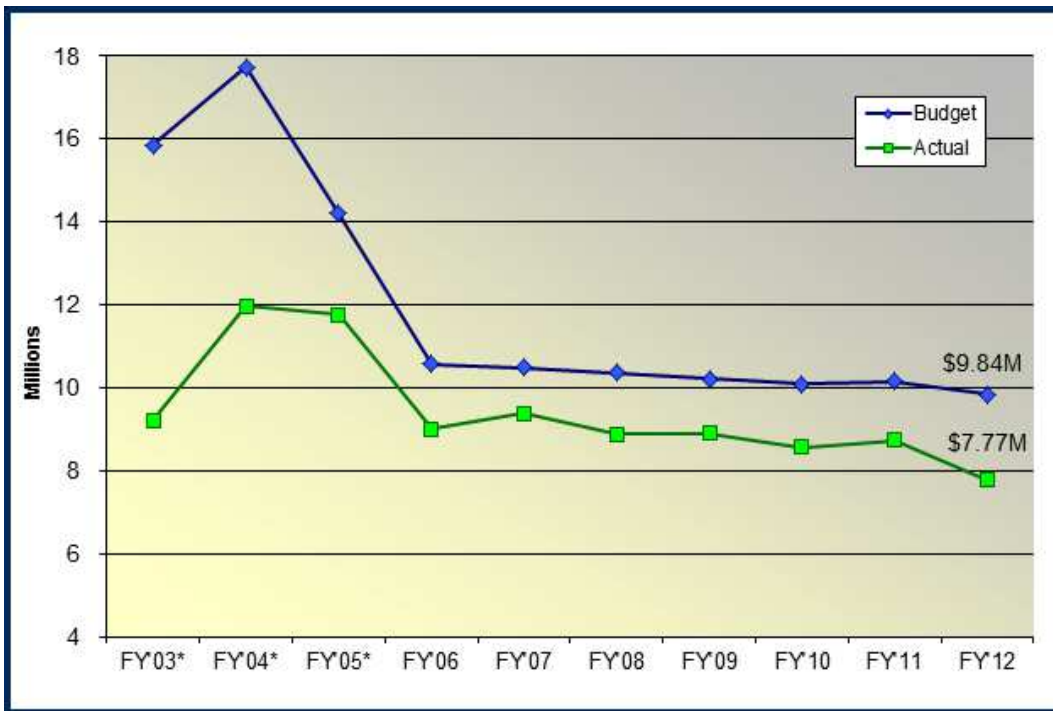
\* Click on City/Entity name  
for link to website

**County Wide Entities:**  
[Jefferson County Commission](#)  
[Emergency Management Agency](#)  
[Jefferson County Department of Health](#)  
[Judges](#)  
[Jefferson County Pension Board](#)  
[Personnel Board of Jefferson County](#)

## Financial Report

As outlined in our guiding principles, the Personnel Board of Jefferson County works to ensure the efficient utilization and judicious accountability of all resources within our control, to include finding ways to add value and increase the return on investment for all our stakeholders. Presented in this section is a financial report for the Personnel Board for fiscal year 2012 and the initiatives taken to contain costs. Please note that the fiscal year cover in this report spans the period of October 1, 2011 through September 30, 2012.

### Annual Tracking of Budget and Actual Expenditures



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

## Fiscal Year 2012 Expenditures

Expenditure Breakdown	
Personnel Costs	\$4,079,071.94
Employee Benefits	\$ 976,457.41
Legislative Allowance (Board Members' compensation)	\$ 3,420.00
Advertising	\$ 20,120.24
Systems Maintenance (includes hosting fees)	\$ 520,898.94
Other Travel (volunteer assessor travel & recruiting travel)	\$ 108,633.70
Legal Expenses	\$ 298,596.03
Cravath, Swaine & Moore*	\$ 450,000.00
Other Professional Services (exam & transcription srvcs)	\$ 56,698.60
Insurance Premiums	\$ 30,239.00
Rental-Facilities (hotel accommodations for volunteer assessors)	\$ 115,520.40
Office Supplies	\$ 21,201.26
Computer Equipment and Software	\$ 79,056.83
Hospitality (meals for volunteer assessors)	\$ 18,979.38
Rent (rental of office space in 2121 building)	\$ 635,361.96
Indirect Costs (County charge for central services)**	\$ 215,294.00
Other (includes telephone expenses, copier rentals, etc.)	\$ 122,060.46
<b>TOTAL</b>	<b>\$7,767,459.00</b>

\* Indicates last and final payment of five scheduled payments ordered by the Federal Court as part of the Personnel Board's termination of its consent decree.

\*\* Central services include, but are not limited to, the processing of payroll checks, purchase order/voucher requests, budget amendment requests, help desk incidents, and the number of telephone lines assigned.

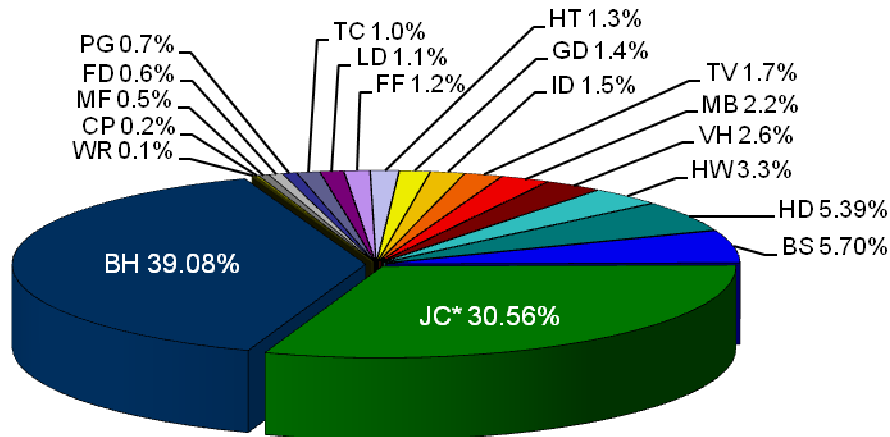
## 2012 Cost Cutting & Cost Containment Initiatives

- Suspending merit raises for staff for two of the last four years.
- Foregoing a cost of living salary adjustment for three of the last four years (for an average cost of living adjustment of .038% per year over this time period).
- Intentionally reducing advertising budget due to the significantly high unemployment levels.
- Postponing planned computer equipment and software upgrades initiatives (e.g. an Online Application and Software Hosting System, a Performance Appraisal System and a Web-Based Budget Program).
- Implementing a hiring freeze (unless position is deemed critical).
- Thoroughly evaluating all contracts and only renewing those of critical importance.
- Intensifying contract negotiation efforts for additional savings.
- Reducing legal expenditures.
- Leveraging technology to improve operational efficiencies and reduce supply and personnel costs.

## Expense Allocation

The Personnel Board of Jefferson County's expenses throughout the fiscal year are paid by Jefferson County. At the conclusion of the fiscal year, Jefferson County submits to the Personnel Board the total sum it has expended for Personnel Board operations. The Personnel Board Director certifies the expenditures and the allocation of expenses to be billed to the member jurisdictions and submits the information to the Three-Member Board for approval. Presented below is the percentage of Personnel Board expenses allocated to each jurisdiction for fiscal year 2012.

### Allocation of Personnel Board FY 2012 Expenses



**Legend:**

BH – Birmingham	HT – Hueytown	MF – Midfield
BS – Bessemer	HW – Homewood	PG – Pleasant Grove
CP – Center Point	ID – Irondale	TC – Tarrant City
FD – Fultondale	JC* – Jefferson County	TV - Trussville
FF – Fairfield	LD – Leeds	VH – Vestavia Hills
GD – Gardendale	MB – Mountain Brook	WR – Warrior
HD – Health Dept		

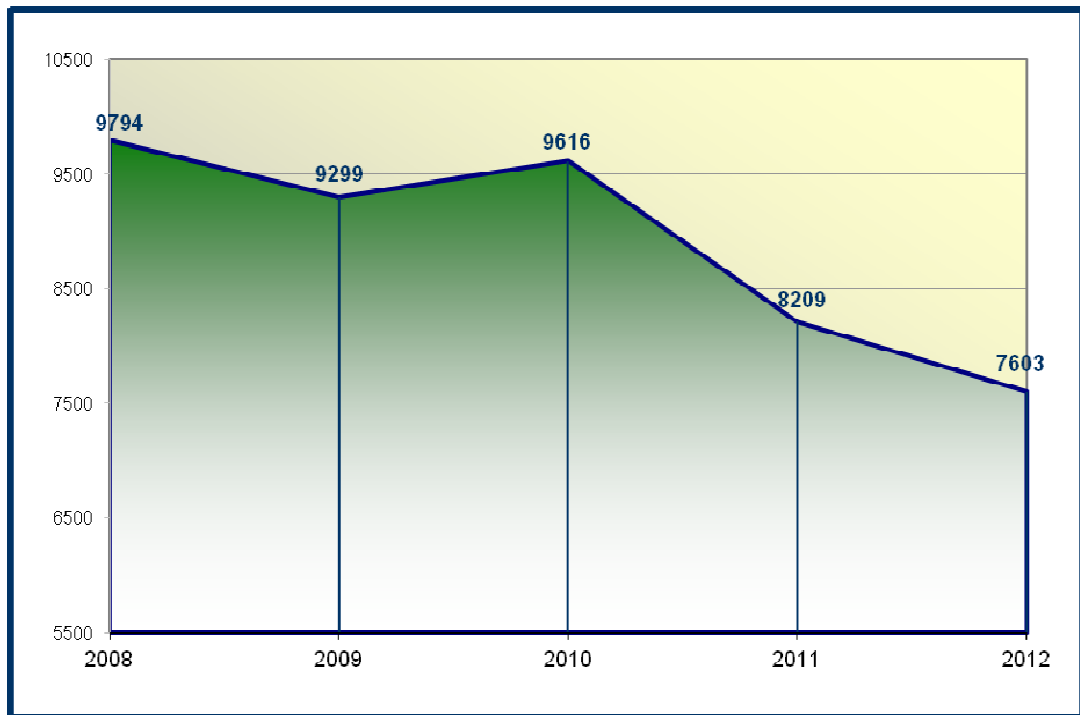
*Note:* Percentage allocated is based on the number of classified employees employed by the jurisdiction as of September 30, 2010. See subsequent section for details on the employees by jurisdiction.

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

## Workforce Demographics

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

### Number of Merit System Employees



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

## Number of Classified Employees by Jurisdiction by Year

Jurisdiction	2012	2011	2010	2009	2008	% Change Previous Yr	% Change Last 5 Yrs
Bessemer	442	439	457	478	466	0.68%	-5.15%
Birmingham	3022	3098	3611	3402	3487	-2.45%	-13.34%
Centerpoint	13	10	13	10	11	30.00%	18.18%
EMA	8	8	8	7	7	0.00%	14.29%
Fairfield	89	93	102	112	120	-4.30%	-25.83%
Fultondale <sup>1</sup>	50	48	45	58	60	4.17%	-16.67%
Gardendale	106	107	110	105	112	-0.93%	-5.36%
Health Dept	402	405	501	516	508	-0.74%	-20.87%
Homewood	261	260	274	269	281	0.38%	-7.12%
Hueytown	100	103	98	101	103	-2.91%	-2.91%
Irondale	114	119	116	120	117	-4.20%	-2.56%
Jefferson County	2173	2686	3440	3243	3643	-19.10%	-40.35%
Leeds	75	81	77	86	63	-7.41%	19.05%
Midfield	38	37	36	42	56	2.70%	-32.14%
Mountain Brook	179	178	177	180	175	0.56%	2.29%
Pension Board (JC) <sup>2</sup>	7	--	--	--	--	--	--
Personnel Board	49	54	61	64	64	-9.26%	-23.44%
Pleasant Grove	52	52	51	51	53	0.00%	-1.89%
Tarrant	78	80	83	91	90	-2.50%	-13.33%
Trussville	130	132	127	130	137	-1.52%	-5.11%
Vestavia Hills	205	208	217	220	225	-1.44%	-8.89%
Warrior	10	11	12	14	16	-9.09%	-37.50%
<b>Total System</b>	<b>7603</b>	<b>8209</b>	<b>9616</b>	<b>9299</b>	<b>9794</b>	<b>-14.63%</b>	<b>-11.09%</b>

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

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

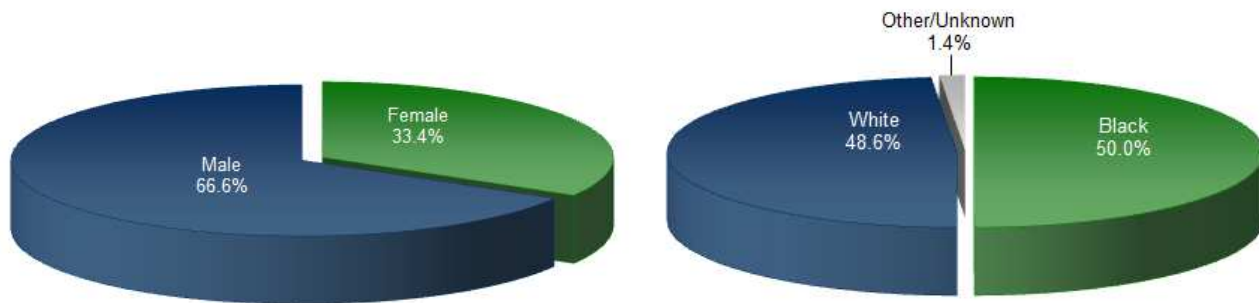
<sup>2</sup> Pension Board (General Retirement System for Jefferson County) became an independent Merit System jurisdiction during 2012; therefore, data from previous years are unavailable.

## Classified Employees by Race and Sex for Jurisdictions

Jurisdiction	Sex				Race					
	Female		Male		Black		White		Other/Unknown	
Bessemer	98	22.2%	344	77.8%	274	62.0%	160	36.2%	8	1.8%
Birmingham	847	28.0%	2175	72.0%	1995	66.0%	987	32.7%	40	1.3%
Centerpoint	6	46.2%	7	53.8%	3	23.1%	9	69.2%	1	7.7%
EMA	3	37.5%	5	62.5%	2	25.0%	6	75.0%	0	0.0%
Fairfield	25	28.1%	64	71.9%	68	76.4%	21	23.6%	0	0.0%
Fultondale	15	30.0%	35	70.0%	5	10.0%	44	88.0%	1	2.0%
Gardendale	24	22.6%	82	77.4%	5	4.7%	99	93.4%	2	1.9%
Health Dept	311	77.4%	91	22.6%	243	60.4%	138	34.3%	21	5.2%
Homewood	41	15.7%	220	84.3%	50	19.2%	209	80.1%	2	0.8%
Hueytown	19	19.0%	81	81.0%	10	10.0%	89	89.0%	1	1.0%
Irondale	14	12.3%	100	87.7%	16	14.0%	94	82.5%	4	3.5%
Jefferson County	982	45.2%	1191	54.8%	1006	46.3%	1158	53.3%	9	0.4%
Leeds	11	14.7%	64	85.3%	6	8.0%	68	90.7%	1	1.3%
Midfield	9	23.7%	29	76.3%	25	65.8%	12	31.6%	1	2.6%
Mountain Brook	29	16.2%	150	83.8%	20	11.2%	153	85.5%	6	3.4%
Pension Bd (JC)	6	85.7%	1	14.3%	1	14.3%	6	85.7%	0	0.0%
Personnel Board	31	63.3%	18	36.7%	31	63.3%	17	34.7%	1	2.0%
Pleasant Grove	11	21.2%	41	78.8%	4	7.7%	46	88.5%	2	3.8%
Tarrant	11	14.1%	67	85.9%	16	20.5%	62	79.5%	0	0.0%
Trussville	21	16.2%	109	83.8%	5	3.8%	123	94.6%	2	1.5%
Vestavia Hills	25	12.2%	180	87.8%	16	7.8%	183	89.3%	6	2.9%
Warrior	1	10.0%	9	90.0%	0	0.0%	10	100.0%	0	0.0%
<b>Total System</b>	<b>2540</b>	<b>33.4%</b>	<b>5063</b>	<b>66.6%</b>	<b>3801</b>	<b>50.0%</b>	<b>3694</b>	<b>48.6%</b>	<b>108</b>	<b>1.4%</b>

Note. Number of employees determined as of October 1, 2012.

## Percentage of Merit System Employees by Sex and Race





## Jurisdiction Pay

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

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

### Percentage Adjustment to Salary Schedule by Jurisdiction

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

As previously mentioned, jurisdictions maintain and adjust their own salary schedules. Below is a comparison of the base salary (excluding non-salary benefits) for fiscal year 2012-2013 of each of the jurisdictions within the Merit System to the Personnel Board's base salary. The Personnel Board gathers compensation data from a cross-section of comparable labor markets and sets its salary schedule consistent with these markets. In the graph below, those jurisdictions falling to the left (in green) of the Personnel Board (PB) pay at the indicated percentage above the Personnel Board. Those falling to the right (in red) of the of the Personnel Board pay at the indicated percentage below the Personnel Board.

## Jurisdiction Base Salary Comparison



**Legend:**

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

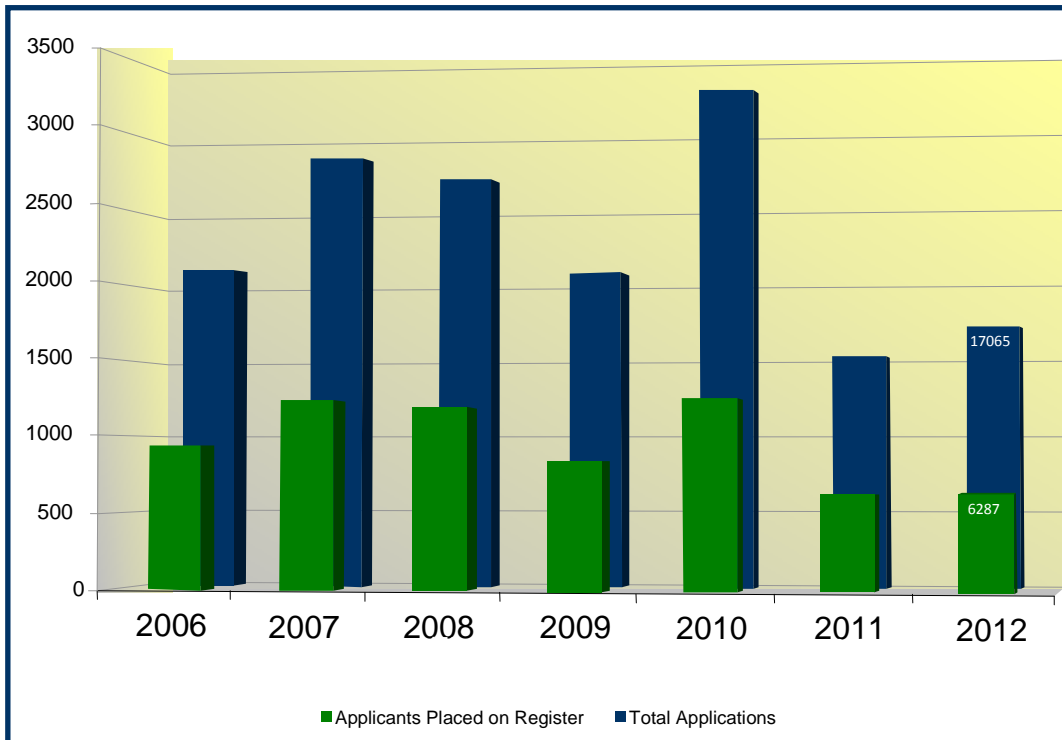
HD – Health Dept (Jefferson Co.)  
 HT – Hueytown  
 HW – Homewood  
 ID – Irondale  
 JC – Jefferson County  
 LD – Leeds  
 MB – Mountain Brook

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

## Applicant Information

After a significant spike in 2010, the number of applications decreased for the 2011 calendar year to a number more in line with previous years. Another decrease occurred in 2012 as the need for opening positions and accepting new applications dropped due to a reduced number of positions to be filled within the Merit System due to layoffs within the workforce at Jefferson County. The chart below tracks the number of applications received and number of individuals placed on eligible registers over the past six years. Subsequent tables present the number of applicants progressing through various stages of the hiring process and summary demographic information for each step of the application processing.

### Number of Applications Received & Placed on Registers



Jurisdiction	Total	Sex			Race		
		Female	Male	Unknown	Black	White	Other/ Unknown
Applications Received	17065	9285	7467	313	11003	4966	1096
Passed Minimum Qualifications	13558	7134	6164	260	8571	4108	879
Failed Minimum Qualifications	3507	2151	1303	53	2432	858	217
Candidates Taking Employment Test <sup>1</sup>	6822	3341	3389	92	4178	2306	338
Passed Test	5554	2607	2869	78	3362	1928	264
Failed Test	1268	734	520	14	816	378	74
Applicants Placed on Register <sup>1</sup>	6287	3215	2941	131	3650	2211	426
Applicants Certified	20003	9534	10193	276	11444	7206	1353
Bessemer	1000	309	676	15	623	316	61
Birmingham	6130	2529	3518	83	3607	2182	341
Center Point	43	21	21	1	23	18	2
Fairfield	555	234	319	2	405	125	25
Fultondale	50	42	6	2	28	13	9
Gardendale	302	187	113	2	195	91	16
Health Department	1930	1394	502	34	1142	547	241
Homewood	1107	408	686	13	657	376	74
Hueytown	310	96	207	7	150	131	29
Irondale	1291	723	556	12	828	377	86
Jefferson County	3734	2423	1252	59	2040	1464	230
Leeds	433	203	225	5	263	144	26
Midfield	172	78	89	5	114	42	16
Mountain Brook	939	219	710	10	404	476	59
Personnel Board	155	41	110	4	98	48	9
Pleasant Grove	108	23	85	0	53	48	7
Tarrant City	390	124	264	2	186	177	27
Trussville	701	246	445	10	298	358	45
Vestavia Hills	621	226	386	9	320	254	47
Warrior	32	8	23	1	10	19	3
Applicants Hired	728	201	507	20	326	336	66
Bessemer	55	12	43	0	44	9	2
Birmingham	293	66	223	4	163	109	21
Center Point	4	2	2	0	2	2	0
Fairfield	16	5	11	0	15	1	0
Fultondale	3	1	0	2	0	1	2
Gardendale	5	2	3	0	0	3	2
Health Department	35	27	7	1	20	12	3
Homewood	31	6	25	0	9	19	3
Hueytown	20	2	17	1	2	16	2
Irondale	19	6	13	0	4	13	2
Jefferson County	139	52	79	8	48	71	20
Leeds	16	3	12	1	6	8	2
Midfield	4	1	3	0	3	1	0
Mountain Brook	23	5	17	1	1	21	1
Personnel Board	9	3	6	0	5	4	0
Pleasant Grove	2	1	1	0	1	1	0
Tarrant City	3	0	2	1	1	1	1
Trussville	21	4	16	1	2	18	1
Vestavia Hills	29	3	26	0	0	25	4
Warrior	1	0	1	0	0	1	0

*Note.* Data provided for the numbers of applicants certified include individuals *certified* during the 2012 calendar year. The numbers reflect not only individuals who applied in 2012, but also individuals who applied in prior years and remained on an eligible register in 2012.

<sup>1</sup> "Employment Tests" refer to structured measures beyond application screening. The numbers provided exclude applicants who applied in 2012, but who have not taken the civil service employment test as of the time of this report.

## PBJC Departmental Activity

### Classification & Compensation

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

- The 2011-2012 Classification Survey which began on September 12, 2011, came to a close on August 14, 2012 when the Survey recommendations were approved by the Board. The survey included approximately 250 Merit System classes in Personnel/Human Resources, Public Works, Parole/Social Work, Community/Economic Development and several other departments. More than 850 employees participated with a total of 14 positions being recommended for reclassification into a different job class.
- The 2012-2013 Classification Survey opened for participation in September of 2012. The survey includes 135 Merit System job classes in Public Safety, Wastewater Treatment, Housekeeping, Skilled Trades and several other Departments. Participation ended on October 31, 2012 and there were over 2,000 employees who submitted survey information. Survey audits will be conducted from November of 2012 through February of 2013 with initial recommendations available in March of 2013.
- The PBJC received 28 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, the Three-Member Board approved or conditionally approved (with articulated provisions to be addressed) all 28 requests.
- In 2012, the Classification & Compensation department approved a total of 12 new classes, 236 new positions, 56 advanced step requests, 5 premium pay requests and 6 medical pay plan requests.

## Workforce Development & Applicant Services

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

- WDAS posted announcements for the acceptance of applications for 286 positions from January 1, 2012 through December 31, 2012. A total of 17,065 applications were received and processed in response to the job announcements.
- A total of 108 new eligible registers as well as 119 layoff registers for 502 individuals were created during the report period. WDAS issued 977 certification lists for 613 job classes. For the period January 1, 2012 through December 31, 2012 the Board's average response time to the requests for lists of certified candidates was 4 hours and 20 minutes.
- The Board's Interactive Voice Response (IVR) system received 4629 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 494,734 emails to prospective applicants. Applicants with text messaging capability also receive Job Alerts through their mobile devices.
- WDAS staff members attended 14 career events and jobs fairs at colleges, universities, and community organizations throughout the state.
- Images and graphics were updated on the Board's recruiting website, brochures, and the display units used for marketing career opportunities at job fairs and career events.

## 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.

- During 2012, Performance Measurement conducted 39 assessment center/test administrations, consisting of 6,822 individual assessments. Also during this period, the division recruited 279 volunteers from across the country to donate up to 40 hours each to serve as subject matter experts in the development of tests or as assessors in the evaluation of candidate performance on selection procedures administered by the PBJC. This resulted in 11,160 hours of work time donated by public safety and personnel selection professionals from across the country to the PBJC.

- Among the jobs tested during 2012 were the Public Safety jobs constituting primary ranks for both the Police and Fire Service (e.g., Police Sergeant, both Police and Fire Lieutenants, both Police and Fire Captains, Firefighter Apparatus Operator), as well as the Clerical/Administrative job series.
- Job analyses were finalized for 66 jobs in preparation for the 2012-2013 classification annual survey. This included all of the Public Safety jobs (Police Officer and Firefighter) which constitute the largest percentage of total merit system employees of all the job families within the system. Staff also completed job analyses for 69 additional jobs during the period covered by this report.
- During 2012, members of the Performance Measurement staff were asked to consult with the Vestavia Hills Library System regarding some organizational issues. These staff members worked closely with the library staff and city officials to develop an organization-wide employee satisfaction survey. The survey was administered and data were compiled into a report presented to the Library Board, the Mayor and City Manager. City and library officials expressed their appreciation for the work conducted on this project and the helpful feedback resulting from the survey.

## Employee Relations

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

- During the report period, ER received notification of 479 employee actions (grievances, disciplinary appeals, administrative leave without pay, etc.) – 61% of the employee actions received were not eligible for appeal in accordance with PBJC Rules & Regulations; 39% were eligible to appeal; of those eligible, 69% were actually appealed.
- The Three-Member Board rendered orders on 49 cases, seven of which was appealed to the Circuit Court.

## Business Office

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

- Continued to be sensitive to the financial impact the Board's budgets have on the municipalities that we serve and the decline in revenues of our member jurisdictions. With these efforts in place, the Business Office finalized the 2013 fiscal year budget in June 2012 at \$9,763,893, a reduction of \$74,413 compared to 2012 budget.
- Worked with the County's Purchasing Department to release two requests for proposals/invitations to bid (Police Officer and Firefighter Entry-Level Testing Services and Lawson Programming Consulting Services). The State of Alabama Bid Law requires that for any service or product over \$15,000, vendors shall have the opportunity to compete for the service or product.
- Developed new organizational procedures, which included procedures related to Alabama's New Immigration Law, effective April 1, 2012. New hires are required to provide the appropriate documentation, and information is entered in the E-Verify System for confirmation that a new hire is designated as work authorized by the Department of Homeland Security and Social Security Administration Department.
- Collaborated with the Board's Information Services department to develop an internal Web Based Budgeting System that allows the management team to enter budget projections and justifications. The new Web Based Budget program was created to improve efficiencies in the annual budgeting process. The new system will be utilized during the budget process for fiscal year 2014.

## Information Systems

Information Systems 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.
- 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.



- 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 utilized for the RIFs executed by Jefferson County in the first half of 2012 and greatly enhanced the efficiency of the bumping process.
- Information Systems has been working 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 web-based systems include an internal budgeting system, a system for entering and processing grievances and appeals, a system for appealing eligibility determinations, and a system for processing certification requests and generating certification lists.
- Information Services enhanced the Personnel Board's disaster recovery system. This system helps ensure that operations at the Personnel Board may continue as efficiently as possible in the event of a disaster that impacts the Board's information systems.

## 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.

- During the reporting period, 2041 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 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.
- Continuous improvements were made to the training computer lab, as all computers were updated with Microsoft office version 2010. In addition, Ayla Russell designed, developed and provided new class offerings of all 2010 version applications.

- Eighteen Merit System employees successfully completed the “Alpha Pilot” of the 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 Museum of Flight. The “Alpha Pilot” group concluded in May, with the “Beta Pilot” group concluding in October. A total of 42 Merit System employees completed these programs.
- Training piloted two new programs in 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.
- Training continues to provide specialized training on an as-needed basis in our jurisdictions. Examples of this include Birmingham Municipal Court, the City of Homewood Executive Team, and the City of Birmingham’s Leadership Team.

## Spotlight on Performance Appraisals

The Personnel Board of Jefferson County is pleased to announce that we have a new Performance Management System. The main focus of the new System, at this time, is the Performance Appraisal Tool. Currently, Performance Appraisal forms can be printed from our website, completed by hand and manually routed for approval signatures. The Board has been working very diligently in 2012 to improve the current process that has become obsolete and ineffective by revamping the appraisal forms, automating the process and transitioning to a common review date for all employees.

With the 2013 fiscal year, the Personnel Board will offer Merit System employees a tool to accomplish effective performance appraisals all on-line at one time of the year. This includes offering comprehensive training on how to conduct a successful performance appraisal including the completion of the new forms. The Appraisal Forms contain the following components:

- Individual Job Competency Ratings
- Overall Performance Rating
- Goal Setting
- Employee Self Evaluation
- Plan for Improvement, if necessary

A focus group is planned for May of 2013 to present the performance appraisal forms to Appointing Authorities, City Clerks, Department Heads and other managers for their feedback. This is an integral part of the process, so that the appraisal tool can be utilized and can meet the needs of our Jurisdictions in the Merit System. We plan to conduct future meetings after the initial focus group meetings have been held so that we can ensure that the Merit System employees are aware of the new process and have an opportunity to provide feedback.

Performance management is an essential part of an employee's career. It is the continuous process of identifying, measuring and developing individual performance while aligning the performance with strategic goals. The Personnel Board is confident that we can add value to this process with the newly designed System and look forward to the efficiencies and impact it will have on our employees.

## Community & Professional Involvement

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

- In March 2012, Cynthia Holiness volunteered 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. Cynthia also volunteered for the United Way Visiting Allocation Team. The team's responsibilities included reviewing the financial documents and recommending funding for two local non-profit agencies.
- Tiffany Owens is a member of Toastmasters International, a nonprofit educational organization operating clubs worldwide to help 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.
- 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 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.
- 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.
- Stephen Owens served 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.

- Ayla Russell volunteered as an active member of Alpha Kappa Alpha and was selected to be on the 2013 Board of Directors.
- Jeff Crenshaw authored a book chapter titled “New Selection Methods for a New Generation” in the book *Managing Human Resources from the Millennial Generation*. Brian Bellenger 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.
- Joyce Smith and Barbara Lee participated in Project Homeless Connect to help increase access for the homeless to services such as healthcare and employment services, and end chronic homelessness in Central Alabama.
- Kim Kinder, Tonya Dawson, 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 participated in Alabama Ethics Training, monthly Association of Government Accountants’ luncheons and a host of leadership workshops.
- Kim Kinder, Kemi Niyiladipo, Chiasa Suzuki, Alyssa Singer, and Karisa Morris volunteered time to the Community Food Bank of Central Alabama to help package food for distribution to schools so that children in need would have nutritious and easy to prepare food for the weekend. Kim is also a Visiting Allocation Team member for United Way of Central Alabama.
- Kemi Niyiladipo volunteered her time to assist Feeding America, a program that provides nutritious and easy-to-prepare weekend food for children in low income families. She also walked for the March of Dimes for babies, collecting \$680.
- Stephen Owens volunteered at Pathways Ministries, the Lovelady Center, the Glenwood Behavior and Autism Center, and the young leaders of the United Way of Central Alabama. He is also the assistant alumnus advisor for the Kappa Sigma Chapter at the University of Alabama and was invited to speak for the Birmingham Library’s annual team day. Pete Blank volunteered at the YWCA’s Interfaith Hospitality House which offers shelter and supportive services for up to seven families at a time and the assistance needed to move them out of homelessness into housing.
- Pete Blank served as President of the Greater Birmingham Chapter of the American Society for Training and Development. Pete has been an invited speaker to multiple professional organizations including the Training 2012 Conference, the 2013 ASTD International Conference and Expo, and the University of Alabama’s HRM Conference. He is also a member of the Board of Directors for the Blue Ridge Conference on Leadership. Stephen Owens and Ayla Russell are both active members of the Greater Birmingham Chapter of ASTD.

- Cynthia Holiness participated in the Government Finance Officers Association of Alabama (GFOAA) Summer Conference in August 2012. The GFOAA is designed to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership. In addition, she attended monthly Association of Government Accountants' professional development seminars in which she obtained continuing professional education credits towards her designation as a Certified Government Financial Manager.
- The Personnel Board of Jefferson County's Green Team is a team of dedicated employees that continues to support and promote initiatives and programs designed to make the PBJC more environmentally friendly, from recycling to conservation.
- 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), the International Personnel Assessment Council (IPAC), and the American Society of Public Administration (ASPA), among others.

## Recognition

The Personnel Board would like to recognize and congratulate the Merit System employees below for their commitment to professional development through training and completion of the following certificate programs provided by the Personnel Board of Jefferson County.

**LEDGE Certification** – Leadership Development for Government Executives (LEDGE) is a certificate program offered by the Personnel Board that helps Merit System executive leaders assess their leadership styles and learn how to work within their style and adapt their leadership style to maximize their performance and the performance of their employees.

**Birmingham:** Barry Bemis, Nashonda Goree, Cathy Peoples, and Ronald Sellers.

**Gardendale:** Scott Banks and Jerry Suggs.

**Homewood:** JJ Bischoff, Brian Bonner, Billy Braswell, John Bresnan, Robert Copus, Leo Deason, Andrew Didcoct, Lori Dooley, Curtis Harris, Paul Jordan, Vanessa McGrath, Melody Salter, Lori Stoney, Jerry Suttles, Demetrius Webb, and James Wyatt.

**Hueytown:** David, McKee, Danny Sullivan, Bobby Wilhite, and Brent Williams.

**Leeds:** David Coyne

**Mountain Brook:** Drew Evans and Melissa Honeycutt.

**Vestavia Hills:** Jeff Stewart.

**Jefferson County:** Felicia Rucker.

**MPACT** – The MPACT Program is a 9-month leadership training program for Merit System managers and is designed to enhance skill sets and take managers to new heights as a leader in civil service.

**Birmingham:** Janice Blackwell, Kelvin Blevins, Valencia Chambers, and Twila Fortune.

**Fairfield:** Willie Rogers.

**Homewood:** Lori Dooley.

**Hueytown:** Steve Gamble and Steven B. Richardson.

**Leeds:** Jeff Muzer.

**Mountain Brook:** Stacey Cole, Alan Eason, and Chris Mullins.

**Trussville:** Nathaniel C. Hopper, Phillip K. McLaughlin, and Dan Sargent.

**Jefferson County:** Ann Heard.

**Personnel Board:** Carlos Kyle and Bronze McGhee-Lougheed.

**Computer Skills Certification** – The Personnel Board Computer Skills Certificate Program provides a foundation of basic computer skills for all users. Core management principles and practices are woven throughout the curriculum. Participants will be challenged to understand cultural differences, demonstrate ethical standards, and treat others with dignity and respect in all situations.

**Jefferson County:** Gloria Turner

**Supervisory Certification** – The Personnel Board Supervisory Certificate Program provides a foundation of supervisory knowledge and skills applicable to a broad range of positions. Supervisors and supervisory candidates from all job classes share knowledge and experience and gain exposure to new perspectives, attitudes and ideas.

**Bessemer:** Doris Lewis.

**Birmingham:** Lamar Akles, Charles Amison, Doris Augustin, Janice Blackwell, Talana Brown, Valencia Chambers, Billy Conner, Angela Davis, Joanne Denny, JL Dubose, Cheryl Goodman Dunklin, Narvella Glover, Jennifer Hamilton, Roberta Henderson, Elaine Holmes, Mary Hunter, Katrina M. Johnson, LaTosha P. Kelley, Tameeka Marshall, Reva Palmer, Renda Samuels, Mikiel Smith, Tywana Smith, Maria Swanson, Cordia Thomas, Scott Thurmond, Christopher Wilkerson, John Wilkes, and Roderick Zeigler.

**Gardendale:** Brad Cotton, Rodney Henderson, and Buddy Partridge.

**Homewood:** Keith Smith, Jerry Suttles

**Hueytown:** Stephanie Robertson and Fred Shaw.

**Mountain Brook:** Drew Evans, Jay Loring, and Racquel Osborn.

**Trussville:** Jeffery Fore, Christopher Franklin, Cynthia Jones, Russell Ledbetter, Clifford Moore, Timothy Shotts, and Gary Vaughn.

**Jefferson County:** Ikecona Freeman, Damian Hillary, Neal Roberts, Avvon Tillman, and Rosel Wright.

**Jefferson County Department of Health:** Vayonna Dorsey, Cynthia Freeman, Adiana Valezuela, and Majeeda Workneh.

**Personnel Board:** David Goins, Robert Gross, and Justin Tucker



