

# The Merit System



---

---

2006 Annual Report

---

---

The Personnel Board of Jefferson County

---

## Table of Contents

OVERVIEW .....	1
History of the Personnel Board of Jefferson County .....	1
Citizens' Supervisory Commission (CSC).....	1
Three-Member Board .....	5
Transition of Authority from Receiver to Three-Member Board .....	5
Appointment of Monitor.....	6
Appointment of Personnel Director .....	6
Resignation of Three-Member Board Chair .....	7
PBJC Board Training and Orientation .....	7
Three-Member Board Appeals .....	7
Personnel Board of Jefferson County Services .....	7
Rules & Regulations .....	8
PBJC's Service Functions .....	8
Staffing .....	10
ADMINISTRATION .....	11
Financial Report .....	22
WORKFORCE DEVELOPMENT & APPLICANT SERVICES .....	25
Applicant Services .....	25
Recruiting .....	27
PERFORMANCE MEASUREMENT .....	33
TRAINING & CAREER DEVELOPMENT .....	48
WORKFORCE ANALYSIS .....	59
EMPLOYEE RELATIONS .....	62
RECORDS MANAGEMENT .....	65
INFORMATION TECHNOLOGY .....	68
DATA MANAGEMENT .....	70
2007 GOALS.....	75



Report Period  
November 1, 2005 – October 31, 2006

---

---

## **OVERVIEW**

### **History of the Personnel Board of Jefferson County**

The Personnel Board of Jefferson County (PBJC) was established in 1935 by state statute as the human resources agency responsible for administering the civil service system in Jefferson County. PBJC is responsible for recruiting and assessing candidates for employment, creating hiring registers and for referring qualified candidates to hiring departments throughout the County. PBJC also performs other traditional HR activities such as classification and compensation, employee relations, and records management. The governing statute, more commonly known as the Enabling Act, sets forth the authority for and the regulations under which a county's Civil Service (Merit) System operates in the State of Alabama. The Act applies to all counties in the state with four-hundred thousand (400,000) or more inhabitants. Currently, this includes Jefferson and Mobile counties. Within counties having multiple municipalities, such as Jefferson, the Merit System is inclusive of municipalities having five thousand (5,000) or more inhabitants and whose borders lie geographically within the county. Police Officers of municipalities having two-thousand five hundred (2,500) inhabitants are also statutorily included. For purposes of inclusion, the population of the counties and their respective municipalities is counted as of the last official federal census.

Currently, employees of eighteen (18) municipalities throughout Jefferson County are part of the Merit System. These eighteen municipalities, together with several countywide entities such as The Jefferson County Department of Health, The Emergency Management Agency (EMA), the Jefferson County Commission, Judges, and the Personnel Board itself make up the twenty-three "jurisdictions" that are part of the Merit System of Jefferson County. There are approximately nine-thousand (9,000) employees throughout the twenty-three jurisdictions. All employees of covered municipalities and the other defined countywide entities are automatically covered by the Merit System unless they are statutorily exempted. Some of the classifications exempted by statute are: employees or appointees of the city or county Board of Education, teachers in public schools, elected officials, the judge of any court, resident physicians, and common laborers.

### **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. The Board reports to a Citizens' Supervisory Commission (CSC) comprised of seventeen (17) community leaders, including heads of local colleges, universities, and civic groups. The current CSC members are listed below.

**CITIZENS SUPERVISORY COMMISSION**  
November 2006

<p>Judge Mark Gaines Probate Judge, Chairman 120-1 Jefferson County Courthouse 716 Richard Arrington Blvd. North Birmingham, Al 35203</p> <p>325-5203 214-4056 (FAX) <a href="mailto:gainesm@jccal.org">gainesm@jccal.org</a></p>	<p>Allen Rogers County Employee Representative 6925 Odom Road Gardendale, AL 35071</p> <p>631-2080</p>
<p>Dr. Thomas A. Westmoreland President Samford University 800 Lakeshore Drive Birmingham, AL 35209</p> <p>726-2011 726-2061 (FAX) <a href="mailto:tawestmo@samford.edu">tawestmo@samford.edu</a></p> <p>Rebecca Williamson <a href="mailto:rswillia@samford.edu">rswillia@samford.edu</a></p>	<p>Kirk Patrick President Jefferson County Labor Council 1128 Hardwick Lane Birmingham, AL 35209</p> <p>942-8203 <a href="mailto:patrickk@usa.redcross.org">patrickk@usa.redcross.org</a></p>
<p>Russell Cunningham Interim President Chamber of Commerce 505 North 20th St., Ste. 200 Birmingham, AL 35203</p> <p>324-2100 (Ext. 8100) 324-2317 (Fax) <a href="mailto:russelc@birminghamchamber.com">russelc@birminghamchamber.com</a></p>	<p>David Pollick President Birmingham Southern College P.O. Box 9002 900 Arkadelphia Road Birmingham, AL 35254</p> <p>226-4600 OR 226-4620 226-7020 (Fax) <a href="mailto:pollick@bsc.edu">pollick@bsc.edu</a></p>

<p>Ms. Carolyn Harper Chairperson Birmingham Urban League</p> <p>Honda Manufacturing of Alabama LLC 1229 3<sup>rd</sup> Avenue North Birmingham, AL 35203 355-5000 (Ext 3135)</p> <p><a href="mailto:carolyn_harper@ham.honda.com">carolyn_harper@ham.honda.com</a></p>	<p>Rev Steve Small, Jr. President Interdenominational Minister's Alliance of Greater Birmingham 1801 Biko Place Birmingham, AL 35211</p> <p>250-7070</p>
<p>Dr. Carol Garrison University of Alabama at Birmingham President AB1070 – 1530 3rd Avenue South Birmingham, AL 35294-1150</p> <p>934-4636 975-8505 (Fax) cgarrison@uab.edu</p>	<p>Ann Underwood President Jefferson County Council of PTAs 1312 8<sup>TH</sup> Place Pleasant Grove, AL 35127</p> <p>or</p> <p>2100 18<sup>th</sup> Place North Birmingham, AL 35209</p> <p>744-6167 379-2000 <a href="mailto:lannunderwood@aol.com">lannunderwood@aol.com</a></p>
<p>Derrick Richardson 3<sup>rd</sup> Vice President, N. A. A. C. P. Interim President Metro Birmingham Branch</p> <p>805 Old Forest Road Birmingham, AL 35243</p> <p>447-2253 <a href="mailto:dlrichardson@hotmail.com">dlrichardson@hotmail.com</a></p>	<p>Dr. George T. French, JR. President Miles College P. O. Box 3800 Birmingham, AL 35208</p> <p>929-1428 923-1426 (Fax) <a href="mailto:GTFrench@aol.com">GTFrench@aol.com</a></p>
<p>Dr. Bruce Key President Jefferson County Medical Society 2660 10th Avenue South Birmingham, AL 35205</p> <p>933-9258 (Ext. 121) <a href="mailto:pcpra@nephrologypc.com">pcpra@nephrologypc.com</a></p>	<p>Dr. Perry W. Ward President Lawson State Community College 3060 Wilson Road Southwest Birmingham, AL 35221</p> <p>925-2515 (Ext. 302) 923-1649 <a href="mailto:pward@lawsonstate.edu">pward@lawsonstate.edu</a></p>

Dr. Judy M. Merritt  
President  
Jefferson State Junior College  
2601 Carson Road  
Birmingham, AL 35215

853-1200  
856-1764 (Fax)  
[jmerritt@jeffstateonline.com](mailto:jmerritt@jeffstateonline.com)

Chief Douglas McBee  
Municipal Employee Representative  
4259 Pebble Garden Way  
Center Point, AL 35235-2961

or  
421 Lakeshore Loop  
Highland Lake, AL 35121

854-4444  
[chiefmcbee@cs.com](mailto:chiefmcbee@cs.com)

The Citizens' Supervisory Commission must have 9 members present at their meetings in order to conduct business. The Bessemer Women & Youth Association is no longer in existence.

## **Three-Member Board**

The PBJC is governed by a three-member Board. Board members are appointed by the CSC and serve staggered six-year terms. The current PBJC Board Members are Tommy Hagler, pastor of a local church, Dr. Lita Clark, a psychologist, and L. Kenneth Moore, an attorney and judge. Dr. Clark serves as the Board Chairperson.

Dr. Lita Clark  
2205 Highland Avenue #4  
Birmingham, AL 35205

Chairperson  
871-7814 or 868-9607  
930-0798 (Fax)

Rev. Tommy Hagler  
861 77TH Way South  
Birmingham, AL 35206

Associate  
838-1430  
838-1430 (Fax) Call before faxing  
revhagler@bellsouth.net

Judge L. Kenneth Moore  
PO Box 396  
Bessemer, AL 35201-0000

Associate  
426-1111  
425-1676 (Fax)  
moo745@aol.com

## **Transition of Authority from Receiver to Three-Member Board**

As stated in the November 2005 report to the CSC, all powers, duties and functions vested in the Receiver were returned to the three-member Board in July 2005. Accordingly, in January 2006, the Receiver submitted a Final Report to the Court. In his Final Report, the Receiver stated in his recommendations for the post-Receiver Personnel Board, "Perhaps for the first time in its 70-year existence, the Personnel Board is fully equipped to discharge its personnel selection functions in an exemplary fashion, and in full compliance with state and federal law."

## **Appointment of Monitor**

On November 15, 2005, the Court issued an order appointing Dr. William Sauser of Auburn University as the Court's Monitor "to oversee the efforts of the Personnel Board to comply with its obligations under its 1981 consent decree, as modified in 1995, and extended in December of 2000, and, to assist this court and the parties in determining the Board's ability and commitment to function in compliance with Federal law absent judicial supervision."

The Monitor is an officer of the Court and serves as an observer of the PBJC's activities and progress. He communicates his findings to the Court and the parties. Since November 2005, the Monitor has engaged in the following activities to assist the Board in becoming a more efficient civil service agency:

- Studied documents supplied by the Court and the Personnel Board, identifying the obstacles facing the Board in complying with its Consent Decree;
- Toured the facilities and met one-on-one with the entire staff of the PBJC to discuss roles of the Monitor;
- Attended at least one meeting of the three-member Board and the Personnel Director each month;
- Reviewed the agenda and minutes of every meeting of the Board;
- Participated in the pre-conference meetings of counsel, monthly status conferences before the Court, and post-status conference meetings with members of the Board and its counsel;
- Met with the Court and Special Master prior to or following monthly status conferences to foster communication between the Court and the Board; and
- Since November 2005, submitted a "Monthly Report of the Monitor" to the Court, which outlines his efforts and progress.

## **Appointment of Personnel Director**

In November 2005, the three-member Board selected Lorren Oliver, the Deputy Director of Personnel, as Director of Personnel. The three-member Board believes that his leadership will facilitate compliance with the Consent Decree and enable the PBJC to be a model civil service agency.

## **Resignation of Three-Member Board Chair**

Captain Juanita Eaton Hull resigned from her position as Chair of the three-member Board, effective on July 1, 2006. By action of the Citizens Supervisory Commission, Dr. Lita Clark was appointed to Seat # 1 as Board Chair and L. Kenneth Moore was appointed to Seat # 3. Tommy Hagler's seat remained unchanged.

## **PBJC Board Training and Orientation**

With appointment of new member L. Kenneth Moore, the PBJC hosted a training and orientation program on August 4, 2006, for the three-member Board. The topics covered in the program were the role of the three-member Board, the role of the Personnel Director, and an overview of the Martin-Bryant litigation and the events leading up to the Consent Decree.

## **Three-Member Board Appeals**

The three-member Board has continued to actively review employee disciplinary appeals arising from decisions of hearing officers and other employee-related matters subject to a Board hearing. Since the November 2005 CSC meeting, the three-member Board has decided 45 disciplinary cases, 13 grievances, 4 paid injury leave appeals, and 1 citizen's complaint.

## **Personnel Board of Jefferson County Services**

The PBJC provides a variety of human resource related services to the jurisdictions within the Merit System. Services provided by the Board include:

- Facilitating the hiring of qualified individuals to fill vacancies within the jurisdictions. The responsibility of the Personnel Board is to manage job requisitions, recruit, accept and screen applicants, test qualified applicants, and send names of qualified applicants who pass job related, legally defensible tests to the employers within the Merit System.
- Managing and administering job classifications and salary structures across the jurisdictions. The responsibility of the Personnel Board is to survey and develop class specifications via job evaluations and analyses, conduct salary surveys, establish compensation plans and salary schedules, and address position and salary management requests throughout the jurisdictions.
- Managing and maintaining employee history. The responsibility of the Personnel Board is to maintain the civil service record of employment for all employees under the Merit System. This includes employee set up upon hiring, administration of employee changes such as promotions, leaves of absence, merit increases, job classification changes, and voluntary or involuntary separation.

- Managing and facilitating employee relations and employee training and development. The responsibility of the Personnel Board is to mediate any employee appeals or grievances, as well as administer the standard for Performance Appraisals across the jurisdictions.

See the PBJC's website <http://www.pbjcal.org> for more details.

## Rules & 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. These Rules and Regulations serve as the administrative and procedural guidelines applicable and adhered to by all Merit System jurisdictions and their respective employees.

Many of the services provided by the PBJC are regulated by the Personnel Board Rules and Regulations. These Rules and Regulations explain a variety of things from how leave can be accrued and used to the number of days an announcement must be posted. A copy of the current Personnel Board Rules and Regulations may be obtained from the PBJC website at:

<http://www.pbjcal.org/RulesRegsApril2005.pdf>

## PBJC's Service Functions

**Administration** provides oversight for all areas, departments, and functions within the Personnel Board of Jefferson County. It is responsible for the equitable application and execution of the Rules and Regulations, for protecting the interests of civil service employees throughout Jefferson County, for establishing and maintaining positive and productive relationships with member jurisdictions, and for the proper management of the Board's assets.

**Workforce Development and Applicant Services** encourages applicants for employment to consider careers in civil service and to market Jefferson County as an employer of choice in the greater Birmingham area. The department advertises job vacancies utilizing a variety of media to attract a broad and diverse pool of qualified candidates for open positions within the Jefferson County Merit System and strives to establish a presence in the employment community locally, regionally, and nationally through job announcements, attendance at career fairs, recruiting at high schools, colleges and universities, special recruiting events, and by participation in professional and civic organizations. Workforce Development and Applicant Services works with member jurisdictions to develop

and execute recruitment strategies and to identify quality candidates for employment.

**Performance Measurement** is responsible for the development, validation and certification of all entry level and promotional selection procedures within the Merit System. This includes conducting job analyses, developing selection measures, administering and scoring tests, establishing registers and notifying candidates of their eligibility status.

**Training and Career Development** is all about learning. The Department offers Merit System employees access to courses and classes to positively affect their careers and to exceed expectations of citizens they serve. Classes include training in computer software, human relations, effective customer service and management and leadership.

**Workforce Analysis** is responsible for establishing classifications for all Merit System jobs, assuring that employees are properly assigned to classifications, and that classifications are appropriately assigned to salary grades. Workforce Analysis reviews Position Description Questionnaires (PDQs), 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 Workforce Analysis 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 equitable internally.

**Employee Relations** is responsible for providing information, guidance, and instruction to employees, elected officials, department heads, attorneys, and the citizenry concerning Personnel Board Rules and Regulations pertaining to disciplinary appeals, grievances, paid injury leave appeals, citizen's complaints, administrative leave, leaves of absence, fitness for duty examinations, reduction in force, military leave, and performance appraisals.

**Records Management** serves as the central operations unit and point of contact for the processing of all Merit System personnel actions, including, but not limited to, hires, transfers, promotions, status changes, salary adjustments, premiums, leaves of absences, and terminations and is responsible for managing all Merit System employee personnel records. In addition, Records Management is responsible for processing Requests for Certification for all types of appointments, providing certification lists to hiring jurisdictions, and certifying payrolls.

**Information Technology** provides the infrastructure and support for all of the information network and data reporting and analysis needs of the Personnel Board and provides technical assistance to jurisdictions using the PBJC online information systems.

## Staffing

### Employees Hired Since November 1, 2005

Alicia Stegemoller	Assessment & Development Specialist
Andrew Price	Intern
Brett Cooksey	Assessment & Development Specialist
Dominga Gardner	Web Survey & Multimedia Development
Donna Cockrell	Data Management Specialist
Geoff Burcaw	Assessment & Development Specialist
Guy Dewees	Manager, Workforce Dev & Applicant Svc.
Kelly Cranford	Assessment & Development Specialist
Lauren McMahan	Assessment & Development Specialist
LaVette Lyas-Brown	General Counsel
Rance Allman II	Assessment & Development Specialist
Winette George	Assessment & Development Specialist

### Employee Promoted Since November 1, 2005

Marcus Maddox	PC Network Tech
---------------	-----------------

### Employees Separated from the Board Since November 1, 2005

Kimberli Fancher	Data Analyst
Elizabeth Bourgeois	Assessment & Development Specialist
Ivy Brown	Records Management Specialist
Robert Holsombeck	Data Entry Clerk
Nancy Cleveland	Workforce Analyst
Kenneth Glanton	Intern
Cassandra Butler	Training Advisor II
Courtney Dean	Assessment & Development Specialist
Charu Khanna	Assessment & Development Specialist
Barry Jackson	Assessment & Development Specialist

# ADMINISTRATION

## Overview

Administration provides oversight for all areas, departments, and functions within the Personnel Board of Jefferson County.

Administration is responsible for:

- Ensuring compliance with the Rules and Regulations
- Clarifying personnel policy issues
- Creating policies and procedures to assist in the operation of the organization
- Managing daily operations of the departments
- Developing and monitoring annual budgets

## Activities and Accomplishments

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. To this end, in September 2005, the Personnel Board adopted seven organizational principles by which it would operate. These principles serve as benchmarks against which the organization's success can be measured. Following are representative activities engaged in by the Personnel Board of Jefferson County during the report year that demonstrate its commitment to these principles and progress toward its goals.

### **Maintain the highest professional, ethical and legal standards in all our activities.**

Professional development is recognized as a critical success factor in achieving excellence. The Board encourages continuous learning and commits funding for training opportunities that advance professional skill and knowledge. In addition to internal training initiatives, Board employees attended numerous external seminars and workshops identified as being both of value to individual growth and development and to furthering the goals of the Board.

The Information Technology staff participated in several training workshops to increase their technical skills and their knowledge of the systems they support. During the report year, the staff attended Unix training, PHP Programming, Dell Open Manage training, Active Directory, Veritas Backup Exec, and Lawson Administration. Other staff throughout the Board attended professional conferences, workshops and seminars that supported the Board's commitment to continuous learning and were consistent with each staff member's Individual Development Plan, including specialized software skills training, employment law, grants writing, and diversity training.

Personnel Board staff attended training sessions on Emergency Preparedness and Workplace Harassment, both workshops conducted internally by the PBJC Training Department. The Training Department also offered a course in Legal Landmines to member jurisdictions and PBJC staff. This course was designed to address a broad array of workplace legal issues and to teach supervisory personnel and others how to avoid potential difficulties that can arise in the course of managing today's work environment.

Members of the Performance Measurement Division attended the 21st Annual Society for Industrial/Organizational Psychology Conference and the 30th Annual International Public Management Association Assessment Council Conference in order to stay up-to-date on legal and professional developments in the area of employee selection. Additionally, this department has encouraged employee development through monthly continuing education meetings, outside training initiatives, and research, presentation, and publication opportunities.

To assist with its legal affairs, the Personnel Board employed LaVette Lyas as its General Counsel in January. Ms. Lyas came to the Board from the State of Alabama where she served as an Assistant Attorney General. Ms. Lyas advises the Personnel Director and staff on legal matters involving the application of state and federal statutes and regulations, ensures the lawful administration of all disciplinary, grievance, or other proceedings under the Personnel Board Rules and Regulations, and performs other legal duties in support of the Board's operations. In addition to her role as General Counsel, Ms. Lyas is also responsible for the conduct of the Board's Employee Relations Department.

To assure the highest quality of customer service to applicants and guests, the Board has implemented a "shopper" program. Shoppers are individuals, not otherwise associated with the PBJC, who conduct business with staff and then report on their experiences. The shopper program is designed to provide staff with constructive feedback that will allow them to improve their customer service skills and to create a more customer-oriented environment.

The Board has implemented an internal structured interviewing process used to screen and hire candidates for Board vacancies. The purpose is to assure uniformity and compliance with legal guidelines in the interviewing, evaluation, and hiring of PBJC employees.

A major initiative by the Board during the report period was to implement procedures for reviewing the jurisdictions' use of Independent Contractors and laborers as service providers. The Enabling Act of the State of Alabama establishes the authority and obligation of the Board to review such contracts and/or use of unclassified personnel to assure that the use of non-Merit System personnel does not effectively evade the purposes of the Act. The Board has communicated its concern in this area to Appointing Authorities and has

instituted a procedure for the routine review and quick turnaround of such agreements.

**Respond to service requests and inquiries in a timely, efficient, and competent manner.**

The Board has implemented a number of initiatives designed to increase efficiencies of Board operations. These initiatives have a direct impact on the quality of service delivery to our member jurisdictions and to the public.

The Board has installed an Interactive Voice Response (IVR) system that provides caller information telephonically twenty-four hours a day, seven days a week. Callers can access the IVR by dialing (205) 279-3400. The IVR provides information to callers concerning their rank on a register, a test score, and online system logon IDs. Callers can validate their employee information contained in the Board's Human Resource Information Management System (HRIMS), such as employee number, title, date of birth, rate of pay, grade, and step. In addition, the IVR was used to disseminate results of the Annual Classification Survey to over one thousand participating employees. Since November 1<sup>st</sup>, the IVR has received over fourteen thousand calls. Other uses for the IVR technology are being explored, particularly uses that involve the dissemination of information through direct dialing.

The Board continues to work to improve its response time to member jurisdictions. One critical area of focus has been how quickly certification lists are generated. The Board's HRIMS has made it possible to eliminate the time it once took to manually generate and mail certification lists to hiring jurisdictions. This is now an electronic process. The average turnaround time has decreased from 1.67 days during the first six months of this report period to an average of 1.05 days. The goal to produce lists in less than one day has been achieved for the previous three consecutive months.

In July 2005, the Board designed and implemented a new online Position Description Questionnaire (PDQ) based on a prototype PDQ used during the 2002-2004 Five-Year Survey. This new PDQ instrument is fully automated and has a workflow feature that automatically routes documents through an employee's supervisory channels for review and comment. It is now used for all new classification and reclassification requests. The PDQ is a part of the Board's PeopleAdmin product which also contains the online application and online position requisition (Request for Certification).

The Performance Measurement Division has reviewed and revised job analysis and test development procedures to ensure the most valid and legal test development activities, while focusing on following the most efficient and least taxing manner for the PBJC's member jurisdictions. Additionally, the Performance Measurement Division is in the process of developing an online Job

Analysis Questionnaire (JAQ). The JAQ is being developed to increase the convenience and efficiency associated with collecting job analysis data from subject matter experts within the jurisdictions.

Another example of the Board's commitment to improving the efficiency of its operations can be found in the design of its state-of-the-art testing facility. The use of this facility has resulted in substantial increases in the efficiency with which examinations can be prepared and administered, resulting in the development and release of more timely registers.

### **Keep the human resource needs of the jurisdictions central.**

The expeditious development and release of registers to address the backlog of jobs is a critical Board initiative. The Board has formulated highly-trained work teams to aggressively tackle this backlog, while, at the same time, preserving the integrity of job analysis and test development procedures.

The Board is well aware that the time required to address the consent decree has led to delays in the release of registers and views producing timely registers for employment as a measure of success. The Performance Measurement Division projects having the entire backlog of jobs completed by April of 2007 and, as the Personnel Board moves closer to eliminating the backlog, jurisdictions will continue to see a significant reduction in the time required to produce certification lists. The Board has made significant progress and has exceeded its goals for 2006.

The recruitment of highly qualified candidates for employment has become an equally important strategic imperative of the Board. To better meet the recruitment needs of the jurisdictions, Guy Dewees was hired as Manager of Workforce Development and Applicant Services in December 2005. Guy previously served in various professional and management capacities with AmSouth Bancorporation and brings a wealth of recruiting experience and knowledge of the employment market to the Personnel Board.

In support of this initiative, the recruitment staff has worked to identify target audiences of applicants for critical positions in such areas as public safety and healthcare. This has entailed consistent collaboration and communication with Merit System law enforcement professionals and the management of the System's healthcare agencies.

To further support this initiative, the Board released its new Jobs Quest website in January 2006. This site is designed to better promote the Merit System as an employer of choice in the greater Birmingham employment market. The site provides job search capability, direct access to the Board's employment application, and a job alert feature that notifies potential applicants by email when jobs in which they might be interested are posted to the site. Since the Job Alert

feature was added, almost 50,000 email notifications have been sent to prospective applicants. This site can be accessed at [www.jobsquest.org](http://www.jobsquest.org).

Providing training to jurisdictions is yet another key initiative of the Board. The Board's Training Department bases its course offerings on (1) needs analyses conducted periodically throughout the System, (2) Board initiatives such as new online systems or the promulgation of new Rules, and (3) specific requests for training to address jurisdiction-specific needs. Training is provided both in the Board's training facilities as well as on-site when requested by a jurisdiction.

In order to better understand the needs of the Board's customers and to provide improved service, the Board has established monthly meetings with Cooper Green Hospital and Jefferson County Rehabilitation Health Center. These meetings are ongoing and include representatives from Performance Measurement, Recruitment, Compensation, and Records Management. In addition, Training and Career Development has implemented an Account Manager program designed to develop and strengthen relationships with the Appointing Authorities.

In the normal course of business, Board staff frequently engages in ad hoc meetings with staff of member jurisdictions to assess jurisdictions' needs, provide on-site assistance, and to share information of mutual interest.

**Ensure efficient utilization and judicious accountability of all resources within our control.**

As part of the Board's new organizational structure, a Business Manager, Cynthia Holiness, was hired in 2005 to establish internal budgetary and financial controls in the management of all Board assets. Ms. Holiness came to the Board from AmSouth Bancorporation where she served as Assistant Vice President for Portfolio Management. She holds a Bachelor's in Accounting and a Masters in Public and Private Management.

The Board implemented an electronic inventory management system to account for all physical assets and has recently completed a comprehensive asset inventory. Inventory reports for each department were distributed to PBJC managers/team leaders in October.

For its 2006-2007 budget year, the Board implemented a zero-based budgeting procedure that requires Board managers to justify and document to the Business Manager and the Personnel Director the need for the monies requested in their budget lines. The budget for fiscal year 2006-2007 did not increase compared to this year's (2005-2006) budget. In fact, the FY2006-2007 budget reflects a slight decrease.

Along this same line, department managers are strictly accountable for the expenditures in their respective areas and receive monthly financial statements to review.

To this end, a budget workshop was conducted with the management team. The purpose of the workshop was to serve as a forum to:

- Educate the Personnel Board's managers and Team Leads regarding the Personnel Board's finances
- Provide financial information so that managers can accurately address the jurisdictions' concerns about the Personnel Board's expenditures and factually answer the public's questions as they relate to the Personnel Board's expenditures
- Provide financial information so that managers can better oversee the funds in their respective areas, and be able to communicate to others the services/goals/initiatives that are connected to those funds
- Emphasize that the funds entrusted to the Board are taxpayer dollars and that the Board is committed to being a conscientious steward of those public monies

The proper and efficient utilization of funds is being aided by the Board's electronic systems through the production of various management reports. For example, a report is generated each month for the manager of Workforce Development and Applicant Services that reflects the source of applicants for that month. This allows the manager to closely monitor how effective the various advertising efforts have been and to target those that consistently yield the highest return. A similar report reflecting race and gender distribution is produced to allow the manager to target sources that might yield more equitable distribution in applicant flow. Other reports provide an array of statistical information that aid Board management in its decision making and provide the mechanism for monitoring operations and processes and assessing progress toward service goals.

The Board has developed policies and procedures to assist in the operation of the organization. The policies and procedures have been posted to the Board's intranet so that they are widely available to Board staff. During the report period the Board revised its policies on business travel, petty cash, and tuition reimbursement and created new policies regarding the rental of motor vehicles from the Jefferson County fleet and Telecommuting.

**Communicate in an open, honest, respectful and positive manner with each other and with our stakeholders.**

In 2005, as a means of being more open with and accountable to the public, the Board instituted a practice of posting its annual budget on its website for easy access and review. The 2006 and 2007 budgets are located on the website for

the public to review. In addition, the website now contains minutes of each regularly scheduled public meeting held by the Board.

During September and October, the Mayors of each municipality were invited to the Board for a series of lunch meetings designed to provide the Appointing Authorities with an overview of the Board's electronic systems as well as information relating to the status of outstanding personnel actions and Requests for Certifications in their respective jurisdictions. A goal was to make the Mayors more cognizant of the importance of timely processing of personnel actions in their jurisdictions. These sessions also provided an opportunity to make the Mayors aware of the systems support provided by PBJC to their office staffs, including on-site training and assistance.

During the months of August and September, correspondence was sent to Appointing Authorities and Merit System employees in response to a series of articles in the Birmingham News. These communications were intended to address forthrightly the concerns of the Board's stakeholders and to clarify the Birmingham News articles by providing factual and statistical information about the Board's operations, activities, and accomplishments over the past four years.

On September 28<sup>th</sup>, the Three-Member Board invited Appointing Authorities to an open forum meeting. The Board encouraged candid discussion of issues and concerns. The meeting was well attended by Appointing Authorities or their designees and by members of the public.

A monthly newsletter, *Merit Matters*, has been created and is electronically distributed to all member jurisdictions and to several community organizations. The publication is designed to engage Merit System employees and the general public by presenting information that is pertinent to them in a direct and concise manner. The newsletter features a letter from the Director, lists positions that are soon to become available for recruitment, a list of recently released registers, as well as a Q&A section using questions solicited from the target audience.

In the discussion phase is a new web site sponsored by the Personnel Board specifically for Merit System employees. The site will be designed to better connect Merit System employees with the Personnel Board and to provide a forum for the exchange of ideas and information directly with the employee population.

Beginning in January 2006, bi-weekly meetings were initiated to assist in cross-department communications. One meeting involves the senior leadership group and promotes open discussion of issues relating to the overall management of the organization. A second group brings managers and team leads together to discuss initiatives in their respective areas.

In order to recognize the staff of the PBJC for their tremendous efforts, an Employee Appreciation Luncheon was held in April 2006.

A Quality of Life Committee was created at the Personnel Board in February 2006. The purpose of the committee is to promote team camaraderie and work life balance and fitness. During 2006, the committee promoted several fundraisers for charitable organizations. In addition, the Quality of Life Committee has coordinated PBJC quarterly team camaraderie meetings. The team meetings are sponsored by the employees of the Personnel Board.

**Find ways to add value and increase the return on investment for all of our stakeholders.**

Many of the initiatives, efforts, and accomplishments already mentioned above were designed as value added propositions. Certainly, the Board's investment in its electronic systems has significantly increased the ability to process information quickly and efficiently. The over fourteen thousand calls received by the IVR system are representative of an effort previously handled manually by staff members. The reduction in time required to transmit paper documents through the mail and to be manually processed by staff has been made possible by electronic data processing and workflow functionality. The ability to perform Return on Investment (ROI) analysis on advertising source data is a capability afforded by the Board's online applicant management system. The Board's online application and Jobs Quest site allows the job seeking public "24/7" access to the employment process.

The Board's value proposition also involves the creation of hiring registers, not only expeditiously, but that include highly qualified candidates. To this end, the Workforce Development and Applicant Services Department has put together a comprehensive recruiting strategy to market the Merit System as an outstanding employer with the end goal being to increase the number of highly qualified and competent candidates from which jurisdictions may choose.

As part of the Board's stepped-up recruitment effort for fire personnel, the Board hosted an on-site career event for entry-level firefighter that attracted approximately 160 participants. Fire personnel from several jurisdictions were present to answer questions and give advice to interested candidates. Local ABC affiliate 33/40 covered the event. The channel ran a positive story on the evening news that included interviews with several participants. The effort to attract Hispanic and female candidates produced excellent results with over 190 applications from females and more than three times the number of Hispanic applicants when compared to the 2005 recruiting campaign.

The Board's new online systems have created learning challenges for jurisdiction personnel, particularly when turnover in the jurisdictions occurs. Because the Board recognizes this and recognizes how valuable just-in-time training can be,

staff of the Board's Records Management and Data Management departments regularly train and assist jurisdiction personnel one-on-one at their work site.

One of the PBJC's primary responsibilities is to ensure that eligible registers are established in an efficient and effective manner. In order to help the PBJC achieve this goal the Performance Measurement Division is creating a job application announcement schedule to cover the 2007, 2008, and 2009 calendar years. This schedule will indicate projected announcement dates for jobs within the Merit System that have frequent and recurring hires. This schedule will enable the PBJC to improve the effectiveness of its recruiting initiatives, assist the jurisdictions in planning their hiring processes, and help Merit System employees and the general public in their career seeking and planning activities.

On November 2<sup>nd</sup>, the Personnel Board, in partnership with the University of Alabama at Birmingham Center for Urban Affairs, hosted a day-long diversity conference for law enforcement leaders throughout Greater Birmingham and the surrounding areas. The conference concluded months of collaboration with community groups, area service agencies, academic leaders, and others in the community who represent the interests of ethnic minorities. Through this initiative, community representatives joined with law enforcement leaders to exchange ideas and seek ways to address both the significant challenges and boundless opportunities afforded by the increasing ethnic and cultural diversity in Jefferson County and Alabama.

### **Work to increase community awareness of PBJC services and activities.**

The Personnel Board is engaged in a comprehensive marketing and advertising campaign to inform the public and Merit System employees as to career opportunities that exist throughout the System. Efforts include radio, television, internet, newsprint, trade journals, direct mail, college and university career events, and onsite career events. The Board is advertising its Jobs Quest web site on five strategically located billboards throughout the city.

The Board has worked hard to make its websites both accessible and informative. They contain a significant amount of detail about the Board and its operations and can be accessed at [www.pbjcal.org](http://www.pbjcal.org) and [www.jobsquest.org](http://www.jobsquest.org).

As a means of increasing the Board's presence in the community, the staff is encouraged to become involved in broader community initiatives and to engage in extracurricular activities that reflect positively on the Board. In April 2006, approximately ten staff members represented the Personnel Board at the March of Dimes WalkAmerica, raising over \$1000 for the event. Staff members also represented PBJC in the 2005 Jingle Bell Run for Arthritis. To date, the PBJC raised close to \$2,000 for Breast Cancer Awareness Month and approximately seven staff members represented the Personnel Board at the Susan G. Komen Breast Cancer Race for a Cure 5K Run/Walk which was held in October 2006.

The Personnel Board participated with several other employers throughout the County in the 2006 Disabilities Mentoring Day sponsored by the Alabama Governor's Committee on Employment of People with Disabilities. The PBJC served as coordinator for the placement of four disabled students. Participating departments were the Birmingham Police Department, the Birmingham Department of Finance, the Jefferson County Office of Community Development, and the Jefferson County Department of Human Resources.

Staff has also been encouraged to make professional presentations at seminars and conferences as a means of sharing initiatives and accomplishments with professional colleagues. In 2006, several Performance Measurement staff members conducted a two-day training seminar for the Alabama Association of Public Personnel Administrators (AAPPA) covering legal issues and practices related to employee recruitment, selection and retention. Additionally, Performance Measurement staff members have made a number of presentations at personnel-related conferences and had articles accepted for publication in various newsletters and academic/research journals.

### **Future Plans**

The following are Administration's future plans:

- Continue to serve the citizens of Jefferson County, Bessemer, Birmingham, Center Point, Fairfield, Fultondale, Gardendale, Graysville, Homewood, Hueytown, Irondale, Leeds, Midfield, Mountain Brook, Pleasant Grove, Tarrant, Trussville, Vestavia Hills and Warrior by ensuring that the filling of local government jobs is based on merit and ability, and not based on political factors, nepotism, or favoritism.
- Continue to serve as conscientious stewards of public resources and ensure the efficient utilization of all resources provided to fund critical initiatives such as recruiting, employee testing, training and development and the overall management of the data and records systems for our 9,000 plus merit system employees.
- Develop and institute initiatives to rebuild the image of the Board and foster stronger relationships with employees, departments, and Appointing Authorities.
- Pursue grant funding opportunities to help meet the needs of the jurisdictions we serve.

### **Conclusion**

The Personnel Board of Jefferson County has realized many successes to date in its efforts to reengineer its operations and to transform itself into an efficient, effective organization, but still faces challenges. The years of the Receivership have been difficult for both the Board and the jurisdictions it serves. Production of

hiring registers was delayed and costs mounted leaving many jurisdictions understandably questioning the value of the relationship. As we move forward, it is incumbent on the Board to reflect its value to Appointing Authorities, Merit System employees, and to the taxpayers of Jefferson County. The challenge before the Board is to continue the substantial progress made during the past four years, to maintain its statutory compliance to avoid future legal entanglements, and to work closely with its constituencies to provide services that enhance the Board's worth. The Board staff is committed to providing services that are consistent with its principles and in identifying programs, initiatives, and strategies that will continue to add value to the role of the Board and will advance the purposes of the Civil Service System of Jefferson County.

## Financial Report

### 2005 – 2006 Personnel Board Expenses \*

	<u>PBJC</u>	<u>Receiver</u>
Salaries	4,719,719.64	
FICA, Pension, Health, Life, Unemployment	1,115,917.42	
Tuition Refund	4,496.00	
Insurance Premiums	44,366.00	
Legal	660,665.11	158,368.59
Other Professional Services (Consultants, etc).	88,325.34	218,479.68
Other Contractual Services (IT Hosting, Video Development)	350,900.97	
IT System Support (Licenses, Maintenance Service Contracts)	260,932.76	
Rental Charges for External Test Administration	128,992.34	
Office Equipment Rental & Repairs	19,388.88	
Telephone Service, Cellular Phone Service & Data Lines	19,924.36	
Postage & Express Mail	26,392.67	
Advertising	89,129.39	
Staff Development	54,606.26	

	<b><u>PBJC</u></b>	<b><u>Receiver</u></b>
Staff Mileage Reimbursement (travel to jurisdictions, etc.)	4,026.92	
Reimbursement for Assessor Travel, Accommodations, & Per Diem-Dinner (assessors volunteer to serve as evaluators for the Testing Process)	95,073.34	
Legislated Allowance	28,379.98	
Books, Periodicals, Membership Dues & Subscriptions (on-line legal subscription, Workplace Spanish manuals for Police Officers and Firefighters, etc.)	11,971.59	
General Office	41,388.56	
Printing & Binding	4,475.84	
Equipment Purchase/Lease & Uniform/Protective Clothing (small equipment, lease of copiers, security guard uniforms, etc.)	47,426.17	
Other Technical Materials (computer software under \$1,000, Online Workplace Spanish software, etc.)	48,750.22	
Hospitality (breakfast and lunch for assessors who volunteer from public agencies nationwide to serve as evaluators for the Testing Process)	23,053.93	

	<u>PBJC</u>	<u>Receiver</u>
Miscellaneous Equipment (computers, servers for disaster recovery, etc.)	128,101.91	
Major Software	22,314.35	
Jefferson County Data Processing, Archival, Motor Pool and Print Shop Charges	10,608.81	
Jefferson County Square Footage, Depreciation Expenses & Non-Departmental Expenses	609,076.79	1,222.08
Total Expenditures	<u>8,658,405.55</u>	<u>378,070.35</u>
Total Combined PBJC and Receiver Expenditures	<u>9,036,475.90</u>	

	<u>PBJC</u>	<u>Receiver</u>
Unencumbered Balance	321,766.63	119,638.88
Total Combined PBJC and Receiver Unencumbered Balance	<u>441,405.51</u>	

**\* Information was compiled from the Jefferson County September 2006 Year to Date Expenditure Report. However, end of year accruals and adjustments have not been made yet by Jefferson County. Final expenditures, including adjustments and accruals, will be submitted to the Personnel Board in January, and reviewed and certified by the Personnel Director in the second quarter of 2007.**

## **WORKFORCE DEVELOPMENT & APPLICANT SERVICES**

“Recruiting the Best and the Brightest for Civil Service” is the overall goal of Workforce Development and Applicant Services (WDAS). WDAS recruits for a wide variety of positions for the jurisdictions and municipalities served by The Personnel Board of Jefferson County. These positions include law enforcement, firefighters, court personnel, accountants, attorneys, administrative and office support staff, social workers, utility workers, medical personnel, engineers, information technology specialists, and many, many others. Service to applicants is delivered with an open and personal touch; applicants are welcome to contact members of the department by telephone, email, or in-person. Additionally, kiosks are readily available in the Applicant Services lobby with staff located close by to provide one-on-one assistance, if necessary.

Workforce Development & Applicant Services has eight (8) FTEs – three Administrative Assistants; a Recruiting Advisor; two Recruiting Representatives; an Administrative Specialist and a Manager.

### **Applicant Services**

#### **Laying the Foundation for Improving Customer Service**

The Applicant Services staff is usually the first contact with the Personnel Board that most individuals experience. Therefore it is critically important that this first impression is positive. The staff field questions for every department at the Personnel Board as well as many that are not Personnel Board-related. In the past twelve months, the staff managed over 22,000 contacts. They are ready to answer or find someone who can answer the many questions they receive. The staff is also responsible for scanning and attaching supplemental documents such as transcripts, resumes, certificates and licenses to applicants’ online applications.

A private research company was contracted to assist with benchmarking and monitoring service levels. The benchmarks have been established and monitoring will continue into the 2006/2007 reporting year. This information provides the key to understanding customer perception and, therefore, the opportunity to continually improve customer service levels. Customer service levels have steadily improved every month since monitoring began. The table below provides customer contact activities and trends from November 1, 2005 through October 31, 2006.

### Customer Contact Activities

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Total
Computer Kiosk Users	247	165	173	139	299	204	194	390	491	269	294	209	3,074
On-site/Remote Online Users Assisted	201	171	171	92	190	127	104	270	235	74	178	127	1,940
General PBJC Inquiries	663	682	806	589	861	596	940	1,150	1,028	882	1,773	1,398	11,368
Non PBJC Inquiries	149	168	134	145	142	119	157	156	91	106	98	110	1,575
Transfers/Referrals to PBJC Departments	337	257	330	145	256	150	304	353	196	192	328	215	3,063
Emails Processed	50	35	70	50	150	110	150	90	150	150	160	288	1,453
<b>Total Monthly Volume</b>	<b>1,647</b>	<b>1,478</b>	<b>1,684</b>	<b>1,160</b>	<b>1,898</b>	<b>1,306</b>	<b>1,849</b>	<b>2,409</b>	<b>2,191</b>	<b>1,673</b>	<b>2,831</b>	<b>2,347</b>	<b>22,473</b>

## Recruiting

### ***A Comprehensive Approach***

Recruiting for such a wide variety of positions requires a comprehensive strategy to meet the needs of the jurisdictions and to ensure a diverse and qualified pool of applicants. The recruiting staff works to establish, build, and maintain positive relationships with hiring authorities, community leaders, advertising professionals, colleges, and applicants. Current Merit System employees are kept informed of both promotional opportunities as well as open and competitive opportunities through a weekly electronic communication that is sent to all jurisdictions' department heads, hiring and Appointing Authorities, and city clerks. The staff has significantly increased the use of internet postings to both industry specific (niche) web sites as well as a major job board. The staff is also employing a direct contact method of recruiting for positions that require highly skilled and/or experienced candidates. WDAS has taken the first steps to recruiting outside the borders of Alabama. This is being done to meet the needs of the jurisdictions and their changing communities. Below is a listing of the various avenues and channels used in the past twelve months to create awareness of the Civil Service positions in the Jefferson County Merit System.

- Television Advertising
  - ESPN
  - BET
  - A&E
  - MTV
  - PAX
  - Turner South
  
- Internet Postings and Advertising
  - JobsQuest.org (The Personnel Board's new recruiting site)
  - Monster.com
  - Latpro.com
  - AL.com (banner and skyscraper advertising)
  - ACHCA.org
  - Birmingham Society of Human Resources
  - Eatrightalabama.com
  - American Health Information Association internet posting
  - Alabama Dietetic Association internet posting
  - Alabama Rural Water Association
  - Alabama Pollution Control Association
  - Alliedhealthcareers.com
  - ABC 33/40 Weather Alert Email
  - International Association of Crime Analysts
  - International Association of Law Enforcement Intelligence Analysts

- National Association of Fleet Administration
- Alabama Park and Recreation Association
- Emory University Career Site
  
- Radio Advertising
  - 95 Jamz (Birmingham)
  - 103.7 The Q (Birmingham)
  - 100.5 The X (Birmingham)
  - 960 AM Jox (Birmingham)
  - Eight AM and FM Spanish stations throughout Alabama
  - Mega101 (Houston, Texas)
  - 99 Jamz (Miami, Florida)
  
- Career Events and School Fairs
  - On-site Law Enforcement and Firefighter Recruiting Event
  - Healthcare career event at Jefferson Rehabilitation and Health Clinic
  - Jefferson County Workforce Development Career fair
  - Alabama State University
  - Lawson State Community College
  - Wallace State Community College
  - Jefferson State Community College
  - University of Alabama Tuscaloosa
  - University of Alabama Birmingham
  - Auburn University
  - Miami-Dade College
  - Mississippi State University
  - North Alabama Connection
  - Jacksonville State University
  - Gadsden State Community College
  
- Print Advertising
  - The Birmingham News
  - The Birmingham Times
  - The Gadsden Times
  - Miami Herald
  - Houston Chronicle
  - Jobs Weekly
  - Alabama Association of Volunteer Fire Departments Newsletter
  - Alabama Association of Firefighters Newsletter
  - Alabama Nurse Magazine
  - Latino News Alabama
  - Social Workers of Alabama Newsletter

- Direct Mail
  - 49,024 Job Alert email notifications to individuals who requested job opening notifications
  - 10,518 postcard marketing pieces to licensed LPN's and RN's in Jefferson County
  - 3,413 postcards marketing pieces to certified Water Operators in Alabama
  - 1,676 postcard notifications to individuals who requested job opening notifications
  
- Billboards
  - Two Large boards on 8th Ave South and on I-59 at mile marker 134
  - Three regular boards (Locations change every thirty days)
  
- Grass Roots Campaign
  - Community Centers
  - Churches
  - United Way Agencies
  - Neighborhood Associations
  - Hispanic Chamber of Commerce
  - College and University Contacts
  - HICA (Hispanic Coalition of Alabama)
  - International Soccer Game Sponsorship

## **Technology**

With the implementation of The Personnel Board's new recruiting web site ([www.jobsquest.org](http://www.jobsquest.org)) in February, searching for positions in the Jefferson County Merit System has never been easier. Applicants can quickly search and view positions as well as request that the system send them an email (Job Alert) for positions as they become available. The site is maintained by the Personnel Board's Webmaster and therefore continual improvements can be easily implemented. All jurisdictions with web sites have been contacted to ensure that their sites have up -to -date recruiting information as well as links to JobsQuest. A branding campaign for the site has been created and marketing is currently underway.

## **Targeted Recruiting - Law Enforcement**

Several municipalities throughout the nation are experiencing significant shortages in law enforcement applicants. WDAS has taken aggressive steps to ensure that law enforcement applicant interest and volume remains strong in Jefferson County. WDAS took a broad approach using radio, television, newspaper, and internet advertising, as well as a grass roots campaign, and

college and professional career events. Many of the Jefferson County law enforcement departments have expressed the need for Spanish-speaking officers to reflect the growing Spanish-speaking community. WDAS targeted concentrations of Hispanic citizens in Central and Northeast Alabama with newspaper advertising and a grass roots campaign to establish relationships with many Hispanic organizations. WDAS also targeted some of the nation's highest concentrations of Hispanic populations in Miami, Florida and Houston, Texas with radio, newspaper, and internet advertising. These efforts had promising results, with more than three times the number of Hispanic applicants and a twenty-nine percent increase in total applicants over last year.

### **Targeted Recruiting - Firefighter**

Public safety positions represent some of the largest job classes in Civil Service. Attracting an inclusive talent pool to the Firefighter profession is a top priority for WDAS. At the time of this report, WDAS was in the process of implementing a comprehensive Firefighter recruiting campaign that included the following: billboard advertising, radio, television, newsprint, on-site career event, internet postings and banners, firefighter association newsletters, and contacts with neighborhood associations, community centers, and EMT programs at several colleges throughout the state. This campaign also included a concerted effort to attract Hispanic and bilingual applicants. WDAS partnered with a local Hispanic marketing firm that provided advertising on state-wide bilingual radio and television as well as marketing and outreach at the largest Hispanic festival in Alabama. Results are strong with almost three times as many Hispanic applicants as last year.

### **Targeted Recruiting - Healthcare**

Applicants for healthcare positions are in high demand. The jurisdictions that provide healthcare as their primary function have also expressed a need for Spanish-speaking applicants to reflect their changing patient population. WDAS is currently implementing an aggressive strategy to meet these needs. This strategy includes the use of billboards placed near competing healthcare facilities, increased newspaper and internet advertising, increased awareness at nursing schools, television advertising, newspaper advertising in Puerto Rico, and career events at county health facilities. Efforts are having an impact with a month-over-month increase in applications for nursing positions.

The chart and table below shows a summary and totals for sources for applications, hires, and applicants placed on registers from November 1, 2005 through October 31, 2006.

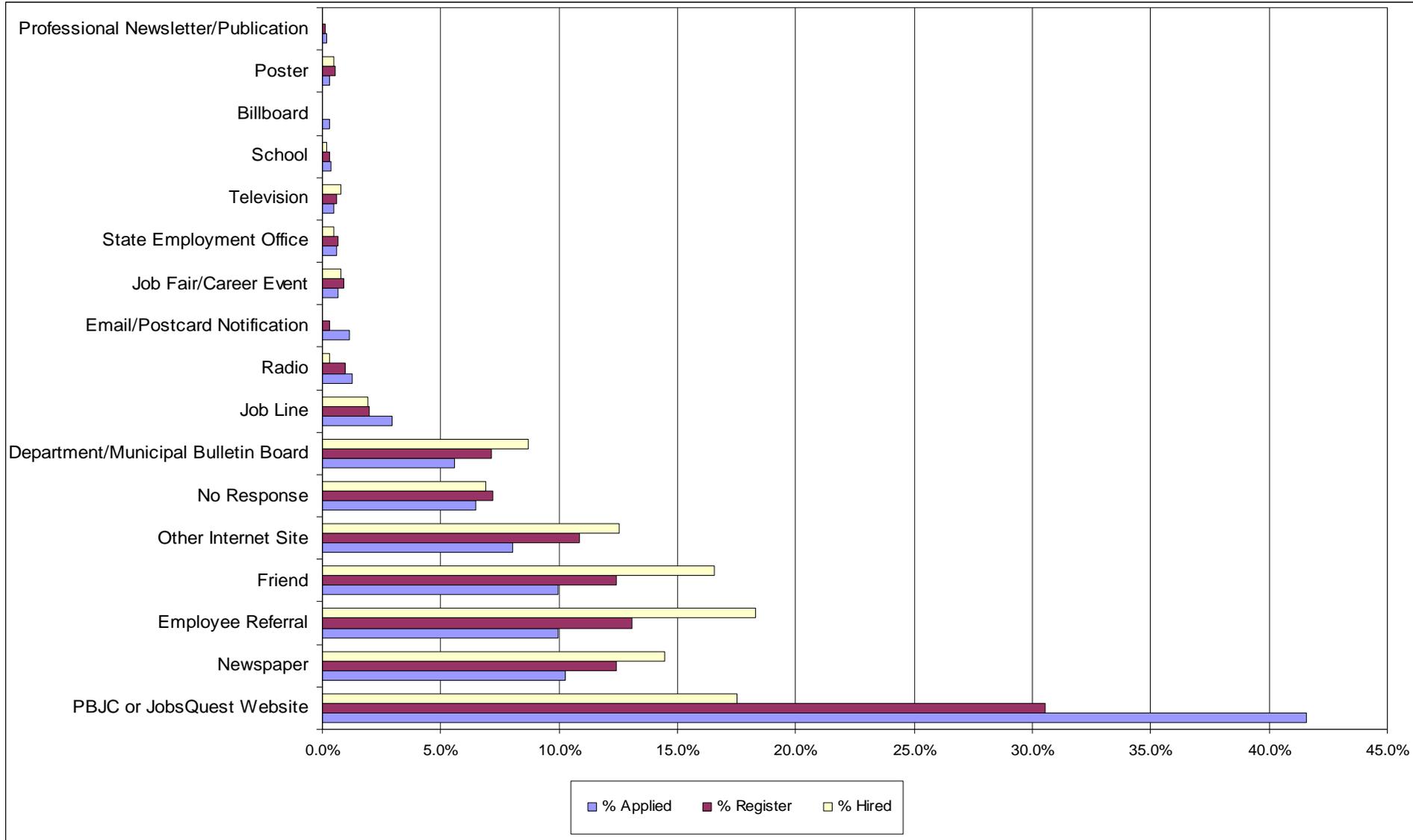


Table shows responses from applicants when asked: *How did you learn of this position?*

<u>Answer</u>	<u>Applied</u>	-	<u>On Reg</u>	-	<u>Hired</u>	-
PBJC or JobsQuest Website	7639	41.6%	1783	30.5%	109	17.5%
Newspaper	1885	10.3%	724	12.4%	90	14.5%
Employee Referral	1833	10.0%	765	13.1%	114	18.3%
Friend	1826	9.9%	726	12.4%	103	16.6%
Other Internet Site	1483	8.1%	633	10.8%	78	12.5%
No Response	1186	6.5%	422	7.2%	43	6.9%
Department/Municipal Bulletin Board	1029	5.6%	416	7.1%	54	8.7%
Job Line	543	3.0%	116	2.0%	12	1.9%
Radio	233	1.3%	57	1.0%	2	0.3%
Email/Postcard Notification	212	1.2%	17	0.3%	0	0.0%
Job Fair/Career Event	117	0.6%	51	0.9%	5	0.8%
State Employment Office	105	0.6%	39	0.7%	3	0.5%
Television	83	0.5%	34	0.6%	5	0.8%
School	62	0.3%	19	0.3%	1	0.2%
Billboard	60	0.3%	4	0.1%	0	0.0%
Poster	57	0.3%	30	0.5%	3	0.5%
Professional Newsletter/Publication	31	0.2%	6	0.1%	0	0.0%
	18384	100%	5842	100%	622	100%

## Going Forward

WDAS will continue to monitor employment trends, research the most effective marketing methods, and monitor and evaluate the effectiveness of these efforts. Below is a listing of specific projects that will be accomplished through October 31, 2007.

- Evaluate Firefighter recruiting efforts and develop framework for next recruiting campaign.
- Develop and implement strategy for Law Enforcement recruiting campaign.
- Continue to enhance and build upon recruiting strategy for Healthcare positions.
- Monitor and continue to improve customer service levels.
- Continue a comprehensive branding campaign for Jobs Quest recruiting site.
- Implement career development and counseling service.

# PERFORMANCE MEASUREMENT

## Overview

The Performance Measurement Division is responsible for the development, administration, scoring, and validation of all selection procedures used to establish registers for all entry level and promotional job classes within the Merit System. The scope of this responsibility is substantial given the number of job classes in the Merit System, the extensive duties falling under this division, and the need to ensure that all work is performed in a manner that is consistent with the relevant employment laws and professional standards. The major work activities performed within the Performance Measurement Division include:

- Conducting job analysis for all Merit System job classes in need of an eligible register
- Developing valid, job-related, and legally defensible employee selection procedures
- Creating and posting announcements for Merit System jobs on the PBJC online application system
- Reviewing applications submitted for Merit System job classes against established minimum qualifications for the positions
- Administering a variety of employee selection tests and candidate tutorial/orientation sessions
- Identifying and recruiting qualified, volunteer assessors to evaluate candidate performance on employee selection tests
- Conducting assessment centers designed to evaluate candidate performance on job-related selection procedures
- Entering data from employee selection tests, analyzing the psychometric properties of the test items, and calculating final scores for all candidates
- Notifying candidates for employment of their examination scores and evaluating candidate appeals
- Establishing an eligible register including all candidates who passed the selection procedures
- Writing validation reports describing in detail all phases of the selection process outlined above

The goal of the Performance Measurement Division is to effectively serve the jurisdictions in the Merit System by developing fair, valid, and legally defensible selection systems in an efficient and customer-service oriented manner. In order to achieve this goal the Performance Measurement Division continues to work diligently to improve the effectiveness of the work processes by staying abreast of developments in the field of employee selection and by leveraging available technology to improve the efficiency and accuracy of the work performed. Additionally, the division is constantly striving to restore and repair the image of the PBJC not only within the government agencies and jurisdictions served, but also with regard to public perception both locally and nationally. The following

sections will outline the major activities and accomplishments of Performance Measurement that have moved the division closer to the stated goal and helped to improve the image of the PBJC.

## **Staffing**

The Performance Measurement Division currently consists of 33 permanent employees occupying six positions. These positions include Industrial-Organizational Psychologist, Senior Assessment & Development Specialist, Assessment & Development Specialist, Web Survey & Multimedia Developer, Administrative Assistant III, and Administrative Assistant I. A detailed description of the functions of these positions can be found in the 2005 Annual Report.

As mentioned in the PBJC 2005 Annual Report, the Performance Measurement Division was actively recruiting to fill a number of vacant positions within the division. The recruiting strategies outlined in the 2005 report were successful in filling most of these vacancies. Since the submission of the 2005 Annual Report, the Performance Measurement Division has hired four Assessment & Development Specialists and one Web Survey & Multimedia Developer. These new hires and an overview of their qualifications are presented below.

- Dominga Gardener – Web Survey & Multimedia Developer

Dominga earned a Bachelor of Science in Computer Science with a minor in Software Engineering and Mathematics from Mississippi State University. She is currently working on a Masters degree in Information Systems Management. Dominga has experience in various computer and web development related positions with Eastman Chemical Company, Service Zone, Pruitt's Fabrication & Welding, and Mississippi State University. In her position within the PBJC, Dominga develops high-fidelity video simulations for employee selection tests, electronic data capturing systems (e.g., electronic job analysis questionnaires), management of departmental data, and computerized applications that increase the accuracy, effectiveness, and efficiency of the work performed within the division.

- Brett Cooksey – Assessment & Development Specialist

Brett obtained a Bachelor of Arts in Psychology from the University of South Alabama and a Master of Arts in Industrial-Organizational Psychology from Appalachian State University. His professional experience includes conducting job analyses and developing selection tests with the City of New Orleans Civil Service, as well as developing human resource and management training programs for Merchant's Distributors, Inc. and Lowe's Home Improvement.

- Geoff Burcaw – Assessment & Development Specialist

Geoff earned a Bachelor of Arts in Psychology from the University of California Santa Cruz and a Master of Arts in Industrial-Organizational Psychology from Colorado State University. Prior to coming to the PBJC, Geoff worked as a selection consultant for SHL USA where he conducted job analyses and

developed employee selection tests. Geoff's professional experience also includes working as a job analyst for the Human Resources Research Organization.

- Lauren McMahan – Assessment & Development Specialist

Lauren obtained a Bachelor of Arts in Psychology from Troy State University and a Master of Science in Industrial-Organizational Psychology from the University of Tennessee at Chattanooga. Lauren has worked in personnel settings with the City of Dothan, Alabama and Memorial Healthcare Systems, where her experience included developing selection examinations, creating performance appraisals, and evaluating compensation data.

- Justin Wolfe – Assessment & Development Specialist

Justin attended the University of Nebraska-Lincoln where he earned a Bachelor of Arts in Psychology. He also earned a Master of Science in Industrial/Organizational Psychology from the University of Nebraska-Omaha. Prior to being hired as an Assessment & Development Specialist, Justin worked as an intern for the PBJC. Justin is fluent in Spanish and has related experience working as a Skills Analyst for SkillsNet Corporation and as a graduate teaching assistant.

- Blair Cranford – Assessment & Development Specialist

Blair completed her Masters degree in Industrial-Organizational Psychology at the University of West Florida. Prior to accepting the position of Assessment & Development Specialist, Blair worked as an intern with the Personnel Board of Jefferson County.

- Winette George – Assessment & Development Specialist

Winette completed her Masters degree in Industrial-Organizational Psychology at the University of West Florida. Prior to accepting the position of Assessment & Development Specialist, Winette worked as an intern with the Personnel Board of Jefferson County.

Since the submission of the 2005 Annual Report, the Performance Measurement Division has experienced turnover in four Assessment & Development positions. Charu Khanna resigned from the PBJC in April after accepting an offer to work with the Human Resources Research Organization in Alexandria, Virginia. Barry Jackson submitted his resignation from the PBJC effective in May after accepting an offer to transfer to Jefferson County's Human Resources Department. Elizabeth Bourgeois resigned in July due to her relocation to Dallas, Texas. Finally, Courtney Dean resigned in October to accept employment with a selection consulting firm in Boston, Massachusetts.

## Goals

The overall mission of the Performance Measurement Division is to effectively serve the jurisdictions in the Merit System by developing fair, valid, and legally defensible selection systems in an efficient and customer-service oriented manner. In order to achieve this goal the Performance Measurement Division continues to work diligently to improve the effectiveness of the work processes by staying abreast of developments in the field of employee selection and by leveraging available technology to improve the efficiency and accuracy of the work performed. Additionally, the division is constantly striving to restore and repair the image of the PBJC not only within the government agencies and jurisdictions served, but also with regard to public perception both locally and nationally. The following sections will outline the major Performance Measurement Division goals set for 2006, the progress toward achieving these goals, and the activities and accomplishments of the division since the 2005 annual report.

At the end of 2005, the Performance Measurement Division established strategic goals for the 2006 calendar year that would support its overall mission. The established goals are outlined below:

- Develop and administer selection procedures that identify the most qualified candidates for employment in the Merit System.

The above goal was quantified by setting the target of establishing registers for 184 jobs during the 2006 calendar year. Additionally, this goal included the establishment of new registers for promotional jobs within the Fire Service (i.e., Fire Apparatus Operator, Fire Lieutenant, Fire Captain, Fire Battalion Chief I, and Fire Battalion Chief II) and entry level public safety jobs (i.e., Police Officer and Firefighter).

- Develop a strategy for identifying future job vacancies in order to anticipate and more efficiently fill the employment needs of the jurisdictions.

This goal was operationalized by identifying data that could be used to project and forecast upcoming vacancies and utilizing this data to effectively schedule and plan job analysis and test development activities for the upcoming years (i.e., 2007).

- Conduct professional development activities to ensure test development staff remains up to date on legal, professional, and scientific developments in the area of employee selection.

The final goal was further defined by targeting specific developmental opportunities for the Performance Measurement Division, including developing and administering training on the PBJC's procedures governing all aspects of employee selection in PBJC Merit System, establishing monthly sessions for staff to read and discuss recently published research in the area of employee selection in order to determine the impact of the research on work performed by

the PBJC, participating in professional conferences, and conducting semi-annual workshops designed to enhance skills in employee selection.

### ***Developing and Administering Selection Procedures***

As presented above, the primary goal of the Performance Measurement Division is to develop and administer selection procedures that identify the most qualified candidates for employment in the Merit System. This goal indicated a number of eligible registers that are projected to be established by the division in the 2006 calendar year and specifically addresses the release of registers for public safety positions.

#### ***Public Safety Registers***

A significant point of emphasis for the Performance Measurement Division has been, and continues to be the development of selection procedures for public safety (i.e., police and fire) jobs. Staff members have worked diligently to strengthen the relationships between the PBJC and the police and fire departments residing in Jefferson County. Significant progress has been made in 2006 toward continuing to provide timely and effective service to these public safety departments. Since the submission of the 2005 Annual Report, the PBJC has established registers for the police promotional series jobs of Police/Sheriff's Sergeant, Police/Sheriff's Lieutenant, and Police/Sheriff's Captain. In addition to the police promotional series job classes, the PBJC has also established a new register for the entry-level Police Officer/Deputy Sheriff job class. In an effort to identify a greater number of qualified candidates, the PBJC extended its testing efforts beyond Jefferson County, to include testing in Tuscaloosa, Alabama, Miami, Florida and Houston, Texas. Facilities for test administrations in Miami and Houston were acquired with no cost to the PBJC.

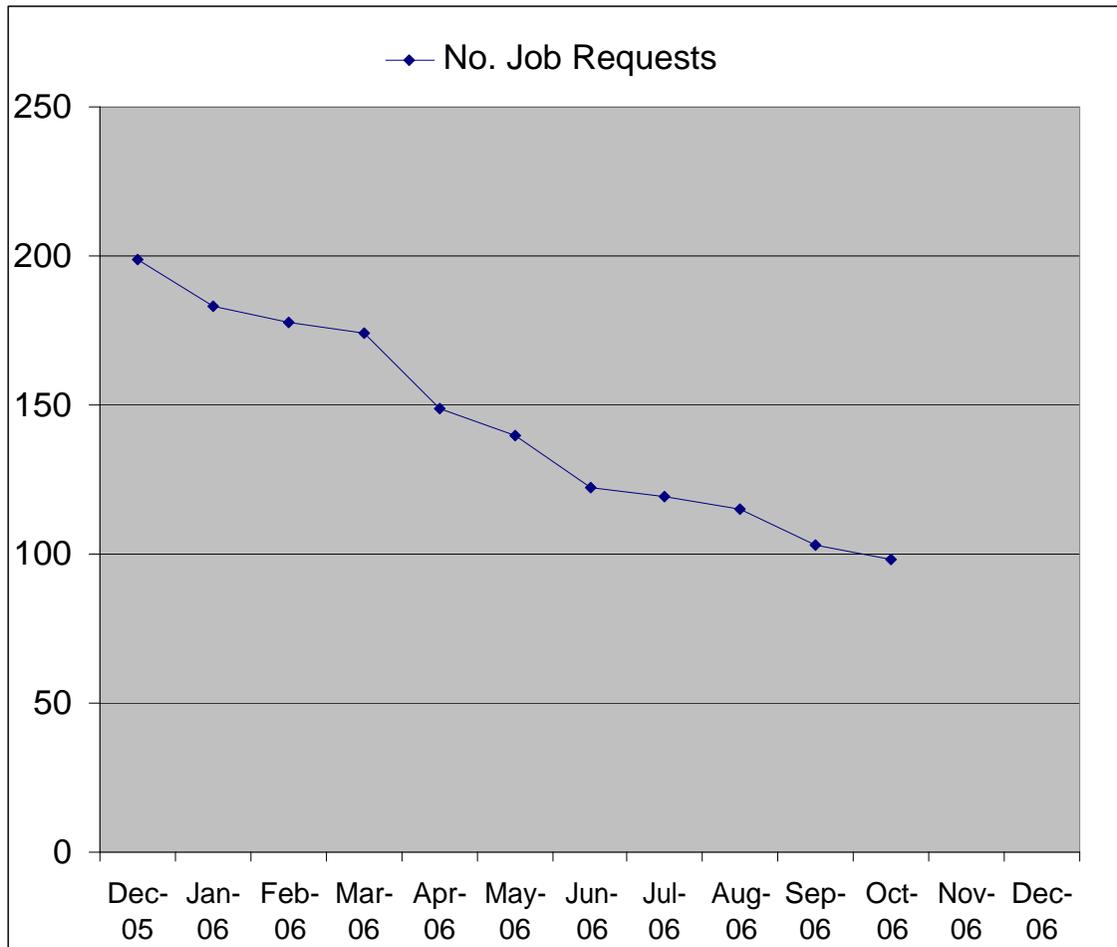
The Performance Measurement Division has also worked diligently to establish registers for the fire promotional series jobs. In 2006, the PBJC has successfully developed promotional registers for the jobs of Fire Battalion Chief I, Fire Battalion Chief II, and Fire Apparatus Operator. Additionally, as of the time of this report, the PBJC has administered promotional selection procedures for the jobs of Fire Lieutenant and Fire Captain. Registers for these two jobs are expected by the end of 2006. Finally, the PBJC also established a new register for the entry-level Firefighter job class in March 2006. The selection procedure for this job class consisted of a written examination (administered in December 2005) and a structured interview (administered in January 2006).

As mentioned in the 2005 Annual Report, the Performance Measurement Division is working to ensure that with each additional test development process for the public safety positions information is gathered to improve future selection procedures and the service provided to the police and fire departments. The PBJC has committed to testing for entry level Police Officer/Deputy Sheriff and Firefighter on an annual basis and testing for the promotional series police and fire jobs every 18 months.

Non-Public Safety Registers

At the beginning of the 2005 Annual Report there were 184 jobs classes with active requests for certifications, but no active eligibility register in place (henceforth referred to as the “backlog”). As previously outlined, the Performance Measurement Division established as a goal for 2006 the release of 184 eligible registers. Significant progress has been made toward eliminating the backlog and achieving this goal. During the period between the 2005 Annual Report and November 2006, the Performance Measurement Division has released 231 registers (see Table 1 for a list of jobs), which meets and surpasses the goal set for the 2006 calendar year. As a result of these released registers, significant progress has been made in the elimination of the backlog. As of November 1, 2006, the backlog of jobs is 98 jobs (see Figure 1 for a month-by-month tracking of the number of jobs in the backlog). Continued efforts will be made to eliminate the remaining backlog as quickly as possible.

**Figure 1. Month-by-Month Progress on Job Classes in the Backlog**



**Table 1. Registers Released in 2006**

Job Code	Job Title	Job Code	Job Title
43	Medical Transcriber	6457	Property Control Clerk
44	Medical Clerk	6469	Senior Latent Fingerprint Examiner
115	Legal Secretary	6475	District Attorney Investigator
117	Senior Legal Secretary	6492	Corrections Supervisor
127	Senior Medical Secretary	6497	Chief Jail Administrator
273	Court Clerk	6551	Security Officer
276	Court Coordinator	7000	Patient Care Technician
278	Probate Court Coordinator	7003	Surgical Technician
279	Chief Clerk Probate Court	7033	Clinical Nurse Practitioner
645	Communication Operator II	7064	Admissions Coordinator, RN
650	Public Safety Dispatcher I	7067	Occupational Health Manager
654	Public Safety Dispatcher III	7071	Nursing Assistant
657	Call Center Manager	7072	Enterostomal Therapist
895	Inventory Manager	7073	Licensed Practical Nurse
1027	Principal Accountant	7075	Staff Nurse
1031	Budget Analyst	7078	Interventional IV Nurse
1054	Risk Mgt Coordinator - B'ham & Bessemer	7079	Charge Nurse
1073	Business Mgr	7084	Public Health Nurse
1075	Reimbursement Manager	7085	Home Health Care Nurse
1091	Deputy Director of Finance - Debt Mgmt	7091	Staff Nurse - (part-time/flexipool)
2025	Storm Water Program Manager	7092	LPN - (part-time/flexipool)
2067	Administrative Services Manager	7099	Home Care & Hospice Case Mgt / Admiss. Spvsr
2087	Prin. Administrative Analyst	7183	Diagnostic Imaging Tech. (includes 2 shred outs)
2098	Investor Relations Manager	7187	Imaging Manager
2236	Chaplain	7193	Medical Laboratory Technician
2284	Probation Officer	7195	Medical Technologist Shift Supervisor
2286	Sr. Probation Officer (includes 2 shred outs)	7196	Medical Technologist Supervisor
2364	Assistant Coordinator Senior Citizens Activities	7243	Respiratory Therapist
2386	Senior Social Worker	7271	Physical Therapist Assistant
2388	Social Services Coordinator	7333	Hydrologist
2440	Claims Administrator	7349	Public Health Language Worker
2460	Paralegal	7352	International Program Manager
2482	Attorney	7367	Disease Intervention Program Manager
2514	Computer Operator III	7373	Environmental Health Specialist
2546	Manager Project Management Office	7375	Environ. Health Program Spvsr - Comm. Assess.
2550	Personal Computer Network Technician	7493	Clinical Dentist
2551	Network Sys. Admin. I (includes 3 shred outs)	7540	Patient Activity Leader
2565	Sr Systems Programmer (Technical Support)	7544	Patient Activity Director
2569	Data Management Tech	7570	Clinical Counselor
2580	Manager Information Technology Infrastructure	7640	Health Services Administrator
2583	Systems Analyst (GIS)	7657	Director of Quality Improvement-JRHC
2585	Database Administrator	7674	Education/Training Manager

2590	Manager of Systems Analysis	7685	Public Health Medical Officer
2592	Director Information Services – CGH	7744	Nutrition Assistant (part-time)
2596	Data Processing Supervisor	7745	Nutrition Consultant
2651	Chief Personal Property Appraiser	7746	Senior Nutrition Consultant
2655	Senior Property Appraiser	7853	Health Information Services Technician
2658	Court Property Appraiser	7859	Director of Health Information Services
2659	Appraisal Analyst	7860	Assistant Director of Health Information Services
2730	Statistical Analyst	7873	Assistant Director, Nursing Services - JRHC
2848	Quality Enhanc. & Employee Dvlpt Div Mgr	7875	Deputy Director Administrative Services- JRHC
2854	Personnel Analyst II	7877	Deputy Director of Nursing Services-JRHC
2862	Industrial/Organizational Psychologist	7886	Chief Operations Officer-CGH
2863	Assessment & Development Specialist	7905	Pharmacy Technician
2927	Prin. Housing Rehab Specialist	7977	Clinical Pharmacist
2977	Principal Human Resource Planner	7978	Pharmacy Manager
2988	Economic Development Specialist	8003	Driver/Messenger
2997	Economic & Community Development Director	8031	Truck Driver
3033	Planning Technician	8063	Skilled Laborer
3034	Senior Planning Technician	8123	Equipment Service Worker
3084	Planner	8176	Deputy Mobile Equipment Mgr
3085	Project Planner	8178	Mobile Equipment Mgr
3107	Civil Engineer	8183	Small Engine Mechanic
3109	Senior Civil Engineer	8184	Maintenance Mechanic
3111	Chief Civil Engineer	8191	Assistant Auto Technician
3177	Deputy Director of Environmental Services	8193	Automotive Technician (Includes 3 shred outs)
3179	Director of Environmental Services	8195	Automotive Heavy Equip Shop Supervisor
3319	Traffic Sign Painter	8265	Arborist
3329	Traffic Maintenance Supervisor	8267	Senior Arborist
3332	Traffic Maintenance Superintendent	8269	Urban Forestry Supervisor
3333	Traffic Planning Technician	8271	Urban Forester
3334	Senior Traffic Planning Technician	8282	Gardener
3347	Traffic Signal Worker	8284	Horticultural Specialty Grower
3351	Traffic Control Technician	8287	Landscape Crew leader
3395	Senior Traffic Systems Engineer	8292	Parks Maintenance Superintendent
3411	Engineering Aide	8293	Park Maintenance Supervisor
3460	Sewer Construction Maintenance Supervisor	8295	Horticulture Maintenance Supervisor
3475	Chief of Party	8298	Parks Maintenance Superintendent - Birmingham
3485	Engineering Inspector	8312	Tapping Machine Operator
3487	Prin. Eng. Inspector - Construction Inspection	8337	Sewer Video Operations Supervisor
3525	Graphic Artist	8354	Sr. Waste Water Treatment Plant Maint. Worker
3580	Drafter	8355	Waste Water Treatment Plant Shop Supervisor
3610	Electronics Technician	8394	Wastewater Treatment Plant Shift Supervisor
3612	Communications Coordinator	8397	Wastewater Treatment Plant Supervisor
3623	Telecommunications Technician	8399	Wastewater Treatment Plant Manager
3673	Land Acquisition Agent	8453	Water Utility Svc Worker - Irondale

3675	Senior Land Acquisition Agent	8455	Senior Water Utility Service Worker - Bessemer
3724	Soil Scientist	8457	Water Utility Inspector
3764	Air Pollution Control Engineer	8473	Mains Service Worker
3773	Environmental Protection Administrator	8474	Senior Main Service Worker
3778	Assistant Director of Storm Water Mgt	8477	Water Distribution Superintendent
4125	Director, Sr Citizens Center – Irondale	8479	Power Distribution Worker Trainee
4168	Recreation and Aquatics Supervisor	8483	Power Distribution Worker
4169	Exercise Physiologist	8593	Electrician
4173	Fitness Instructor	8621	Building & Grounds Worker
4187	Parks & Rec Superintendent - Center Pt (PT)	8645	Building Maintenance Supervisor
4194	Parks & Rec Superintendent – Gardendale	8690	Director of General Services - HD
5024	Assistant Fire Chief	8696	Facilities Manager
5026	Fire Apparatus Operator	8711	Public Works Asst Dir II
5031	Firefighter	8713	Public Works Director I
5035	Fire Battalion Chief II	8714	Public Works Director II
5051	Fire Prevention Inspector II	8715	Public Works Director III
5094	Deputy Fire Chief (includes 2 shred outs)	8797	Public Works District Supervisor
5224	Electrical Inspector	9031	Food Service Assistant
5359	Zoning Administrator	9035	Cook
5386	Deputy Director of Land Development	9055	Food Service Supervisor
5414	Street Lighting Inspector	9057	Senior Food Service Supervisor
5434	Sewer Service Inspector	9070	Director of Food Services
5454	Sanitation And Ordinance Inspector	9093	Dietitian
6031	Police Officer/Deputy Sheriff	9173	Housekeeping Assistant
6033	Police/Sheriff Sergeant	9174	Senior Housekeeping Assistant
6034	Police/Sheriff Lieutenant	9176	Housekeeping Supervisor
6035	Police/Sheriff Captain	9178	Senior Housekeeping Supervisor
6411	Bailiff/Court Security	9191	Laundry Worker
6425	Parking Enforcement Supervisor	9193	Washroom Operator
6433	Animal Control Officer		

### ***Vacancy Projection Data***

As the backlog of jobs in need of an active register draws closer to being eliminated, the PBJC will be in a position to more quickly address the employment needs of the jurisdictions. In order to meet the jurisdictions' needs in the most efficient and effective manner, it is necessary for the PBJC to anticipate and project potential future employment needs. Therefore, a second goal of the Performance Measurement Division outlined for 2006 was to develop a strategy for identifying potential future job vacancies in order to anticipate and more efficiently fill the employment needs of the jurisdictions. By knowing which jobs will likely have openings in the near future, the PBJC can focus efforts to ensure that registers can be established prior to, or very soon after a request for certification has been submitted.

In order to accomplish this goal, the Performance Measurement Division has reorganized the distribution of work to the job analysis and test development teams. Each team within the division has been assigned specific job families for which they are responsible for conducting job analysis, developing selection procedures, and establishing eligible registers. Each team has started collecting data for each of the jobs within its job families. The initial data has been compiled and is currently being used to create an announcement, test administration, and register establishment schedule for highly used registers over the next three years. This schedule will greatly assist the PBJC (by allowing Workforce Development and Applicant Services in planning recruiting efforts and the Performance Measurement Division in planning test administrations), the jurisdictions, and the potential applicant populations. The Performance Measurement Division anticipates completing and communicating this schedule by the end of the 2006 calendar year.

### ***Staff Development***

As mentioned in the 2005 Annual Report, the professional development of employees is of utmost importance. The Performance Measurement Division believes that it is imperative that staff stay up to date on departmental procedures, relevant employment laws, professional guidelines, and developments in the field of employee selection. Therefore, the third goal of the Performance Measurement Division is to conduct relevant and effective professional development activities. A number of activities designed to meet this goal have been performed in 2006.

In January and February of 2006, the Performance Measurement Division reviewed and updated the Performance Measurement Procedure Manual. In addition to updating the procedures, a mandatory division-wide training program was developed and administered in multiple sessions spanning from February to April. The training was geared toward ensuring that new staff members gained a thorough understanding of the procedures governing all activities performed within the division, existing staff stayed up to date on procedures, and expertise and information was shared among members of the division. The training program spanned eight sessions, totaling approximately 40 hours of presentation, instruction, and group exercises. The following presents an overview of the topics covered:

- *Training Introduction* – This section of the training provided an introduction to the PBJC and an overview of the training program. Information shared included an overview of the PBJC's history, purpose, and structure, as well as the responsibilities and services offered by each of its divisions.
- *Job Analysis* – The job analysis training presented a detailed review of the procedures used when conducting a job analysis for jobs within the PBJC Merit System. Exercises were administered to help ensure the intended knowledge was obtained and could be easily transferred to the work. Discussion was held regarding common obstacles/pitfalls in the job analysis

process, so that staff can anticipate and avoid these issues and to ensure that important decisions are made appropriately.

- *Test Development* – The test development training covered a variety of test development related issues, including test security, pros/cons of commonly used selection procedures, requirements of the *Uniform Guidelines* involving test validation, how to determine the most appropriate test(s) to use in a given situation, and general test development concerns. Training also provided exercises designed to provide practice and expertise in the procedures for developing commonly used selection tests.
- *Creating Announcements & Screening Applications* – This section of the training provided a step-by-step process for creating and posting an electronic announcement, as well as for screening electronic applications using PeopleAdmin (i.e., PBJC’s on-line application system). Substantial discussion was provided regarding how to avoid potential issues with the PBJC online application system and how to establish appropriate criteria for screening applications.
- *Test Assessment* – This portion of the training outlined the major activities associated with planning, preparing for, and conducting an assessment of candidate performance following a test administration. It focused on steps such as identifying appropriate assessors and conducting assessor training.
- *Data Management* – The data management training included reviewing the procedures for ensuring the integrity of all data. Specific instructions were provided for entering, cleaning, and verifying data, as well as creating and saving data files, and using SPSS syntax files.
- *Analyzing and Scoring Test Data* – This portion of the training expanded on the data management processes by covering a variety of procedures used to analyze and score test data. Specific procedures for conducting statistical analyses, weighting test components, and establishing cut score were provided. Also, several procedures for calculating and analyzing adverse impact were presented and discussed.

In addition to the training mentioned above, the Performance Measurement Division established a practice of conducting monthly “Lunch & Learn” presentations/discussions to ensure that staff stays up to date on developments in the field of employee selection and industrial/organizational psychology. The activities involved in the Lunch & Learn include: (a) identifying topics/research relevant to employee selection and other job-related issues, (b) assigning books, employment laws, chapters, and/or scientific journal articles covering the topic of interest, and (c) meeting to discuss thoughts and/or ideas regarding the topic and its applicability to the work performed in the division. The first Lunch & Learn was held in May of 2006 and has continued on a monthly basis (with the exception of July due to a heavy test administration schedule that month). Topics covered in 2006 include:

- *May*: Staff members who attended the 2006 Society for Industrial & Organizational Psychology conference in Dallas, Texas presented summaries of papers/presentations of interest that were presented at the conferences.

- *June:* The Performance Measurement Division reviewed two scientific journal articles that held particular applicability to work performed within the division. These articles included: Baranowski & Anderson's (2005) *Examining Rating Source Variation in Work Behavior to KSA Linkage*; and Roth, Bobko, & McFarland's (2005) *A Meta-Analysis of Work Sample Test Validity: Updating and Integrating Some Classic Literature*.
- *August:* The August Lunch & Learn session focused on the *Uniform Guidelines on Employee Selection Procedures*. Discussion during the session focused on answering questions regarding the guidelines, linking the guidelines to PBJC job analysis and test development procedures, and identifying ways in which work can be improved.
- *September:* The Performance Measurement Division reviewed two scientific journal articles that were applicable to work performed within the division. These articles included: Lievens & Sackett's (2006) *Video-Based Versus Written Situational Judgment Tests: A Comparison in Terms of Predictive Validity*, and Maurer & Solamon's (2006) *The Science and Practice of a Structured Employment Interview Coaching Program*.
- *October:* The Lunch & Learn session held in October focused on providing and overview of the history of PBJC and its federal consent decree. Discussion was held around what the PBJC has done to address the consent decree and what remains to ensure the agency continues to move toward release from the consent decree.

In order to further ensure that Performance Measurement staff stays abreast of developments in the field of employee selection and industrial psychology, two professional workshops were planned for 2006. However, due to conflicting schedules, the PBJC has yet to conduct these workshops. Plans are being made to attempt to conduct a professional development workshop in December of 2006. The workshop will cover topics that relate to the work performed in the division and that are too detailed or complex to be presented in a Lunch & Learn. The PBJC anticipates an external expert in the field of industrial/ organizational psychology conducting the workshop.

In addition to formal training programs and workshops, the Performance Measurement Division encourages professional development at the individual level. The Performance Measurement Division believes that improving the perceptions of the PBJC in the eyes of the general public and the employee testing community is of great importance. Visibility and participation of PBJC staff at professional and educational functions provide positive publicity that goes a long way in erasing the troubled history that has been associated with the Consent Decree and the PBJC. As such, staff members are encouraged to conduct research, attend conferences, and participate in other activities designed to improve individual knowledge and skill in the area of employee selection and designed to positively promote the PBJC. Staff members from the Performance Measurement Division have been active in submitting employee selection related research papers and conducting lectures under the PBJC name at educational institutions, professional conferences, and training seminars. During 2006, the

Performance Measurement staff members have been involved in the following research and teaching/training related activities:

- Elizabeth Bourgeois, Thomas Carnahan, Jeffrey Crenshaw, Ph.D., Divya Keshavan, Stacey Lange, Ph.D., Bronze McGhee, and Lauren McMahan presented a two-day training workshop at the Alabama Association of Public Personnel Administrators in Montgomery, Alabama on April 10<sup>th</sup> and 11<sup>th</sup>. The title of the training was *Recruitment, Selection and Retention* and covered the following topics:
  - Human Resource Planning & Job Analysis (Thomas Carnahan)
  - Recruitment Planning & Initiatives (Stacey Lange, Ph.D.)
  - Issues & Laws Affecting Employee Selection (Elizabeth Bourgeois)
  - Types of Selection Measures (Divya Keshavan & Lauren McMahan)
  - Evaluating & Scoring Your Selection Procedures (Jeffrey Crenshaw, Ph.D.)
  - Employee Retention (Bronze McGhee)
- Stacey Lange, Ph.D. submitted a paper to the 2006 International Public Management Association for HR Assessment Council (IPMAAC) Conference titled *Adopting Content Valid Minimum Qualifications Reduces Adverse Impact, but Decreases Applicant Test Performance*. The submission was accepted and was presented at the IPMAAC Conference in Las Vegas, Nevada on Monday, June 26, 2006.
- Elizabeth Bourgeois coauthored a presentation accepted to the 2006 Academy of Management Conference. The presentation is titled *Sensitive Topics and Items in Employee Attitude Surveys*.
- An article submitted by Thomas Carnahan was accepted for publication in the *Personality and Social Psychology Bulletin*. The article is titled, *Revisiting the Stanford Prison Experiment: Could Participant Self-Selection Have Led to the Cruelty?*
- Marty Alber, Ph.D., Brian Bellenger, Ph.D., Jamie Koladish, and Libby Miller submitted a paper and presentation to the 2006 IPMAAC Conference titled *Life Under Consent Decree: Testing and Technological Innovations*. The submission was accepted and was presented at the IPMAAC Conference in Las Vegas, Nevada on Wednesday, June 28, 2006.
- Marty Alber, Ph.D. and Peter Luke, submitted an article that was published in the June edition of the IPMA-HR News. This publication is the monthly newsletter of the International Public Management Association for Human Resources. The newsletter brings the latest news and developments in the public sector human resources market to 5,500 executives, managers, and supervisors within all levels of government - federal, state, city and county. The title of the article was *From Infamy to Innovation: A Leap Forward in Testing at the Personnel Board of Jefferson County*.

Finally, in addition to the aforementioned activities, the Performance Measurement Division sent representatives from the staff to professional conferences to gain knowledge and gather information to share with the division after returning from the conference. Six Performance Measurement staff members attended the 21st Annual Society for Industrial & Organizational Psychology Conference held in Dallas, Texas on May 4<sup>th</sup> through 7<sup>th</sup>. Six Performance Measurement staff members attended the 30th Annual IPMAAC Conference held in Las Vegas, Nevada on June 25 through 28. As previously mentioned, Performance Measurement staff presented two seminars at this conference: Staff members who attended these conferences disseminated information obtained at the conference to the department by distributing papers collected at the conference and through a number of presentations to the staff as part of the first of the division's Lunch & Learn sessions.

### **Future Plans**

Overall, the Performance Measurement Division has made significant strides toward achieving all goals presented for 2006. The Performance Measurement Division has continued to utilize sound procedures and practices to develop valid and legally defensible selection procedures and establish eligible registers. The primary goal of the division is to continue these efforts in order to eliminate the backlog of jobs as quickly as possible. Given the current number of jobs in the backlog and the projected number of requests expected to be received, the Performance Measurement Division anticipates being completed with the backlog by May of 2007. The elimination of the backlog will greatly enable the performance measurement division to better meet the needs of the jurisdictions by addressing their employment needs in a timely fashion.

In addition to completing the backlog, the Performance Measurement Division is seeking ways to continuously improve the efficiency and effectiveness of its services. A significant initiative of the Performance Measurement Division is to develop an online job analysis data collection and rating system that can be securely accessed by subject matter experts via the internet. Access would be limited to individuals needed for data entry of information on a given job. Data from this system would be used to generate reports to help support various departments within the PBJC, including Performance Measurement, Workforce Development & Applicant Services, Classification & Compensation, Performance Management and Records Management.

The Performance Measurement Division is also making efforts and working with other departments to improve inter-departmental communication and collaboration within the PBJC. This includes working with the Workforce Analysis Department to share information gathered about various job classes, and provide guidance and assistance across departments to ensure that the PBJC Merit System has a functional and effective job classification system. The goal of this collaboration is to ensure that data gathered and potential issues uncovered during the job analysis phase of the selection procedure development can be

shared with Workforce Analysis in order to assist them in ensuring the appropriate classification of positions. The Performance Measurement Division is also working to create better communication with the Workforce Development & Application Services Division to ensure that better and timelier information can be provided regarding details of job requirements and the jurisdictions' recruitment needs. Greater collaboration will ensure that the qualifications of the individuals applying for Merit System job positions will better meet the needs and expectations of jurisdictions and lead to a better and more productive workforce for the Merit System as a whole. The Performance Measurement Division believes that continued progress toward achieving the outlined goals and greater collaboration among departments will lead to continued improvement of the functions and services provided by the division and the overall organization.

# **TRAINING & CAREER DEVELOPMENT**

## **Overview**

The Training and Career Development Department (Training) is responsible for coordinating a system-wide strategic human resource development training program that includes training and development efforts useful for all jurisdictions, as well as focused program development for specific initiatives, departments or jurisdictions. The Department's goal is to offer all Merit System employees a curriculum of courses and learning activities to increase their competency and help them grow and excel in their careers. Increased competency of Merit System employees can lead to greater job satisfaction and productivity that will, in turn, result in better municipal services for Jefferson County citizens.

The Training Department values its role as a partner in a "learning community" with Merit System jurisdictions, Jefferson County agencies, businesses, colleges and other institutions. As Jefferson County changes, socially, politically and economically, employees serving its citizens have new training needs. Through collaborative efforts with community partners, Training can access a wealth of human and physical resources for training Jefferson County employees. Affiliation with this "learning community" broadens the Department's problem solving capacity and leads to better solutions. Training and Career Development is approved for staffing of six FTEs - four Training Advisors, one Training and Career Development Assistant and a Team Leader.

The Department schedules and presents quarterly calendars of core-curriculum training in computer software, human relations, customer service, supervision, management and leadership. It works collaboratively with other Merit System training functions, including the City of Birmingham and the Jefferson County Health Department training staffs, to share resources and prevent duplication of services. It works with local educational institutions, agencies and businesses to share information, ideas and resources to reach mutual goals. Increasingly, Training is responding to requests from Appointing Authorities and department heads for training courses located onsite at the jurisdictions.

## **Activities and Accomplishments**

Since its inception four years ago, the Training Department has steadily evolved in its scope and influence. Evidence of this growth includes increased course offerings, increased use of online course registration with a learning management system, increased requests for classes onsite, and inclusion in PBJC strategic goal setting. During 2002-03, much of Training's efforts consisted of startup activities such as hiring staff, developing a vision and mission, outlining strategic goals and purchasing the furnishings and equipment needed for training. In 2003-04, the Department conducted jurisdiction needs assessments, identified a core curriculum, and began presenting a monthly calendar of training

classes. In 2004 and early 2005, the emphasis was on developing and presenting training on PBJC's new computer systems for the Board and jurisdictions. During 2006, the Department has been able to break new ground with a substantial training focus on the County's changing cultural demographics and its impact on our civil service workforce. That focus is reflected in the law enforcement conference and the Spanish language instruction class described in this report.

Following are highlights and accomplishments for the last year November 2005 through October 2006.

### ***Jurisdiction Account Management***

Training Advisors committed approximately 20 percent of their time from January through May to the Department's new Jurisdiction Account Management initiative, a strategy to develop and strengthen relationships with jurisdiction Appointing Authorities and department managers. As a result, Training Advisors made onsite visits to department managers in 11 jurisdictions and later scheduled onsite training when requested. This offered opportunities for employees to remain near their worksite for emergency needs, particularly for fire and police.

Although the Department already had a strong print and electronic presence via monthly calendars and weekly announcements, it was believed that many department managers could be brought on board to use Training services if they had a comprehensive in-person orientation. With this strategy, Training staff served as Account Managers and treated assigned jurisdictions as their customers. To assist in the effort, Training drafted letters to Appointing Authorities announcing the initiative and providing the name of the Training Advisor who would be serving that area. They created an informational brochure, a traditional needs assessment for follow-up visits and a system for capturing data from the visits for future planning.

Jurisdiction managers benefit directly from this work plan in the following ways:

They have their "own" point person to call and, as a result, Training has been able to build and strengthen productive relationships with jurisdictions. Managers can share their current training needs and priorities, based on the latest developments in their jurisdictions. This results in real, up-to-date planning data for developing training.

With site visits, trainers realized the need for having long-term planning data at hand when committing their resources and the Department now offers a series of calendars: annual, quarterly and monthly, online and hard-copy when needed. Now managers can schedule employees three months in advance for computer courses and twelve months ahead for management/supervisory and professional

development. Trainers also provide managers with information during their site visits on registering online, 24 hours a day, on any shift.

As part of the orientation, managers learn how to schedule PBJC training facility space and onsite coaching for computer software problems. The Sheriff's Department, for example, saved rental fees for computer and classroom facilities for two separate week-long courses for trainees from across the United States and used the space to supplement their training for National Incident Management System training. Also Jefferson County used the IT training lab on occasions when their participant numbers exceeded available computers in the County lab.

***Increased Training Opportunities***

To increase opportunities for training for Merit System employees, the Department introduced sixteen (16) new or modified courses from November 2005 through October 2006. The Training Department procedure for course development includes subject matter expert and peer review of any course, assessment or other product prior to its delivery. During this period, Training worked closely with PBJC's Administration, Performance Assessment, and Employee Relations departments and with jurisdiction department managers in validating course content. Other trainers provide the peer review.

Course development, both classroom and computer-based, and assessments are shown in the table below.

**Table 1: Course Development November 2005 through October 2006**

<b>Supervisory Skills</b>	<b>Professional Development</b>	<b>Computer</b>
Employee Discipline: Legal Landmines	Emergency Preparedness	Publisher
Training and Developing the Work Team	Time Management	MS Access Intermediate Pre-Assessment
Workplace Harassment Revised	Stress Management – modified	MS PowerPoint Advanced Pre-Assessment
	Structured Interviewing	ImageNow (PBJC)
	Excelling at the Front Desk – modified	Lawson Training for Health Department - Update
	System Security Computer Based Training (CBT)	Lawson Training for PBJC Classification and Compensation
	New Employee Orientation CBT	

In addition Trainers revised and updated all the Microsoft Office Suite classes, as well as hybrid classes such as Mail Merge and Word Forms. Training Advisors

sought diligently to be able to cross train all the Basic and Intermediate level Microsoft software.

Among its positive outcomes, this course development has enabled Training to be instrumental in the following:

- PBJC staff has been trained to participate in interviewing teams for selecting PBJC personnel.
- PBJC staff has been trained on the correct response to emergency incidents such as fire, inclement weather and civil disasters.
- Homewood's police now have been trained in what constitutes workplace harassment, the individual's role, how to report it and its consequences.
- Merit System employees can complete online self assessments to determine their readiness to take specific computer software classes.
- Employees may take classes on keyboarding skills to prepare for the introduction of computers in their regular jobs. For example, employees seeking supervisory levels in departments such as Ketona Roads and Transportation now need to be computer literate.
- With the Employee Landmines class, Workplace Harassment, revised Time Management, and Training and Developing the Work Team courses, the Supervisory Skills Certificate courses have been completed. Upon final authorization by the Director of Personnel, the Certificate course will be available for current supervisors or for those interested in preparing for that position. To earn the certificate, participants must take prescribed core courses and three elective courses. Those courses are listed in following pages.
- PBJC team leads have been instructed on how to use the new data indexing and search software, ImageNow, available to Board personnel.
- Employees needing to augment their computer skills in specific areas such as mail merge and publishing newsletters or fliers can now schedule classes to acquire that training.
- With the inclusion of Microsoft Publisher, all employees now have access to courses in a wide range of Microsoft Office Suite software. Course pre-assessments for Access Intermediate and PowerPoint Advanced allow employees to easily and accurately determine if they will benefit from taking a higher-level course.

These new courses expand resources available to Merit System employees for professional development. This training is free to Merit System employees and courses are comparable to those offered by national and local vendors at a cost of at least \$99 per course.

### ***Annual Workforce Innovations Training: Law Enforcement Leadership Conference***

On November 2, 2006, Merit System law enforcement leaders had the opportunity to attend a PBJC Training conference, *Law Enforcement Leaders: Serving and Protecting Our Diverse Community*. It was the first annual PBJC workforce innovations training conference and was co-sponsored in 2006 by the University of Alabama at Birmingham's Center for Urban Affairs. Topics and agendas for this and subsequent annual conferences address complex issues that require a shared understanding and collaboration by diverse constituents to arrive at potential solutions.

This conference addressed a need that results from significant changes in Jefferson County's ethnic population and subsequent cultural changes over the past ten years. Law enforcement leaders received information and models for understanding and effectively communicating and partnering with different cultures in Jefferson County for solving shared problems.

In addition to its primary focus, this first annual PBJC training conference served multiple purposes. It distinguished PBJC Training from other Merit System training organizations in its ability to cut across jurisdiction lines and address training issues that affect Jefferson County. It broadened Training's partner base by convening a planning committee of representatives vested in the topic. And, most important, it provided valuable information about a key issue for one of the largest groups of employees in the Merit System.

The conference audience consisted of law enforcement leadership staff, including chiefs, sheriffs, captains, lieutenants, sergeants and trainers. Keynote speaker, Charlotte-Mecklenburg Police Chief Darrel Stephens, addressed how his department's strategy has worked to build a strong relationship with a diverse community. Concurrent sessions around this keynote address included a past, present and future demographic description of Jefferson County; a discussion of why immigration occurs, its economic basis and its economic impact; an assessment by attending officers of their own views about diversity; a model of community policing; and strategies for building effective law enforcement-community relationships.

Following these sessions, representatives from five different Jefferson County ethnic groups participated in a closing discussion of how the law enforcement community and different ethnic/religious groups can work together to build strong partnerships.

In addition, the conference offered law enforcement employees information on resources available locally to assist in working with diverse populations. Included were the Federal Immigration and Customs Enforcement Office, the Regional Organized Crime Information Center (ROCIC), The Hispanic Interest Coalition of Alabama, PBJC Workforce Development, the National Conference for Community and Justice (NCCJ), and KPI Latino, Inc. Also, the Director of Homeland Security for Hoover and a Birmingham Civil Rights Institute Board member served as panel moderators.

A planning committee, comprised of broad-based community and Merit System members, met monthly to develop an agenda, identify and secure a keynote speaker, and plan concurrent sessions. By selecting the Harbert Center as the conference site, PBJC was able to reserve classrooms at no charge through the Center's agreement with Jefferson County. Four presenters and all the panelists contributed their time as a part of the outreach responsibilities of their jobs. Remaining speakers requested minimal honoraria. To defray operational costs for the conference, the PBJC wrote a proposal to area businesses seeking sponsorships. Responses provided funding for lunch, printing, and travel expenses for the keynote speaker.

Working with Training on this project were representatives of the City of Birmingham Police, Jefferson County Sheriff's Department, City of Hoover Police, Hispanic Interest Coalition of Alabama, KPI Latino, the University of Alabama at Birmingham Center for Urban Affairs, the National Conference for Community and Justice, the Birmingham Chamber of Commerce and the PBJC Workforce Development and Applicant Services Department.

### ***Grant Funding for PBJC Training for Female Public Safety Applicants***

The PBJC, working with a functional committee representing several Merit System law enforcement groups, agreed to implement a one-day orientation program to increase the number of females applying for, qualifying for and completing the Police Academy. Strengthen, Educate and Train (SET) for Public Safety, the new program, will focus on training as a means for removing obstacles that deter females from pursuing and being successful in public safety careers. The training will inform participants of ways to increase their likelihood of passing physical agility and written tests. It will also give them a realistic view of the rigors of academy life and how police work affects an officer's personal life; e.g., atypical work shifts and being female in a male dominated profession.

The functional committee is comprised of representatives from Irondale, Mountain Brook, and Birmingham Police Departments, and the Jefferson County Sheriff's Department, along with the PBJC Training and Workforce Development teams. Jurisdiction police and sheriffs will provide facilities (if needed) and instruction for the orientation, with the PBJC seeking funding and serving in a

support capacity. PBJC staff has developed a proposal to submit in response to Requests for Proposals for the funding.

Elements discussed but shelved for possible later inclusion are a mentorship program for academy recruits, with both male and female mentors, and a referral system by current employees for orientation attendees.

**Completion of the PBJC Supervisory Certificate Program**

The PBJC Supervisory Certificate Program has essentially been completed. Training has completed course development that will enable employees beginning in 2007 to earn a PBJC Supervisory Certificate. To earn the Certificate, Merit System supervisors or employees preparing for supervisory promotion must complete 12 courses from a core curriculum and three additional courses from a list of electives shown on the list below. A promotional brochure has been produced and is in the approval process.

The Certificate course reflects core competencies identified in Merit System supervisory position descriptions. As a result, classes provide 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. Core management principles and practices are woven throughout the curriculum. Participants are challenged to understand cultural differences, demonstrate ethical standards and treat others with dignity and respect in all situations.

**Table 2: PBJC Supervisory Certificate Program Courses**

<b>Core Curriculum</b>	<b>Electives</b>
The Supervisor’s Job	Conducting Effective Performance Appraisals
PBJC Rules and Regulations, April 2005	Effective Meetings
Employee Discipline: Legal Landmines Workplace Harassment Leading the Work Team	Applicable PBJC Computer Courses Time Management Training and Developing the Work Team
Listening and Understanding Delegating Motivation in the Workplace Coaching Giving and Receiving Feedback Managing Conflict Managing Change	

In upcoming months, Training will extend its efforts to link the competencies distinguished for particular job classifications to the knowledge and skills taught in training courses. This will make it easier for employees to identify those courses that will provide the training they need to excel in their current jobs or be prepared to compete for jobs at a higher level. An example will be working with competencies needed for each level of the administrative assistant job classification.

## **Spanish Language Instruction**

Training account management discussions, newspaper articles, direct requests from public safety officials and general observation have confirmed the need to train front-line employees in how to communicate basic job commands in Spanish. Also, workplace Spanish is important to the diversity curriculum that will be created as follow-up to the police conference being conducted in November.

Historically, Merit system departments have relied on instruction from a local community college, private vendors or individuals related in some way to the department offering instruction. What has been relayed to the Training Department, however, is the need to customize the training to meet specific departmental needs, a very time-consuming undertaking and, therefore, expensive when working with vendors.

To meet this need using in-house trainers, the Department has developed a plan to provide Spanish language instruction with several options for employees:

- Occupational Spanish for learning a set of basic job-specific statements and questions for essential communication
- Conversational Spanish provided through a language lab setting
- Tapes and CDs for practice
- Opportunities to practice with persons whose first language is Spanish
- Critical incident training using videotaped scenarios to enable employees to transfer knowledge gained to the work setting

To provide a model for developing its own strategy, Training contracted with a native Spanish speaking instructor, using purchased books and CDs for class content in workplace Spanish. With an instructor in place, Training sought partners from jurisdiction fire departments to pilot the initial workplace training class. Fairfield and Bessemer Fire Departments sent participants, including the Chiefs, to six classes. Afterward, the Chiefs assisted in evaluating the pilot.

Evaluation indicated that Training needs to create additional material to re-enforce retention. For the follow-up classes, tentatively scheduled for October, Training is developing scenarios for increased practice through role plays, homework assignments and a workbook. A Training Advisor will replace the contracted trainer.

Additionally, Training has restructured the class to increase the number of sessions from six to ten. One will include demonstrating the Rosetta Stone online program in the IT lab to build enthusiasm and show ease of usage. Feedback on the difficulty of scheduling language instruction for firefighters spoke to particular logistical constraints and considerations. Difficulties in scheduling result largely from the way departments schedule firefighters to cover any station on an as-needed basis. Options considered included training only certain firefighters to cover any station on an as-needed basis, sending just those firefighters who typically work a given area heavily populated with Hispanics, and allowing those who were highly motivated to attend while off-duty.

About 25% of the pilot firefighters requested IDs to use Rosetta Stone online instruction. Training will monitor the participants' activity via the usage log on Rosetta Stone. The only difficulty experienced, so far, has been the downloading of Shockwave software required by Rosetta Stone.

Because the need for Spanish instruction is perceived to be so great for frontline and public safety employees, Training is continuing to search for potential Spanish trainers to be able to conduct a Train the Trainer session and expand to other departments.

### **Administrative Functions**

Training is working in conjunction with the Information Technology Department to design and implement an in-house, online learning management system (LMS). With the changeover, anticipated for March or April 2007, the PBJC will no longer have the annual maintenance and service fees that have increased annually. The in-house LMS, CareerZone, will have many of the same capabilities as the current one, including online calendars, online class scheduling and recordkeeping. It is being designed so that records to-date will transfer over to CareerZone.

Trainers continued to interact with Merit System employees solving online registration problems and solving MOS software problems. In addition, along with other PBJC employees, they served on PBJC employee selection committees, served on the newsletter committee and the Quality of Work Life Committee and provided administrative support for the Director's monthly, semi-annual and annual reporting. Two Training Advisors provided key direction to department managers and team leads in the Board's first annual goal setting process. They provided a brief session on writing concrete and measurable goals, conducted one-on-one sessions with each other about their goals and edited final versions for clarity and measurability. The Training Assistant served as the co-chair for the March of Dimes Walk America Campaign, and a Training Advisor represented the Board in the Jingle Bell Run for Arthritis,

Training staff completed professional development this year through attending onsite conferences, completing self studies, viewing webinars, attending roundtable meetings, and reading selected materials to enhance knowledge of training topics. Helena Bewley completed the Society for Human Resources Management (SHRM) Certification for Senior Professional in Human Resources (SPHR) and prepared for the examination by attending a three-day certification preparation course conducted by SHRM. Genae Raines completed ASTD's three-day Training Certificate course. Josh Gilliam, Training Advisor, attended the 2006 Leadership and Technology Convention sponsored by the Association for Educational Communications and Technology to build skills in using technology for instructional design.

Evelyn Ray participated in a Jefferson County workplace diversity roundtable coordinated by the Birmingham Regional Planning Commission and participated in online learning activities sponsored by HR-training groups. Helena Bewley is attending the University of Alabama at Birmingham Spanish Roundtable. Mary Preston accomplished her intended professional development by reading books on management principles, particularly about core management principles. Both Preston and Ray attended a diversity seminar at Jefferson State Community College, and Ray, Preston and Bewley participated on a webinar on generational differences.

**Other activities and accomplishments included:**

- Provided a teleconference for twelve PBJC staff about the Fair Labor Standards Act, with emphasis on an update to recent revisions to exempt and non-exempt guidelines.
- Provided ongoing training that included course offerings of management, supervisory, professional development and computer instruction to approximately 1,400 attendees representing 15 jurisdictions with multiple departments in Birmingham, Jefferson County, Homewood, Vestavia, Mountain Brook, Leeds and Fairfield.
- Provided Lawson training to PBJC's Classification and Compensation and the Health Department.
- Conducted training sessions internally for PBJC staff on new ImageNow software and on new Emergency Preparedness policies.

## Future Plans

Plans include:

- Expanding the PBJC new employee orientation into an “Orientation to the Merit System” for new employees in all jurisdictions.
- Developing materials for the law enforcement diversity curriculum to support Training already available through local law enforcement training academies.
- Continuing the workforce innovations conference with “ethical workplace behavior” as the focus.
- Distinguishing a training plan to cover skills needed to move from lower to higher Administrative Assistant classes.
- Working with Employee Relations on training in response to their tracking of reported complaints, reasons for suspensions or other data.
- Completing the design of, testing, implementing and providing user training on the CareerZone learning management system.
- Investigating the marketing of Training class open spaces to the public.

# **WORKFORCE ANALYSIS**

## **Overview**

Workforce Analysis is responsible for establishing classifications for all Merit System jobs, assuring that employees are properly assigned to classifications, and that classifications are appropriately assigned to salary grades. Workforce Analysis reviews Position Description Questionnaires (PDQs), conducts job audits, writes classification specifications, and collects and analyzes labor market data to assure competitive positioning of Merit System jobs. It is the objective of the Workforce Analysis Department to create and maintain a classification and compensation system that fosters career growth and is both externally competitive with regard to relevant labor markets and internally equitable.

Activities include the review of reclassification requests initiated by jurisdiction authorities, as well as requests for new positions; the creation of new classifications, the deletion or collapsing of existing classifications; the review of requests for advanced steps; the review and analysis of labor market data; and, the conduct of the Annual Classification Survey in accordance with § 12 of the Enabling Act of the State of Alabama, which mandates the review of all positions in the Merit System at least once in a five-year period.

The Workforce Analysis Department is currently staffed with three FTEs. The manager of the department, Nancy Cleveland, left the employ of the Personnel Board in May. Valerie Johnson-Pettaway was temporarily reassigned to the department on September 1 to assist during the Annual Classification Survey. Recruitment is currently underway for the manager's position.

## **Activities and Accomplishments**

The principal activity of the Workforce Analysis Department during the reporting period was the conduct of the 2005-2006 Annual Classification Survey. This Survey represented a new approach to the Enabling Act's mandate to review all positions in the Merit System at least once every five years. Historically, this has been accomplished at a single point in time. The new approach is to review approximately 20% of the position population each year. The advantage to this approach is that positions can be analyzed in greater detail and respective supervisors and managers have more opportunity for dialog with the Board about job analysis findings.

During the conduct of the Survey which began July 1, 2005 and ended May 27, 2006, Position Description Questionnaires for one thousand fifty (1,050) positions were reviewed. Three hundred ninety three (393) individuals were interviewed onsite by the Workforce Analysis staff. This resulted in thirty six (36) recommendations for reclassification. Seventy eight (78) appeals were

subsequently filed, sixty four (64) of which were on matters appealable to the Board. A public hearing was held on May 17, 2006. Eleven (11) employees addressed the Three-Member Board. No changes to recommendations rendered by the Classification and Compensation staff were made.

The online Position Description Questionnaire that was developed specifically for use during the Classification Survey worked as designed. Several enhancements were made to the product to allow for better tracking and reporting. Otherwise, few problems were reported by users. In addition to the PDQ, an online classification appeal form was created. The Appeals Form follows the same workflow path as the PDQ, allowing supervisors and managers to comment on employee appeals before they are reviewed by the Board. Both the PDQ and the Appeals Form, as well as all other Survey-related information and instructions, are accessed through the Board's main web site at [www.pbjcal.org](http://www.pbjcal.org) > Annual Classification Survey.

An online salary survey of selected government jobs was developed and conducted to collect data on twenty-eight (28) jobs included in the 2005-2006 Annual Survey not typically available through published salary surveys. Twenty eight (28) municipalities and counties from around the country responded. The data was used to compare Merit System pay practices. Data from the Board's library of published salary surveys was also collected and compared to Merit System data. This resulted in grade adjustments to several classifications in the Information Technology and Electronics job families.

July 1, 2006, marked the beginning of the 2006-2007 Classification Survey. As of August 31, 2006, one thousand one hundred (1,100) employees had completed PDQs. Two hundred sixty five (265) classifications are included in the 2006-2007 review. All classifications in the following job families were included:

General Administration	Museum
City Clerk	Civic Center/Auditorium
Probation	Civil Defense
Parole/Social Work	Coroner
Legal	Public Works Maintenance/Operations
Statistical	Mechanical/Auto Maintenance
Personnel Administration	Utility Services
Community	

To aid in reviewing the over one thousand PDQs, an Access database was developed that allowed the staff to download only the parts of the PDQ relevant to determining whether an employee is properly classified. Online access is a much faster means of reviewing large numbers of documents. The database also incorporates scheduling functionality which further increases the efficiency of the review process. Audits are scheduled to begin November 1, 2006.

In addition to the Survey-related activities reported above, for the report year ending October 31, 2006, the Department staff created ten new classifications, approved 211 new position requests, reclassified five positions (outside the Annual Survey process), and reviewed and approved 117 advanced step requests.

## **Future Plans**

- Completion and implementation of the 2006-2007 Annual Classification Survey will be a major focus of the Workforce Analysis staff during the coming months.
- An initiative for 2006-2007 will be to coordinate the classification specifications utilized by Workforce Analysis with job analysis information collected by Performance Measurement. This will assure that classification specifications published by the Board are up-to-date and consistent with information collected by the Performance Measurement staff during the job analysis phase of test development.

# EMPLOYEE RELATIONS

## Overview

Employee Relations endeavors to take proactive steps to reduce workplace conflict, prevent unnecessary and costly litigation, and promote positive working relationships within the Merit System. The department is dedicated to serving the Merit System by functioning as a resource for jurisdictions and by supplying information and assistance as related to matters concerning the Rules and Regulations, policies and procedures, federal and state law (especially the Enabling Act) that impact the Personnel Board and Merit System.

Employee Relations has four (4) FTEs – An Employee Relations Advisor, Employee Relations Assistant, a Team Lead, and a Department Head/General Counsel.

Employee Relations regularly provides information and assistance to employees, elected officials, department heads, attorneys, and the citizenry concerning Personnel Board Rules and Regulations pertaining to:

- Disciplinary appeals (appeals by employees of dismissals, suspensions, or demotions)
- Grievances (complaints filed by employees against other employees or supervisors)
- Paid injury leave appeals
- Citizen's complaints (complaints against employees from non-employees)
- Administrative leave with or without pay
- Fitness for duty examinations
  - Reductions in force

## Activities and Accomplishments

During November 2005 through October 2006, Employee Relations received notification of 412 employee actions (grievances, disciplinary appeals, etc.). Two hundred and seventy-seven of the 412 actions received were not eligible for appeal in accordance with PBJC Rules and Regulations. One hundred and thirty five of the 412 actions received were eligible for appeal in accordance with PBJC Rules. However, actual appeals were filed in only 82 of the 135 actions eligible for filing an appeal (see table below).

	<b>Eligible for Filing</b>	<b>Actual Appeals</b>
<b>Suspensions</b>	40	10
<b>Dismissals</b>	46	29
<b>Demotions</b>	9	7
<b>Grievances</b>	28	24
<b>Paid Injury Leave (IWP)</b>	10	10
<b>Administrative Leave without Pay</b>	2	2
<b>Total</b>	<b>135</b>	<b>82</b>

Employee Relations staff attended training in August 2006 regarding the statewide implementation of a new electronic filing application which will be used in all civil divisions of the Alabama trial courts. This type of training is beneficial because Employee Relations staff has the responsibility to assist General Counsel in responding to subpoenas submitted by attorneys and providing documentation maintained in the normal course of business at the Personnel Board. Likewise, Employee Relations staff is charged with preparation and submission of the record for judicial review in the Circuit Court of Jefferson County of any decision rendered by the Three-Member Board of the Personnel Board pursuant to the Rules and Regulations. In addition, Employee Relations staff attended an Employment Law Seminar in September which provided updates on recent trends in employment law. Some relevant topics of interest were: EEO & Title VII claims, Monitoring the Internet and email, Fair Labor Standards Act and Uniformed Services Employment and Reemployment Rights Act (USERRA).

## **Future Plans**

Historically, the Employee Relations Department has primarily functioned to process existing complaints, grievances and appeals and other matters through the system for consideration by the members of the Personnel Board. In 2007, the Employee Relations Department will increasingly move in the direction of becoming more proactive in problem prevention and conflict resolution to enhance the services that staff provides to Appointing Authorities, Merit system employees and the general public.

Employee Relations' goal for the calendar year 2007 is outlined below:

- Within this reporting period, the Employee Relations Department is pilot testing the database to assess the useful information that can be provided to jurisdictions regarding the various types of actions that particularly affect their Merit System employees. This effort is part of the ongoing goal within the Employee Relations Department to be more proactive with Appointing Authorities and the Merit System Employees that are served. Implementation of the initiative is expected in early 2007.

- Collaborate with the Training and Career Development Department to explore practical approaches for use of the employee relations database and to identify training opportunities that may enhance the skills of department heads, supervisors, and employees within the various Appointing Authorities.

# RECORDS MANAGEMENT

## Overview

This Department is the central operations unit and point of contact for processing all personnel actions. The Records Management Department processes hire and re-hire actions for regular, provisional, temporary, and other limited appointments, merit increases, leaves of absence, promotions, demotions, transfers, terminations, and all other employee-related personnel transactions. In addition, the Department generates and issues certification lists.

The Records Management Department is responsible for assuring that all personnel actions are consistent with the Rules and Regulations, as well as with PBJC operating policy and procedure. The Department continually reviews electronic transactions and assures that all system edits and validations are working as designed. In addition, the staff reviews error reports, resolves processing problems, and provides end-user assistance.

The Department has eight (8) FTEs – four Records Management Specialists, three Certification and Examination Assistants, and a Team Lead. Records Management was created in January, 2005, to manage the processing of all electronic transactions in PBJC's Human Resources Information Management System (HRIMS). Several of the staff were part of the Lawson and PeopleAdmin development teams and possess a particular knowledge of the functionality of the systems. In August, Records Management Specialist Ivy Brown resigned her position to accept other employment. The position's responsibilities are being assessed before a decision is made about recruitment.

Actions handled by the Department include:

- Creation of Certification/Recertification Lists
- Maintenance of Employee History Records
- Requests for Production of Employee Documents
- Certification of Payrolls
- Processing Personnel Actions
- Administration of the Performance Appraisal Process
- Reinstatement of Registers
- Production of Salary Schedules

## **Activities and Accomplishments**

The Board's integrated electronic HR system has now been operational for twenty-four months. Post-implementation challenges have been successfully addressed by the Records Management staff and the system is operating as designed. The interfaces between the individual systems that comprise the HRIMS have been fine tuned and well documented through the combined efforts of the IT and Records Management staffs.

Since November 1, 2005, the Department has processed:

- One thousand six hundred fifteen (1,615) Requests for Certification for three thousand ninety (3,090) positions.
- One thousand eight hundred forty two (1,842) certification lists. The average time between receipt of a request in Records Management and issuance of the list was 1.05 business days.
- Four thousand six hundred thirty four (4,634) personnel actions.

## **Future Plans**

- An ongoing goal of the Department is to improve the efficiency of its processing procedures. Over the past twelve months, the Department has achieved an average turnaround time for processing certification lists of 1.05 business days, a .62 day decrease from the previous six month average. This accomplishment is a major milestone in the Board's effort to deliver lists of candidates to requesting jurisdictions in a timely manner. The Department has a goal to reduce the average turnaround time to one day or less. This goal has been realized for the three previous months. A further goal of the Department is to reduce its average turnaround period for processing pending non-certification personnel actions to two days.
- Even though significant strides have been made toward conducting Payroll Certification of all jurisdictions' payrolls, it remains a significant goal for Records Management. Payroll Certification is a process whereby the payrolls of jurisdictions are programmatically compared to Lawson values and exception reports are automatically generated. A payroll is certified when the exceptions are cleared. In addition to reconciling pay, the process also provides a way for Records Management to identify and reconcile differences with regard to personnel actions related to the employment status of the jurisdictions' employees. Payroll Certification is a joint initiative between Records Management and Data Management. The demand for calculation of seniority points and eligibility for promotional examinations has significantly impacted Data Management and, consequently, the timeline for payroll certification roll-out.
- Substantial progress has been made toward complete cross training of all Records Management staff, and cross training remains an important goal of

the Department. The intent is for Records Management staff to move from specialist roles to that of generalist.

- Records Management is a highly process-oriented function and relies on the absolute adherence to established procedure in accomplishing tasks. Well documented procedures are necessary to assure the integrity of the Department's operations; consequently, the creation and maintenance of detailed documentation is a critical success factor.

# INFORMATION TECHNOLOGY

## Overview

The role of Information Technology is to provide the infrastructure and support for all of the information network needs of the Personnel Board and to provide technical assistance to the jurisdictions using the Board's online information systems. The function is comprised of two units – System Support and Data Management.

## System Support

Activities of the System Support unit include:

- Network Administration
- PC Maintenance and Support
- Interface Management
- System Documentation
- System Security
- Disaster Recovery Planning

The System Support unit has four (4) FTEs – A Network Administrator (IT Manager), Systems Administrator (Interface Manager), PC/Network Technician, and a Business Systems Analyst. The System Support unit supports eighty (80) users, two training labs, and five integrated IT systems. These systems are:

## Lawson

Lawson is the Board's automated employee records management system. This web-accessed system provides the capability to electronically route employee-related actions from a jurisdiction to the PBJC. These actions might include new appointments of various types, promotions/demotions, transfers, leaves of absence, disciplinary actions, and separations from service. They are stored as part of the employee's virtual personnel file.

## PeopleAdmin

PeopleAdmin is the Board's web-accessed applicant management system. The system provides the capability for applicants to create online applications and to apply to open jobs. As of this writing, 28,200 applicants have filed 90,112 applications using the online application. PeopleAdmin also provides the capability for jurisdictions to submit requests for and receive certification lists electronically. In addition, PeopleAdmin contains an online Position Description Questionnaire module that is used by jurisdictions to request that new positions be established, to request the reclassification of existing positions, and is used by

employees participating in the Annual Classification Survey to provide information about their positions.

### **Aspen**

The Aspen System is the Board's Learning Management System (LMS). This online application allows Merit System employees to identify course offerings, preview training course content, register for courses, and evaluate training received. It also allows supervisors the ability to establish employee-specific training curricula for their staffs. In addition, Aspen provides online course delivery through computer-based training modules. It has been decided that the Board has the internal expertise to develop a web-based LMS. A team has been assembled and tasked with the responsibility to develop the functional and technical specifications of the new system. The Board's Webmaster will be responsible for developing the final product. When the product is complete (estimated for the first quarter of 2007), the ASPEN product will no longer be utilized. This will save the Personnel Board the hosting costs and licensing fees.

### **Sigma**

The Sigma database houses information about applicants relating specifically to the jobs for which they apply and maintains information at each stage of the application process, such as, whether applicants meet the minimum qualifications for the jobs in which they have expressed interest, whether their application information is complete, and whether they are eligible for further testing. Sigma also maintains records of applicant test scores, eligibility registers, and certification lists.

### **ImageNow**

ImageNow provides the Board with document imaging functionality. It allows the PBJC to capture document images, index, store, and retrieve those images online. ImageNow has replaced two million paper documents to date.

## DATA MANAGEMENT

The Data Management unit is responsible for supporting the reporting and analysis needs of PBJC departments. Since the Board has transitioned from a manual to an electronic environment, the ability to design and develop reports and reporting tools and to analyze information contained in the IT systems are critical support functions. The Data Management staff creates standard and ad hoc reports used in decision making, designs and develops databases, and assists other areas of the Board with understanding not only what data is available, but how data can be used to guide strategic planning and to monitor and improve operations.

Currently, the unit maintains a library of eighty-eight standard production reports in addition to responding to frequent one-off requests for data from both inside and outside the Board. The standard production reports are posted to the Board's Intranet site for access by all PBJC employees. These reports provide up-to-date information necessary for monitoring compliance activities throughout the Merit System, providing statistical information to the public and to member jurisdictions, and for management decision making. The Data Management staff also assists other Board departments and member jurisdictions in identifying and resolving systems problems by monitoring online processes. In addition this unit is responsible for designing and developing process flow – the functionality in the systems that allow transactions to flow appropriately through jurisdictions to and through the PBJC and that triggers notifications, and alerts and routes these notices to appropriate recipients.

Data Management has four FTEs – Three Data Management Specialists and a Data Management Technician. A new Data Management Specialist, Donna Cockrell, joined the Data Management staff in January. During July, the Board's Data Analyst, Kimberli Fancher, accepted employment out-of-state. The decision was made to replace the position with a Technician rather than an Analyst. As of this writing, recruitment is underway for the Technician vacancy.

A change to the organizational structure was made during February. The staff of the Data Management unit which had previously reported directly to the Manager of HR Information and Technology Services now reports directly to the Board's Network/Systems Administrator II, Roosevelt Butler. Mr. Butler serves as the first-line manager of the IT unit. The reorganization provides for more efficient and seamless delivery of functional and technical services to the Board's departments and operating units.

## Activities and Accomplishments

A major IT initiative during 2005-2006 has been to address the issue of business continuation should an event occur, such as fire, flood, tornado, etc., at the 2121 building that would make the Board's computer infrastructure inaccessible. To address this eventuality, the IT Department developed a comprehensive disaster recovery plan. This plan entails (1) redundant servers located off-site and (2) remote access to the servers by key Board staff.

The City of Birmingham is serving as the Board's host site for its redundant servers. The City and the PBJC are connected via fiber optic cable. In the event of a disaster affecting the Board's network, all computer-related activity will be redirected to the redundant servers. Additionally, the Board has installed Virtual Private Network (VPN) functionality that provides users access to the Board's network from alternative work stations. This arrangement allows the Personnel Board to continue to provide services to its member jurisdictions and to the public with very little interruption. The redundant server network also serves as an alternative off-site file back-up repository. As of this writing, this project is 90% complete.

One of the most value-added additions to the Board's technology has been the Interactive Voice Response system. For the period November 1, 2005, through October 31, 2006, the system received 14,445 calls - calls that previously would have been handled by staff members. An advantage of IVR technology is that it provides information twenty-four hours a day, seven days a week. It was successfully used to provide participants in the Annual Classification Survey with classification determinations, a process that has previously taken a significant expenditure of time and labor in previous Classification Surveys. In addition, applicants can call to ascertain their rank on a register at any point in time. Test scores can be disseminated telephonically. Employees can obtain their employee ID number needed to access certain online systems. Additionally, they can verify their job grade and pay step, their Merit System seniority date, and the date they are eligible for the next merit increase. Other applications for the IVR are being explored, such as using the technology for purposes of purging registers of applicants no longer interested in employment and calling applicants scheduled for examinations to remind them of their scheduled date and time.

A new employment site was developed and brought online during the report year. Previously, the employment application was accessed through the Board's main web page. The new site, [www.jobsquest.org](http://www.jobsquest.org), is a dedicated site designed to better market the Merit System as an employer of choice. It has well developed search functionality and a Job Alert feature that allows interested individuals to be electronically notified when jobs become available in the Merit System in which they might be interested. For the quarter ending October 31, 49,024 email notifications had been sent to prospective applicants. A branding campaign has been developed around the Jobs Quest site by Workforce Development and

Applicant Services. The main web site, [www.pbjcal.org](http://www.pbjcal.org), remains as the Personnel Board's corporate site for communication of business related information to the public.

In addition, the Board's intranet site has been further developed and serves as the repository of official Board operating policies and procedures, management reports, internal forms and business documents, and serves as the major vehicle for communication of official information within the Board itself.

The IT Department configured the Board's imaging software to accommodate the imaging of business documents. The Board continues to move to a paperless organization wherever practicable. During the last report period, 1.7 million documents that existed in file cabinets had been imaged, the majority of which were hard copy personnel files and other historical documents. An additional 300,000 back-filed documents have since been imaged. The Board is now imaging all business correspondence. This additional capability will allow current and future Board staff to quickly locate and retrieve correspondence, studies, reports, invoices, purchase orders, legal directives, and other financial and business related documents regardless of where in the Board the documents originated.

An important service offered by the Board to users of its online systems is the PBJC Help Desk. The Help Desk is staffed by Data Management personnel during normal business hours and may be accessed either by phone at (205) 279-3444 or by email at [www.systemsupport.org](http://www.systemsupport.org). For the twelve months ending October 31, the Help Desk had received 5,264 calls and email tickets for assistance. Activity typically fluctuates with the number of jobs being advertised and spikes in the days just preceding the closing of large applicant population jobs. The Data Management staff researches issues and provides information directly to callers or coordinates and facilitates the resolution of user-related issues. Since January 2006, the Performance Measurement Division has increased its output of registers. The resulting increased activity in calls for assistance parallels this increased activity by the Performance Measurement Division.

Because the Performance Measurement Division has increased its production of registers, significant time has been spent this year by the Data Management staff calculating eligibility and seniority points for promotional registers. These calculations are critical to proper placement of employees on promotional registers as well as on lay-off lists and for assuring proper bumping rights during reductions-in-force.

Commitment to technology mandates a commitment to continuous learning. Training is a critical success factor in the delivery of high-end services. The System Support and Data Management staffs attend training to stay abreast of the latest advances or changes in the systems they support or software they

utilize to accomplish their jobs. To this end, the staff attended training in Unix, Lawson Administration, PHP Programming, Dell Open Management, Active Directory, and Veritas Backup Exec. Maintaining leading edge knowledge and skill in the use of this technology helps assure that the staff can continue to provide a high level of value-added support to the Board's departments.

As a testament to the value of a highly trained staff, Idea Integration, Inc, a partner with Microsoft Corporation, was engaged to review the Board's Active Directory (Microsoft network configuration) during June. This was to assure that Active Directory had been properly installed and that the network configuration optimized AD performance. Consultants from Idea Integration were onsite for two days. Their assessment was as follows:

*After considering all the data collected, Idea Integration has concluded that the Jefferson County Personnel Board's Active Directory implementation is healthy, stable, and designed according to Microsoft Best Practices recommendations. With a few minor adjustments, the AD networked infrastructure can eliminate potential service related single points of failure and address persistent low level communication issues.*

Idea Integration, Inc. made several suggestions to improve the efficiency and stability of the installation. These recommendations are being implemented as part of the implementation of the Board's Disaster Recovery Plan.

During the report period, the IT staff upgraded all desktop computers in the PBJC to the XP Professional Operating System. To assist in this effort, IT hired an intern, Ryan Cato, from Workshops, Inc., an agency that works with people with disabilities. Ryan has an Associates degree in Computer Technology from the Rochester Institute of Technology and is currently working on a Bachelor's degree in Electrical Engineering. Ryan is deaf. Working with Ryan was a rewarding experience for the staff.

## **Future Plans**

- Increasing the Board's web presence continues to be an important goal. To this end, the IT Department is exploring the development of a Merit System employee site that will include such features as discussion rooms, Merit System news, information regarding legislative activities affecting civil service, Q&A sessions with the Director, employee profile pages, etc. The intent is to create a forum for the PBJC to interact more directly with Merit System employees, to keep abreast of what is on their minds, and to provide a mechanism for sharing information of mutual interest.
- Because data management and reporting has become such a critical part of the Board's operations and serves as the foundation for much of its decision making and because the number of databases being developed is growing substantially, the IT Department is interested in optimizing the structure of its reporting databases and increasing its capability to perform more complex

analyses. This will be accomplished by moving to Sequel Server technology. Sequel Server will allow the Board to consolidate its numerous Access databases into one database. Because Sequel Server can accommodate significantly larger amounts of data than Access, data can be structured more efficiently and even complex queries can be performed much quicker.

- Development of a Web-based Learning Management System (LMS) is a high priority goal for IT. This system will replace the current Aspen system and will incorporate all of the functionality currently needed by the PBJC, including course descriptions, course registration, course evaluations, tracking of courses taken by employees, and the ability to offer computer-based training (CBT). As of this writing, the functional and technical specifications for the new LMS have been developed.
- The Department continues to develop a register purge script utilizing IVR functionality. This script will auto-dial all individuals on a given register and, following verification, allow the call recipient to telephonically indicate whether they wish to remain active on that register. The information will then be uploaded to the Board's applicant tracking system (Sigma) to accomplish the register purge. Purging registers currently is a time and paper-intensive process. The obvious advantage to using the IVR is that it minimizes staff involvement and improves the efficiency of the referral (certification) process by eliminating individuals from consideration who are no longer interested in employment. The script itself has been written and works as designed except when it encounters an answering machine. The staff is exploring the resolution to this software limitation. When found, the script will be ready for testing.
- Completing implementation of the Board's Disaster Recovery Plan is a major objective for the IT staff before calendar year 2007.
- The calculation of seniority points is an important activity of the Board. Seniority points are calculated for a number of reasons including reductions-in-force, eligibility for testing, and promotion points. Consequently, their accurate calculation is critical. A custom module to auto-calculate seniority was developed and tested as part of the Board's HRIMS; however, the module must be populated with initial values. These values must be manually derived – a very labor and time-intensive process. This remains as an extremely important goal and resource challenge for the Board.

## **2007 GOALS**

### **Business Office**

- Cross Training of payroll responsibilities
- Formalize employee policies and procedures and publish them on the Intranet
- Revise/update current policies
- Annual Inventory of the Personnel Board's assets
- Semi-Annual Key Inventory
- 2008 Budget process and Incorporate 3-Year Strategic Planning Process
- Professional Development for Business Officer and Accounting Assistant II

### **Workforce Development & Applicant Services**

- Increase quality of applicants for nursing positions
- Increase quality of applicants for entry level firefighter and police officer/deputy sheriff
- Increase the number of Hispanic applicants for all positions
- Develop and implement employee referral program
- Develop and implement career counseling program
- Improve Customer Service:
  - Staff Training
  - Develop formal standards and procedures
  - Refine secret shopping technique
  - Develop higher quality collateral materials for walk-in applicants

## **Performance Measurement**

- Develop and administer selection procedures that identify the most qualified candidates for employment in the Merit System
- Develop and implement a job family approach to conducting job analyses and developing selection procedures
- Conduct professional development activities to ensure test development staff remains up to date on legal, research, and scientific developments in the area of employee selection
- Improve the sharing of information obtained by Performance Measurement with other departments
- Improve communication between jurisdictions and Performance Measurement

## **Training and Career Development**

- Complete development of and implement CareerZone Learning Management System
- Develop and implement a Merit System Orientation for new employees
- Evaluate training required to supplement the existing law enforcement curriculum for diversity used by police and sheriff's academies
- Develop plan to market supervisory skills certificate class, including supplementing courses available, refining content from current classes, and finalizing marketing tools
- Provide 2nd workforce innovations, focusing on ethical workplace behavior for merit system employees
- Pilot Spanish program to meet needs of firefighters and EMS personnel
- Market training spaces to the public for classes which have seats available after Merit System employees have registered
- Define a training plan to prepare administrative assistants to compete for promotional positions in the administrative job series
- Offer in conjunction with Workforce Development and Administration the first Strengthen, Educate and Train orientation designed to increase success rates of females in completing the law enforcement academy

## **Classification & Compensation**

- Streamline process of the Annual Classification Survey for Merit System positions
- Reconcile Job Analysis documentation with Classification Specifications
- Recalibrate (adjust) compensable factors used to evaluate Merit System jobs
- Attend CCP Training for staff

## **Employee Relations**

- Identify frequent issues on appeal from Merit Employees to the Personnel Board of Jefferson County, and inform jurisdictions about recurring trends within the Merit System
- Improve functions of Employee Relations Department to Merit Employees and Appointing Authorities as a service oriented entity

## **Records Management**

- Develop Records Management procedures manual
- Cross train team members by using established action plan
- Maintain one day turnaround period when issuing lists to Appointing Authorities when current registers exist
- Reduce the current turn around period for processing in-basket personnel actions to an average of two business days
- Implement Payroll Certification process throughout the jurisdictions

## **Data Management**

- Complete Pre-Payroll Certification Implementation Reconciliation
- Provide jurisdictions online access to HRIMS custom and standard reports
- Enhance existing data reporting and analysis capability at PBJC

## **Information Technology**

- Enhance existing information technology at PBJC
- Release RFP and renew contracts for IT Hosting Services
- Develop Online Training Course Catalog and Registration System