

ANNUAL REPORT 2015



Personnel Board of Jefferson County

The Foundation of Your Merit System Career

Report Contents

This annual report covers the 2015 calendar year (i.e., January 1, 2015 – December 31, 2015). This report was submitted to the Citizens Supervisory Commission on May 17, 2016.

Electronic Copies

The electronic version of this report contains hyperlinks to additional information for interested individuals. To obtain an electronic copy of this report, please visit the Personnel Board website at: <http://www.pbjcal.org/about/annualreports.aspx>

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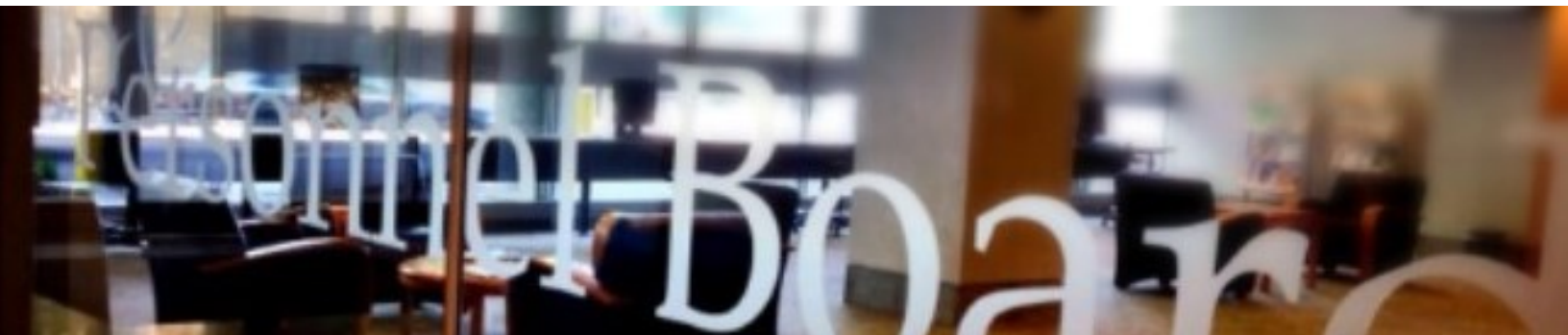
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A LETTER FROM THE EXECUTIVE DIRECTOR



On behalf of the employees and members of the Personnel Board of Jefferson County, I am honored to present this 2015 annual report on the activities of the Personnel Board and its Merit System to the Citizens Supervisory Commission. This year continued to be a busy and productive time at the Personnel Board and I believe you will see from the contents of this report that the Board continues to maximize the effectiveness and efficiency of our services, while also remaining effective stewards of tax payer dollars. I am particularly pleased to announce that the Personnel Board completed major initiatives during the reporting period, while still closing out the fiscal year under budget. We take our fiscal responsibilities very seriously and are keenly aware of the impact that our expenditures on our member agencies.

In addition to our normal day-to-day operations, during the period covered by this report, the Personnel Board significantly revised its Administrative Appeals procedures in order to make the process more efficient, fair and consistent; retooled its existing training certificate programs and added additional programs to ensure effective professional development opportunities for Merit System employees; received and processed the most applications for any year of the past five years; revamped and expanding its recruiting and branding efforts to ensure we are reaching high quality talent; and opened The SPARK Learning Center, a multi-purpose training and event space designed to facilitate a culture of learning in the Merit System and enhance employee development. Within this report you should find details on these and many other Personnel Board initiatives, as well as informative data on various aspects of the Merit System. With these efforts the Personnel Board continues to move toward becoming a model human resource agency in all service areas.

Thank you for taking the time to review the contents of this report and I look forward to continuing to work to make the Personnel Board a model personnel system.

Sincerely,

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

Lorren Oliver
Executive Director, Personnel Board of Jefferson County



PERSONNEL BOARD MERIT SYSTEM

The Personnel Board of Jefferson County **Merit System** includes over **7000 employees** from **22 municipalities and government agencies** who devote their efforts to serving the public.

Employees within the Merit System work within in a wide variety of **exciting fields** and **meaningful professions**. From careers in **public safety, city management, information technology, public works, medical services, or engineering**, just to name a few, our Merit System employees are **making a difference** in the communities that they serve.

The Personnel Board is dedicated to effectively supporting the employment needs of our over **700 civil service occupations** and establishing a **model civil service system** for our communities. Individuals interested in establishing a career in the public service can explore our many exciting opportunities at JobsQuest.org.



MERIT SYSTEM ORGANIZATIONS

The Personnel Board Merit System includes a wonderfully **diverse** set of city governments, ranging from smaller, **community-minded towns** to **vibrant, bustling cities**. Also, included are the Jefferson County government and a number of county-wide agencies providing **critical public services** to our community.



BESSEMER
BIRMINGHAM
CENTER POINT
FAIRFIELD
FULTONDALE
GARDENDALE
HOMEWOOD
HUEYTOWN
IRONDALE

LEEDS
MIDFIELD
MOUNTAIN BROOK
PLEASANT GROVE
TARRANT
TRUSSVILLE
VESTAVIA HILLS
WARRIOR POLICE DEPARTMENT

JEFFERSON COUNTY COMMISSION
EMERGENCY MANAGEMENT AGENCY
GENERAL RETIREMENT SYSTEM
DEPARTMENT OF HEALTH
PERSONNEL BOARD



MISSION AND VALUES



Personnel Board Mission

To establish and facilitate a model merit (civil service) system that enhances the employment and development of government employees through innovative, efficient, and effective human resources practices that firmly uphold the values and principles of civil service and comply with applicable laws.

Merit System Values

The Personnel Board strives to achieve its mission through the adherence to and promotion of the following values within the Merit System:

Civic values

Pursue public interest with [accountability](#) and [transparency](#).

Professional values

Serve professionally with [dedication](#), [competence](#), and [efficiency](#).

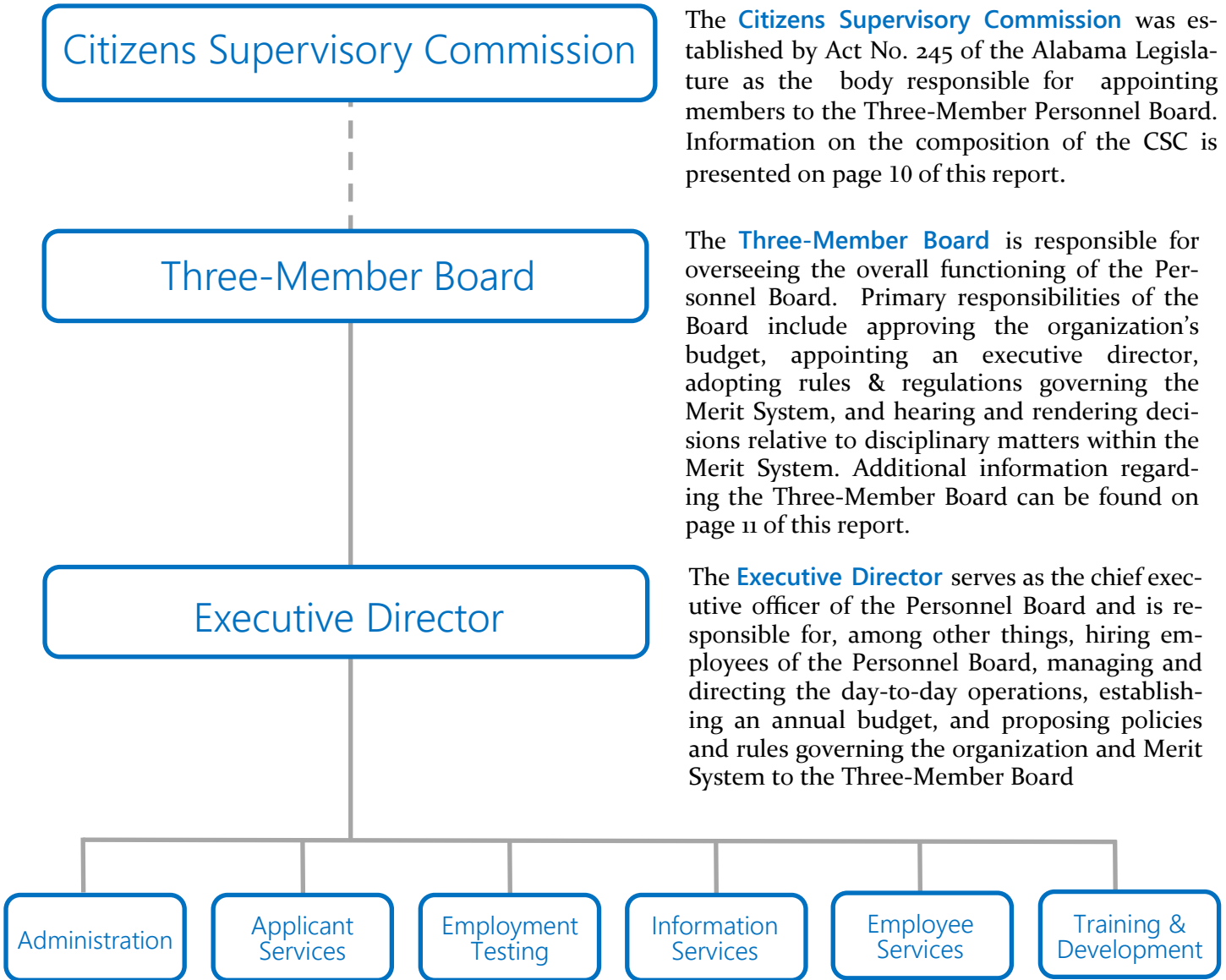
Ethical values

Act [ethically](#), [reliably](#), and with [integrity](#) so as to uphold the public trust.

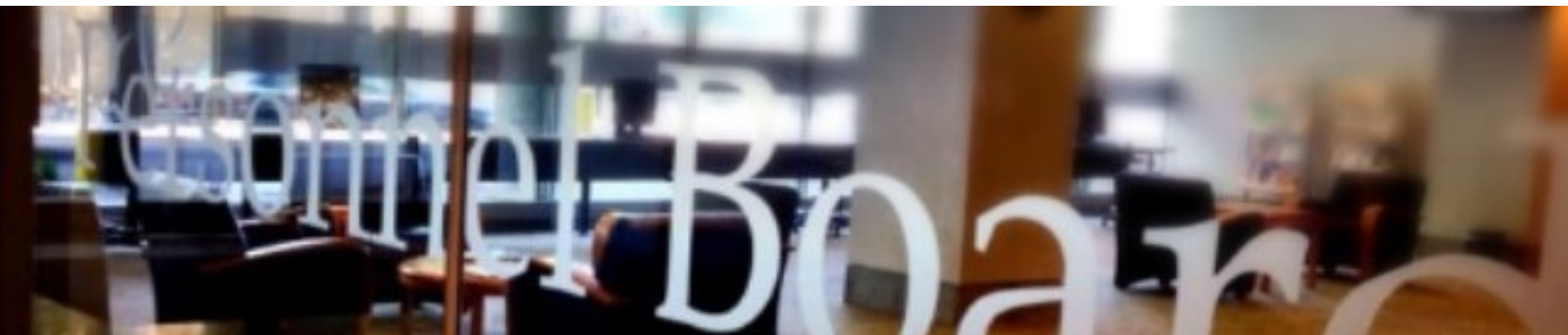
Human values

Demonstrate [respect](#), [compassion](#), [dignity](#) and [fairness](#) in dealings with citizens and fellow public servants.

GOVERNANCE & ORGANIZATIONAL STRUCTURE



Staff within the departments of the Personnel Board provide a variety of services to Merit System agencies and carry out the day-to-day responsibilities of the organization. Specific information on the services and responsibilities of each department are provided on pages 12-13 of this report.



CITIZENS SUPERVISORY COMMISSION

The Alabama legislature created the **Citizens Supervisory Commission (CSC)**, a group of community leaders, including heads of local colleges, universities, and civic groups, in order to assure the appointment of an apolitical Three-Member Board to oversee the Merit System in Jefferson County. In 2015, the CSC convened for four meetings: **March 3** - Special Call Meeting; **May 19** - Semi Annual Meeting; **June 2** - Special Call Meeting; and **November 17** - Semi Annual Meeting.

2015 Representatives

Judge Alan King, Chair

Presiding Judge, Jefferson County Probate Court

Ms. Beverly Alldredge

Jefferson County Family Court
County Employee Representative

Dr. F. Cleveland Kinney, Ph.D., M.D.

President, Jefferson County Medical Society

Keith A. Brown, Esq.

Interim President, Jefferson State Comm. College

Mr. David Clark

United Steelworkers Local 1013
President, Central Alabama Labor Federation

Dr. George T. French, Jr.

President, Miles College

Mr. Brian Hilson

President and Chief Executive Officer
Birmingham Business Alliance, Inc.

Mr. William Barnes

Interim President, Birmingham Urban League

Pastor E.O. Jackson

President, Interdenominational Ministerial
Alliance of Greater Birmingham

Mr. Hezekiah Jackson, IV

President, NAACP Birmingham Branch

General Charles C. Krulak

President, Birmingham-Southern College

Ms. D. Kim Munford

President, Jefferson Co. Council of Parent-Teacher
Assocs.

Lt. Larry Rice

Tarrant Police Department
Municipal Employee Representative

Dr. Perry W. Ward

President, Lawson State Community College

Dr. Ray L. Watts

President, University of Alabama at Birmingham

Dr. Andrew Westmoreland

President, Samford University

THREE-MEMBER BOARD

The Three-Member Board serves as the primary governing body overseeing the Merit System of Jefferson County and is appointed by the Citizens Supervisory Commission for staggered six-year terms (except when filling unexpired terms of previous place holders). The Board members are selected from the geographic divisions represented by the Birmingham Circuit Court and by the Bessemer Cutoff Circuit Court, with no more than two representing either geographic division. Place Number 1 serves as the Chairperson.

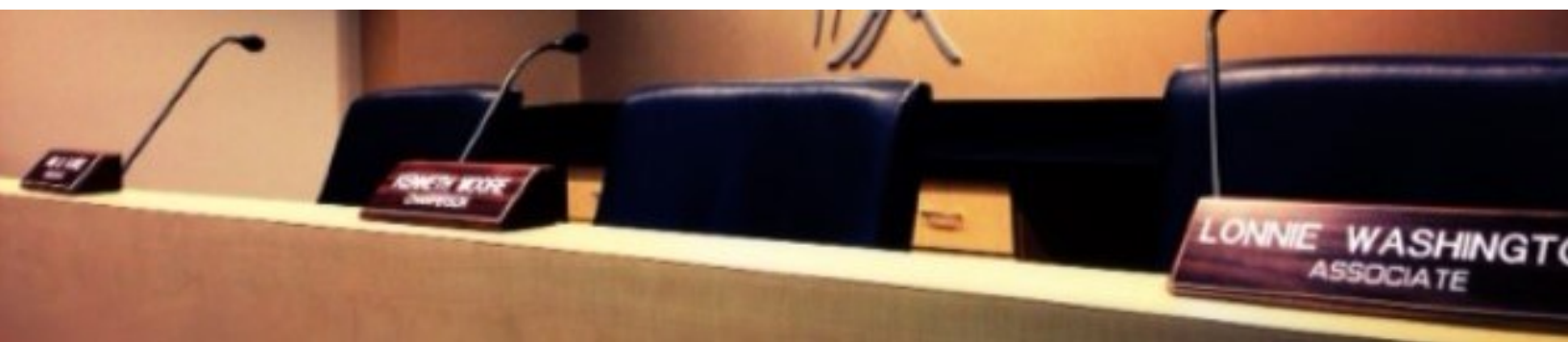


Judge L. Kenneth Moore has served on the Board since 2006 and is currently the Board's Chairman. He is a graduate of Auburn University, and received his law degree from Samford University. He has had a long career in public service, including serving in the administrations of Governor Albert Brewer and Senator John Sparkman. Judge Moore has also held the position of Assistant District Attorney and Municipal Judge for the City of Brighton. Currently, Judge Moore serves as a Municipal Judge for the City of Hueytown, Criminal Prosecutor for the City of Adamsville, and sits as the Alabama State Bar Commissioner for the Bessemer Cut-off. Along with his public service work, Judge Moore also maintains a private law practice in the Bessemer area.

Lonnie A. Washington has served on the Board since 2010. He is a graduate of Alabama State University and earned his law degree from Samford University. Mr. Washington maintains a diverse law practice, that concentrates in the areas of public interest litigation, mass tort, estate planning, consumer protection and product safety. He also serves as General Counsel to the Alabama State Missionary Baptist Convention, and is a network attorney for the Alabama Education Association (AEA) representing school board employees in personnel hearings. Mr. Washington concurrently sits as the Municipal Judge for the cities of Brighton and Lipscomb, Alabama. In 2014, Mr. Washington was appointed by Governor Robert Bentley to the Alabama State University Board of Trustees.



Ann D. Florie has served on the Board since 2007. She is the Executive Director of Leadership Birmingham, a member of the Board of Trustees for Brookwood Medical Center and a member of the Birmingham Water Works Board. Ms. Florie also serves on the Executive Committee of the Birmingham Business Alliance and the Board of Directors for the Public Affairs Research Council of Alabama (PARCA), Freshwater Land Trust, Addiction Coalition, and Alabama Humanities Foundation. A native of Weldon, Arkansas, Ms. Florie received a bachelor of arts in Political Science from Newcomb College of Tulane University.



INSIDE THE 2121 BUILDING

The Personnel Board is comprised of multiple departments that each perform vital processes that provide essential services to our member organizations. Presented below is an overview of each department and its role.

Administration

The Administration Division is comprised of the Director, Deputy Director, Personnel Division Managers & Business Office. Administration is responsible for **executive oversight** of all Personnel Board functions and operations, and for developing and **ensuring organizational compliance** with laws, rules, and organizational policies. Additionally, the division is responsible for creating financial operating policies and procedures; establishing and monitoring organizational **contractual agreements**; preparing the **annual operating budget** and developing budgets for major initiatives, and processing payroll for Board employees.

Applicant Services

Applicant Services is responsible for developing **recruiting** and **marketing strategies** that encourage individuals to consider careers in civil service and promote the Merit System as an employer of choice in Jefferson County. The department is committed to providing **equal opportunity** in the recruitment process regardless of race, creed, color, national origin, religion, age, disability, or veteran status to the full extent protected by the law. Work within this department includes announcing the acceptance of **applications** for Merit System jobs, implementing targeted recruiting efforts for hard to fill positions, reviewing and screening applications, receiving requests to fill vacancies for our member jurisdictions, and **issuing certification lists** containing application information for individuals eligible for hire.

Employment Testing

Employment Testing focuses on facilitating the hiring of well-qualified and successful employees into Merit System positions through valid and **legally defensible employee selection** processes. To accomplish this, Employment Testing performs thorough **job analyses** on Merit System jobs; **develops selection tests** that are fair, valid, and that relate to the job; and establishes eligible registers for use by Merit System jurisdictions for the hiring of high quality employees. The types of selection systems developed and administered include structured interviews, computer-based skills assessments, high-fidelity job simulations, work samples, and assessment centers. The division strives to maximize the efficiency and effectiveness of large-scale test administrations by leveraging technology to enhance and facilitate the administration process.

Information Services

Information Services consists of Business Processing, Systems & Reporting, Information Technology, and Application Development. Information Services serves as a technical hub for the Personnel Board and the **central operations unit** responsible for **processing personnel actions**, maintaining employee history, troubleshooting functional system issues, **training and assisting system users**, creating management reports, maintaining systems authorization, calculating seniority and eligibility, **network system maintenance and support**, and **web-based and desktop application development**. The department also provides technical assistance to the jurisdictions using the Board's information systems.

Employee Services

Employee Services is comprised of Classification & Compensation and Employee Relations . **Classification & Compensation** is responsible for ensuring employees are properly assigned to job classes and appropriately **assigning salary grades** to job classes. The department administers the annual **classification survey**, reviews position description questionnaires, conducts job audits, develops class specifications, reviews independent contractor services and collects and **analyzes labor market data** to assure the competitive positioning of Merit System jobs. **Employee Relations** is the workforce compliance arm for the Merit System, tasked with ensuring that the Rules and Regulations of the Personnel Board, the Enabling Act, and other applicable rules and procedures, are adhered to in the administration of the **discipline, grievance and appeals procedures**. Employee Relations team members interact daily with employees, supervisors, department heads, and lawyers, to provide guidance on the interpretation and application of the Rules and Regulations. Additionally, Employee Relations advisors facilitate the **administrative hearing process**, a quasi-judicial forum where disciplinary appeals are heard by a third-party Hearing Officer, who renders a report and recommendation to the Three-Member Board.

Training & Development

Training & Development provides opportunities for employees to **develop** their personal and professional **skills, knowledge, and abilities** through a wide array of course offerings. In all, the department offers **over 50 courses** in both technical and non-technical fields for Merit System employees. Courses include communications, customer service, computer skills, diversity, ethics, legal issues, management, leadership, and supervision and are always free of charge to employees of the Merit System.



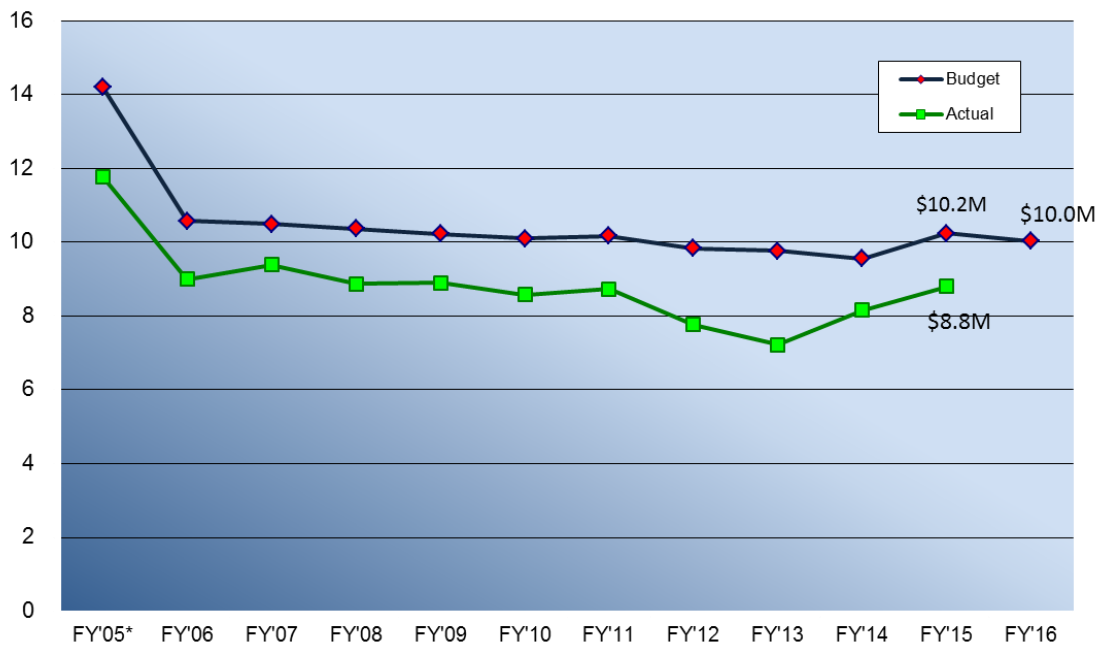
FINANCIAL REPORT

The Personnel Board of Jefferson County works to ensure the **efficient utilization** and judicious **accountability** of all resources within our control, to include finding ways to add value and increase the **return on investment** for all our stakeholders. Presented in this section is a financial report for the Personnel Board for fiscal year 2015. *Please note that the fiscal year covered in this report spans the period of **October 1, 2014 through September 30, 2015.***

For fiscal year 2015, the Board **budgeted approximately \$10.2 million** to fund all Personnel Board expenditures. At the end of the fiscal year, the Board's actual **expenditures totaled \$8.8 million**. The Board continues to maintain its trend of ending the year **significantly under budget**. The chart below provides an overview of the Board's annual fiscal activity since 2005.

FISCAL YEAR 2015 EXPENDITURES

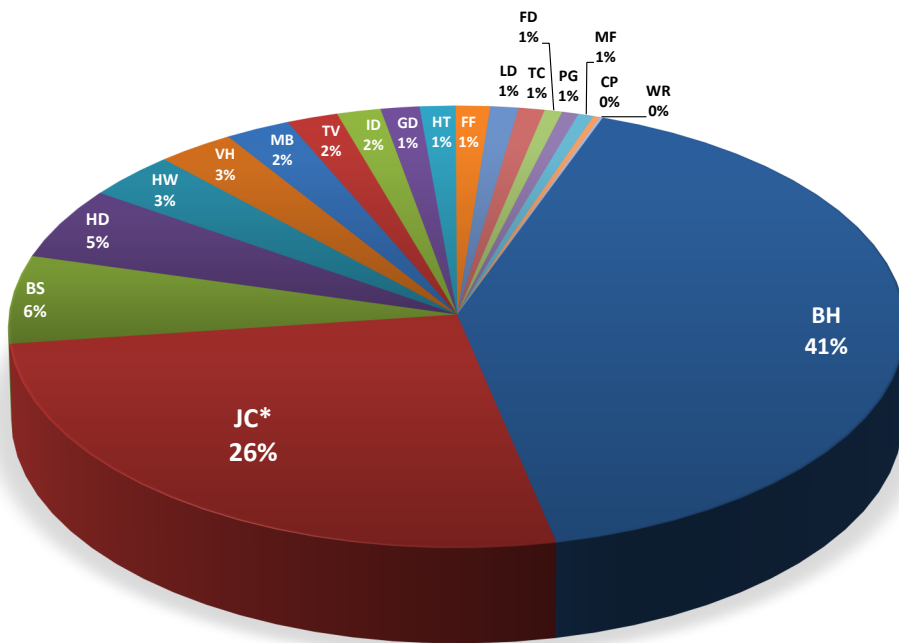
Personnel Costs	\$4,702,750.87
Employee Benefits	\$1,175,440.67
Legislative Allowance (Board Members' compensation)	\$3,090.00
Advertising	\$109,172.80
Systems Maintenance (includes hosting fees)	\$508,358.03
Other Travel (volunteer assessor travel & recruiting travel)	\$47,749.95
Legal Expenses	\$196,641.26
Other Professional Services (exam & transcription svcs)	\$23,978.37
Insurance Premiums	\$32,957.00
Rental-Facilities (hotel accommodations for volunteer assessors)	\$103,484.19
Office Supplies	\$16,597.93
Computer Equipment and Software	\$107,409.34
Architect Svcs/Renovation/ Remodeling (10th floor)	\$466,380.95
Hospitality (meals for volunteer assessors)	\$25,155.36
Rent (rental of office space in 2121 building)	\$635,363.04
Adjustment in Other Personnel Emp Benefits	\$258,584.24
Other (includes telephone expenses, copier rentals, etc.)	\$391,646.77
TOTAL	\$8,804,760.77



2015 Expense Allocation

The Personnel Board of Jefferson County’s expenses throughout the fiscal year are paid by Jefferson County. At the conclusion of the fiscal year, Jefferson County submits to the Personnel Board the total sum it has expended for Personnel Board operations. The Personnel Board Director certifies the expenditures and the allocation of expenses to be billed to the member agencies and submits the information to the Three-Member Board for approval. Presented here is the percentage of Personnel Board expenses allocated to each agency for fiscal year 2015.

Agency	Percentage
Birmingham (BH)	41.1%
Jefferson County (JC) <small>(including EMA & GRS)</small>	26.3%
Bessemer (BS)	6.5%
Health Dept (HD)	5.3%
Homewood (HW)	3.5%
Vestavia Hills (VH)	2.9%
Mountain Brook (MB)	2.5%
Trussville (TV)	2.0%
Irondale (ID)	1.7%
Gardendale (GD)	1.5%
Hueytown (HT)	1.4%
Fairfield (FF)	1.3%
Leeds (LD)	1.1%
Tarrant (TC)	1.0%
Fultondale (FD)	0.7%
Pleasant Grove (PG)	0.6%
Midfield (MF)	0.6%
Center Point (CP)	0.2%
Warrior Police (WR)	0.1%



Note: Percentage allocated is based on the number of classified employees employed by the agency as of September 30, 2015.

FY2015-2016 Personnel Board Budget

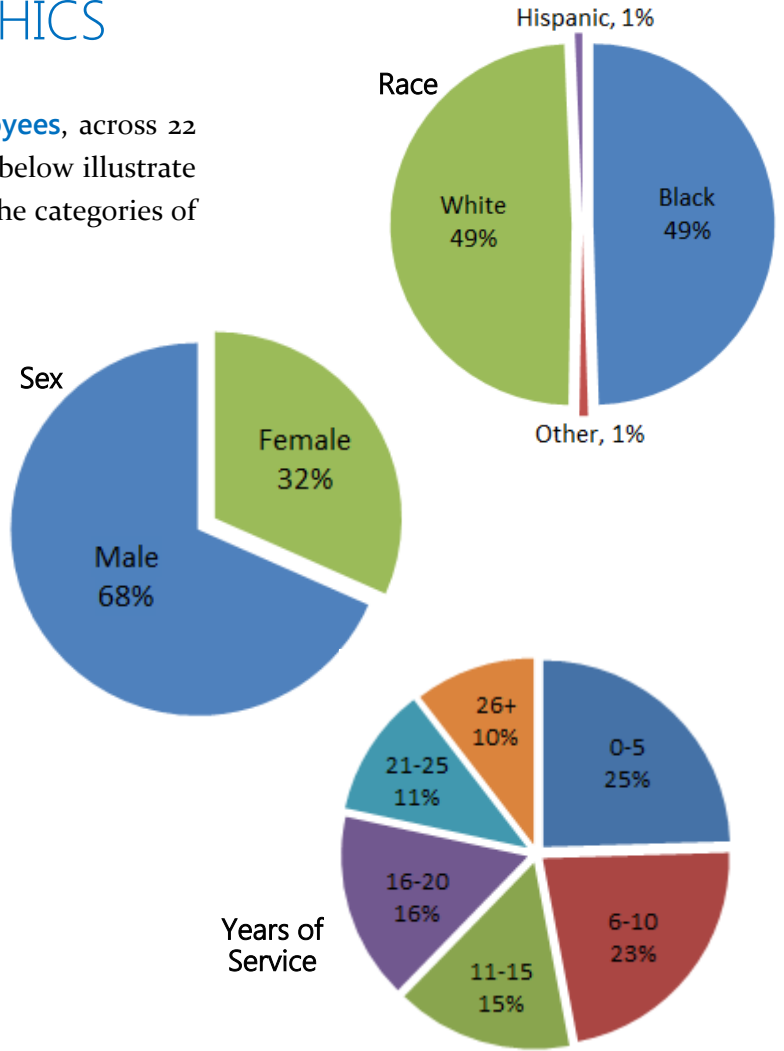
Each year, the Personnel Board takes a critical review of its strategic plans and needs for the upcoming fiscal year in order to prepare an operating budget that is based on our values of accountability and transparency. In June of 2015, the Executive Director presented the proposed organizational budget for the October 1, 2015—September 30, 2016 fiscal year. The Three-Member Board voted unanimously to approve the proposed budget in the amount of \$10,026,799.74.



WORKFORCE DEMOGRAPHICS

In 2015, the Merit System employed **7,536 employees**, across 22 different municipalities and agencies. The charts below illustrate the demographic make-up of those employees in the categories of sex, race, years of service, and current pay grade.

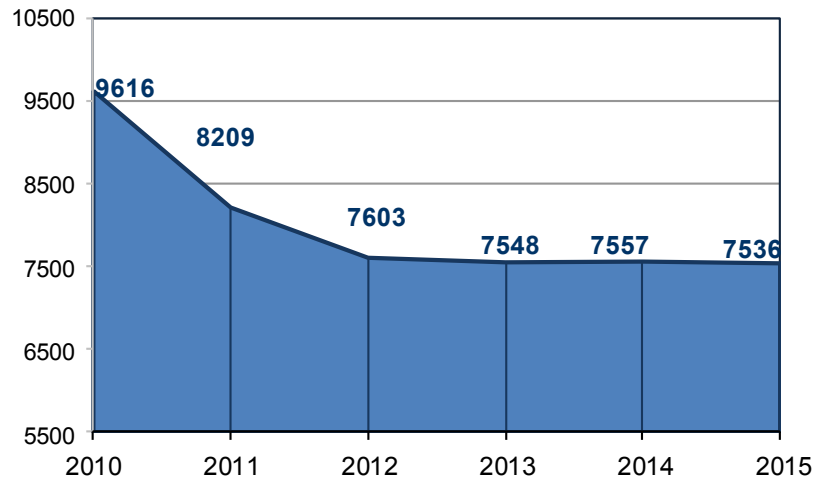
Race	# of Employees
Black	3,727
Hispanic	53
White	3,679
Other/Unidentified	77
Sex	# of Employees
Female	2,404
Male	5,132
Years of Service	# of Employees
0-5 Years	1,847
6-10 Years	1,693
11-15 Years	1,152
16-20 Years	1,217
21-25 Years	841
26+ Years	786



The table to the right reflects the number of Merit System employees that fall into each of pay grade grouping listed. More than half of all Merit System employees earn salaries in the G16-G20 range of pay.

Grade	# of Employees	Percentage
Grades 5-10	108	1.4%
Grades 11-15	1,586	21.0%
Grades 16-20	4,238	56.2%
Grades 21-25	1,041	13.8%
Grades 26-30	375	5.0%
Grades 30-35	160	2.1%
Grades 36 and higher	28	.4%

In 2015, there was a slight decrease (a drop of 0.3%) in the total number of employees in the Merit System. The tables and graphs within this section present the employment pattern within the Merit System from 2010 through 2015 for the system as a whole, as well as by individual agency.



Jurisdiction	2015	2014	2013	2012	2011	2010	% Change 1 Year	% Change since '10
Bessemer	480	475	470	442	439	457	1%	5%
Birmingham	3067	3082	3074	3022	3098	3611	0%	-15%
CenterPoint	20	13	14	13	10	13	54%	54%
Fairfield	94	94	93	89	93	102	0%	-8%
Fultondale	53	50	51	50	48	45	6%	18%
Gardendale	112	116	105	106	107	110	-3%	2%
Health Dept	394	400	416	402	405	501	-2%	-21%
Homewood	257	267	266	261	260	274	-4%	-6%
Hueytown	101	106	105	100	103	98	-5%	3%
Irondale	125	123	121	114	119	116	2%	8%
Jefferson County*	1975	1973	1954	2173	2686	3440	0%	-43%
Leeds	79	76	84	75	81	77	4%	3%
Midfield	44	37	38	38	37	36	19%	22%
Mountain Brook	187	186	184	179	178	177	1%	6%
Personnel Board	53	57	55	49	54	61	-7%	-13%
Pleasant Grove	48	48	49	52	52	51	0%	-6%
Tarrant	73	73	83	78	80	83	0%	-12%
Trussville	144	140	143	130	132	127	3%	13%
Vestavia Hills	220	218	217	205	208	217	1%	1%
Warrior	10	12	11	10	11	12	-17%	-17%
Total System	7536	7546	7548	7603	8209	9616	-0.3%	-21.7%

* Includes employees within the Emergency Management Agency and the General Retirement System.



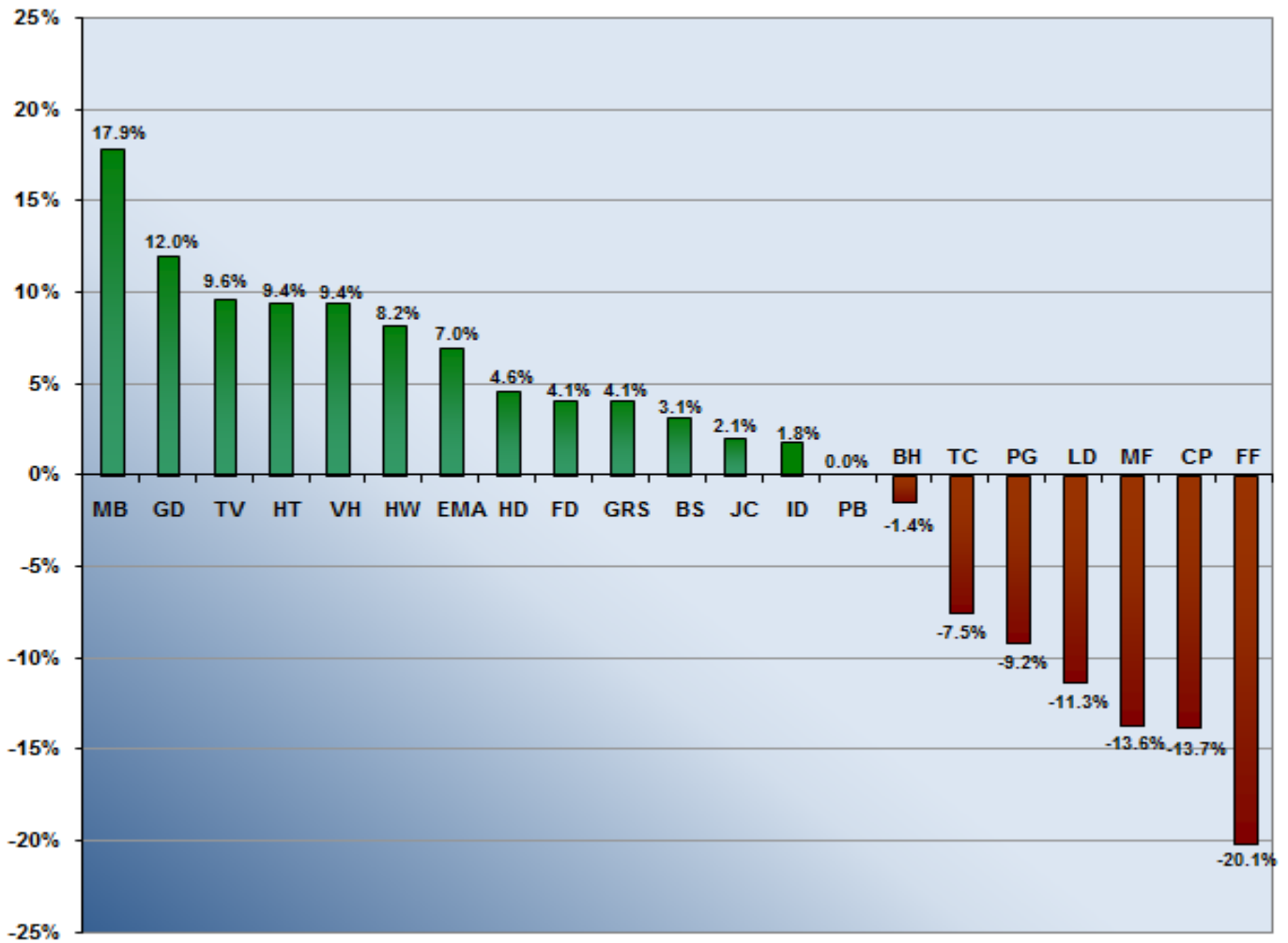
SALARIES ACROSS THE SYSTEM

The Personnel Board's pay philosophy is to remain competitive with the relevant labor market by establishing salary ranges where the midpoint is representative of the market and steps below and above the midpoint allow for compensation based on experience; however, each agency establishes its own salary schedule (i.e., pay for grades established under the Personnel Board's compensation structure). Each Merit System agency is responsible for maintaining and adjusting their own salary ranges to include cost of living adjustments and merit increases pursuant to Section 12 of the Enabling Act. Presented in the table below are the adjustments made by each member agency to their respective salary schedules for each of the last five fiscal years.

Jurisdiction	FY2011	FY2012	FY2013	FY2014	FY2015
Bessemer (BS)	0.0%	0.0%	4.0%	2.0%	2.0%
Birmingham (BH)	0.0% ^M	0.0% ^M	0.5%	1.0%	2.0%
Center Point (CP)	0.0%	0.0%	0.0%	0.0%	5.0%
Fairfield (FF)	0.0%	0.0%	0.0%	2.0%	2.0%
Fultondale (FD)	3.0%	3.0%	3.0%	1.0%	2.0%
Gardendale (GD)	2.0%	2.0%	2.0%	1.7%	1.5%
Health Dept (HD)	0.0%	3.0%	0.0%	0.0%	3.0%
Homewood (HW)	0.0%	0.0%	1.5%	2.5%	1.5%
Hueytown (HT)	0.0%	2.0%	2.0%	2.0%	2.0%
Irondale (ID)	0.0%	3.0%	2.0%	2.0%	2.0%
Jefferson Co. (JC)	0.0%	0.0%	0.0%	2.0%	2.0%
Leeds (LD)	0.0%	0.0%	4.0%	0.0%	4.0%
Midfield (MF)	0.0%	0.0%	0.0%	0.0%	3.0%
Mountain Brook (MB)	0.0%	2.5%	1.5%	1.0%	1.5%
Personnel Board (PB)	1.5% ^M	0.0%	0.0%	2.5%	2.0%
Pleasant Grove (PG)	0.0%	0.0%	2.0%	0.0%	1.0%
Tarrant City (TC)	0.0%	0.0%	3.0%	0.0%	3.0%
Trussville (TV)	0.0%	2.5%	0.0%	0.0%	1.0%
Vestavia Hills (VH)	0.0%	0.0%	0.0%	2.0%	1.5%
Warrior (WR)	0.0%	0.0%	0.0%	0.0%	3.0%

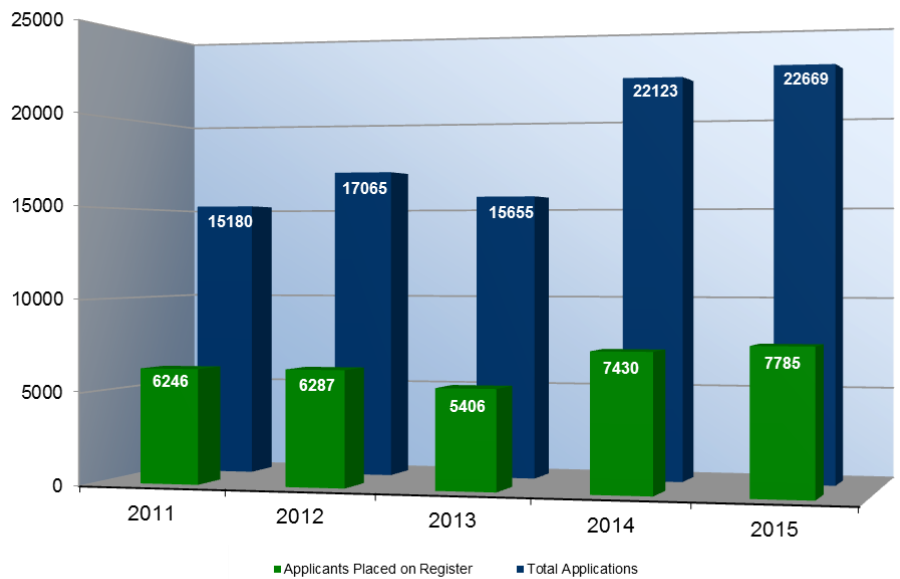
Note. ^M Indicates that jurisdiction did not provide a Merit increase to eligible employees for the given year.

As previously mentioned, Merit System agencies maintain and adjust their own salary schedules. This chart reflects a **comparison of the base salary** (excluding non-salary benefits) for **fiscal year 2015** of each of the agencies within the Merit System, in relation to the Personnel Board's base salary. The Personnel Board gathers compensation data from a cross-section of comparable labor markets and sets its salary schedule consistent with these markets. In this graph, those jurisdictions falling to the left (in green) of the Personnel Board (PB) pay at the indicated percentage above the Personnel Board. Those falling to the right (in red) of the of the Personnel Board pay at the indicated percentage below the Personnel Board.



THE QUEST FOR TALENT

In 2015, the Personnel Board accepted **22,669 employment applications**. The Board’s recruiting activities in 2015 were primarily driven by survey data gathered from newly hired Merit System employees as well as applicants during test administrations. As a result of the surveys, the Board utilized extensive **networking** and referrals through **LinkedIn**, professional associations, and schools. The Board utilized internet postings on major **career sites**, professional association sites, **Twitter**, and **Facebook**. The Personnel Board also increased market awareness through the use of billboard advertising and a sponsorship with the **Birmingham Barons** baseball team.



2015 Recruiting Events

UAB	Jacksonville State University	Troy University
Auburn Athletics Career Fair	University of North Georgia	Middle Tennessee State
Stillman College	University of West Georgia	University of Georgia
University of Tennessee	Bevill State	AIDT /Skills USA Career Expo
University of South Alabama	Georgia State	ITT Technical Institute
Alabama A&M University	Birmingham Career Center	Alabama Fire College
Auburn University	Athens State University	Samford University
Birmingham Southern	Snead State	Herzing College
Georgia College	SEC Virtual Career Fair	Tuskegee University
University of Alabama	Miles College	Kennesaw State University
Gadsden State	Alabama State University	Positive Maturity
ADRS	DHR Jobs Program	Birmingham Barons
Lawson St. Comm. College	Auburn Univ. - Montgomery	Univ. of Alabama Huntsville
Alabama Onsite Wastewater Association Expo	Tuscaloosa VA Veterans Career Fair	Birmingham Business Alliance Talent Project
Alabama Institute for the Deaf and Blind	New Rising Star Community Support Connect4Careers	

The Personnel Board participated in **over 40 recruiting events** during 2015 visiting nearly all of the major universities, community colleges, and technical schools in **Alabama** as well as several schools in **Tennessee** and **Georgia**. The team also participated in events sponsored by the Birmingham Business Alliance, the Department of Veterans Affairs, the Department of Human Resources, the Alabama Department of Rehabilitation Services, the Alabama Institute for the Blind and Deaf, and Positive Maturity.

The Personnel Board is responsible for processing requests to fill vacancies (referred to as certification requests) and issuing lists of eligible candidates (referred to as certification lists) to departments throughout the Merit System in order to facilitate hiring. In 2015, the Board experienced an increased number of job postings and the highest number of applicants since 2010.

Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/Unkn
Applicants Placed on Register	7,785	3,933	3,704	148	4,631	2,602	552
Candidates Certified	29,783	12,183	17,243	357	18,890	8,849	2,044
Bessemer	1576	1072	489	15	997	489	90
Birmingham	8378	4468	3807	103	5455	2407	516
Center Point	439	200	235	4	310	99	30
Emergency Management	13	0	12	1	6	4	3
Fairfield	417	266	148	3	234	147	36
Fultondale	178	81	91	6	89	69	20
Gardendale	718	389	326	3	379	310	29
Health Department	1157	179	949	29	743	301	113
Homewood	695	526	160	9	340	304	51
Hueytown	653	480	162	11	292	308	53
Irondale	656	429	213	14	323	284	49
Jefferson County	10558	1685	8791	82	7473	2373	712
Leeds	374	191	173	10	179	164	31
Midfield	320	83	232	5	238	64	18
Mountain Brook	707	499	198	10	299	361	47
Personnel Board	370	134	230	6	199	137	34
Pleasant Grove	108	48	56	4	63	31	14
Sheriff Office	1062	512	536	14	648	343	71
Tarrant City	811	510	284	17	415	325	71
Trussville	281	184	92	5	121	135	25
Vestavia Hills	277	214	57	6	78	170	29
Warrior	35	33	2	0	9	24	2
Employees Hired	950	622	310	18	511	353	86
Bessemer	77	64	11	2	48	24	5
Birmingham	443	320	118	5	284	130	29
Center Point	6	3	3	0	3	3	0
Emergency Management	1	0	1	0	0	1	0
Fairfield	7	6	1	0	6	1	0
Fultondale	3	2	1	0	1	1	1
Gardendale	16	13	3	0	2	13	1
Health Department	30	6	23	1	17	9	4
Homewood	25	22	2	1	5	15	5
Hueytown	15	14	1	0	3	10	2
Irondale	22	19	3	0	5	17	0
Jefferson County	152	58	91	3	89	44	19
Leeds	16	10	5	1	1	13	2
Midfield	7	4	3	0	6	1	0
Mountain Brook	13	10	3	0	1	11	1
Personnel Board	9	5	3	1	3	5	1
Pleasant Grove	7	4	3	0	1	5	1
Sheriff Office	58	28	28	2	29	22	7
Tarrant City	16	12	3	1	4	10	2
Trussville	11	7	3	1	2	7	2
Vestavia Hills	16	15	1	0	1	11	4
Warrior	0	0	0	0	0	0	0

ANNUAL JOB CLASSIFICATION SURVEY

The Personnel Board is statutorily required to **review the position of every employee** in the Merit System at least **once every five years** to assure that each position is properly classified in the correct job class in accordance with the Board's Salary Administration and Classification Plan. The Personnel Board utilizes an **annual classification survey process** to make an assessment as to whether the duties performed by any specific employee are consistent with his or her class, or more consistent with another class in the Merit System. The 2014-2015 classification survey process concluded in May of 2015 and the 2015-2016 classification survey began in September of 2015. An overview of activity for each of these years is presented.

Job Classes Surveyed 2014-2015

Medical Transcriber	Swimming Pool Supervisor
Medical Clerk	Recreation Leader
Administrative Clerk	Senior Recreation Leader
Administrative Assistant	Recreation Center Director
Administrative Supervisor	Recreation Supervisor
Admin Coordinator	Athletic Program Coordinator
Senior Legal Secretary	Recreation/Aquatics Supervisor
Senior Medical Secretary	Exercise Physiologist
Minute Clerk	Parks & Recreation Superintendent I
Magistrate	Parks & Recreation Superintendent II
Magistrate Supervisor	Director of Parks & Rec
Court Clerk	Plant Taxonomist
Senior Court Clerk	Turfgrass Supervisor
Principal Court Clerk	Stadium Maintenance Supervisor
Court Coordinator	Arborist
Chief Clerk Probate Court	Senior Arborist
Drug Court Coordinator	Urban Forestry Supervisor
Court Referral Officer	Urban Forester
Court Monitoring Specialist	Botanical Gardens Director
Business Office Supervisor	Green House Worker
Municipal Records Supervisor	Gardener
Pension Coordinator	Green House Gardener
Microphotographer	Horticulture Specialist Grower
Senior Printer	Horticulture District Supervisor
Bindery Worker	Landscape Crewleader
Print Shop Mail Room Supervisor	Parks Maintenance Supervisor
Print Shop Manager	Parks Maintenance Supervisor
Print Shop Manager	Horticulture Maintenance Supervisor
Civic Activities Coordinator	Horticulture Operations Manager
Director of Senior Citizens Center	
Lifeguard	

The **2014-2015 classification survey** evaluated positions in the **Clerical, Recreation, and Park Maintenance** job families. Of the 979 eligible employees, **66% participated** in the survey. Based on the information received, a total of **30 positions** were recommended for reclassification.

2014 - 2015 Summary

Employees in Target Jobs	979
Employees Completing Survey	650
Percentage of Participation	66%
Job Audits Conducted	56
Positions Recommended for Reclassification	30

The 2014-15 Classification Survey began in the fall of 2014 and the results were presented to the Three Member Board in May 2015.

2015-2016 Classification Survey

The 2015-2016 classification survey started in September of 2015 and continues into 2016. This annual survey consists of **180 target jobs** in **16 job families**. A total of **2386 employees** are eligible for 2015-16 survey and final classification determinations on these positions will be made to the Three-Member Board in May of 2016. Jobs within the following job families are included in the 2015-16 classification survey:

- Fiscal
- Communications
- Stores and Purchasing
- Accounting/Fiscal Control
- Taxation
- Data Processing
- Property Appraisal
- Planning
- Civil Engineering
- Traffic Engineering
- Sub-Professional Engineering
- Drafting/Graphic Arts
- Miscellaneous Engineering & Technician
- Environmental Engineering
- Fire Protection
- Building Inspections
- Zoning Enforcement
- Miscellaneous Inspection

New Classes in 2015

In 2015, 13 new job classes were established by the Personnel Board for use within the Merit System. The established job classes and their associated pay grades are provided below.

- Ultrasound Technician - Grade 21
- Patient Referral Manager - Grade 27
- Applications Development Manager - Grade 33
- Director of Planning, Development & Sustainability - Grade 30
- Affirmative Action Officer/Employee Relations Advisor - Grade 28
- Performance Management Administrator - Grade 30
- Compliance Auditor - Grade 30
- Policy Administrator - Grade 30
- Talent Sourcing Manager - Grade 30
- Test Administration Coordinator I - Grade 30
- Call Center Administrator - Grade 28
- Compliance Officer - Grade 30
- Job Development Specialist - Grade 34



EMPLOYMENT TESTING & ASSESSMENT ACTIVITY

The Personnel Board is charged with **assessing the qualifications** and relevant **job skills** of applicants for employment to ensure the **hiring of well-qualified employees** into Merit System positions. To this end, the Board is responsible for the administration of **valid and legally defensible testing** and selection procedures. In 2015, the Board administered **competitive examinations for 28 job classes** for a total of **5,772 individual assessments**. These assessments included structured interviews, multi-stage assessment centers, computer-based skills tests, high-fidelity job simulations, and work samples. The following list reflects each job class for which a test was administered in 2015.

Accounting Assistant I

Accounting Assistant II

Administrative Analyst

Bailiff/Court Security

City Clerk I

City Clerk II

City Clerk III

Communications Operator I

Communications Operator II

Control Room Operator

Driver Messenger

Fire Chief

Firefighter

Guard

Juvenile Detention Officer

Landfill Operations Attendant

Personnel Analyst I

Personnel Technician

Police Captain

Police Lieutenant

Police Officer/Deputy Sheriff

Police Sergeant

Probation Officer

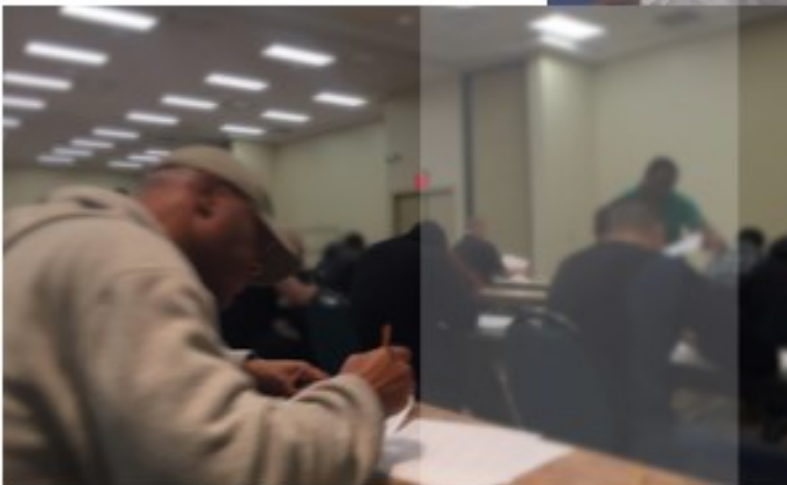
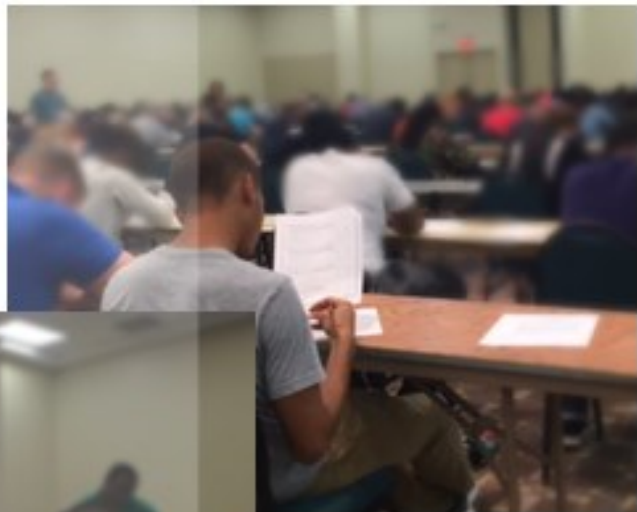
Public Works Supervisor

Revenue Examiner

Traffic Maintenance Worker

WW Treatment Plant Operator

Utility Meter Reader



EMPLOYMENT DISCIPLINARY ACTIONS & APPEAL HEARINGS

An essential function of the Personnel Board is to ensure that Regular employees of the Classified Service who for cause have been discharged, demoted, suspended or involuntarily placed on administrative leave without pay for more than five days are provided a **fair process to appeal** these disciplinary actions. The Board is responsible for the administration of the appeal and hearing process, a quasi-judicial forum where employee appeals are evaluated by a third-party **Hearing Officer** who renders a recommendation to the **Three-Member Board for a final ruling**.

In 2015, the Personnel Board received notification of **285 adverse employee** actions (grievances, disciplinary actions, administrative leaves, etc.). **Twenty-nine percent (29%)** of the actions were **eligible for appeal** in accordance with the Rules and Regulations and Administrative Appeals Procedure. Of those employees who were eligible, **fifty-two percent (52%) exercised their appeal rights** to have the matter reviewed by the Three-Member Board. Additionally, in 2015, four employee actions were appealed to the Jefferson County Circuit Court for review.

Action Type	Actions	Not Eligible for Appeal	Eligible for Hearing	Appeal Reviews
Suspensions	217	178	39	19
Dismissals	33	3	30	26
Grievances	22	15		
Demotions	6	0	6	
Admin Leave without Pay	7	0	7	1
Totals	285	196	82	46

	Total	Upheld	Reverse/Reduced	Settled
Disciplinary Appeals	21	16	4	1
Suspensions	3	0	2	1
Demotions	0	0	0	0
Terminations	18	16	2	0

The Board conducted **21 disciplinary appeal hearings*** in 2015. The Three-Member Board **upheld** the Appointing Authority's decision in **16 of the actions**. In **four actions**, the Appointing Authority's disciplinary decision was **reversed or reduced** to a less severe action. One case settled at the hearing.

** Some hearing decisions rendered in 2015 were based on actions initially filed in an earlier year.*

Board Releases Administrative Appeal Procedures

On July 1, 2015, the Personnel Board released a **manual of procedures** outlining and defining **the employee appeal and hearing process**, for disciplinary actions appealed to the Board. The appeal procedures were designed to provide employees, attorneys, appointing authorities, and Hearing Officers with **guidance** on how to initiate an appeal, **timelines** for submissions, and information regarding what is required and expected of any party participating in an appeal. Additionally, the Board anticipates that with a more concise timeline for the exchange of documents, the new procedures should make the appeal process and hearing proceedings more **efficient, fair** and **consistent**. A copy of the Board's Administrative Appeal Procedures can be obtained at www.pbjcal.org.



THE SPARK

LEARNING CENTER

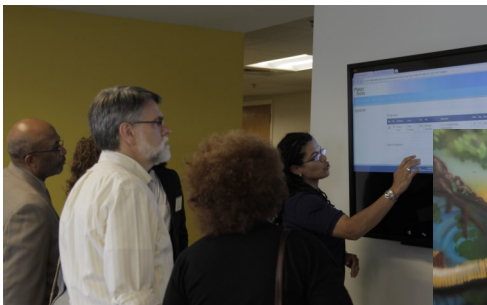
In 2013, the Personnel Board of Jefferson County embarked on a strategic plan to create a state-of-the-art learning environment for Merit System agencies and employees. The goal was to design a learning facility that would facilitate a **culture of employee development** within the Merit

System and provide an **enhanced learning environment**. We are pleased to announce that this goal was achieved on August 7, 2015 with the grand opening of **The SPARK Learning Center**. “The SPARK,” for short,

is innovatively-designed and provides the Personnel Board and all Merit System agencies with a **flexible** learning space where Merit System employees can take advantage of many **professional development** opportunities. Located on the 10th floor of the 2121 Building in downtown Birmingham, The Spark Learning Center is more than 9,000 sq. ft. of **flexible event space**. With three multi-purpose classrooms, two **state-of-the-art** computers labs, a “**Think Tank**,” a central



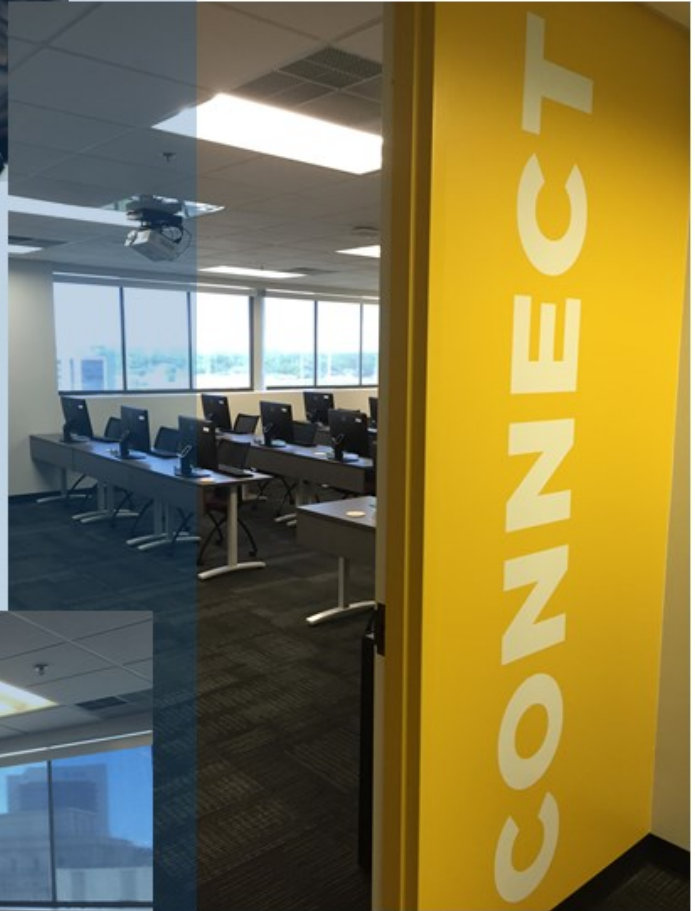
networking lobby, and **technological enhancements** throughout, The SPARK is designed to meet the needs of the Merit System, its member organizations, and its employees. Lorren Oliver, Director of the Personnel Board, states that “The Spark Learning Center is designed to be a Merit System space that will benefit all employees in their pursuit of **lifelong learning**. Our Training and Development team has worked hard to create programs that will enhance our most important asset – our 7,000 Merit System employees!” This new space creates an environment that is designed to **SPARK** the **imagination, creativity** and **innovative thinking** among all Merit System employees.



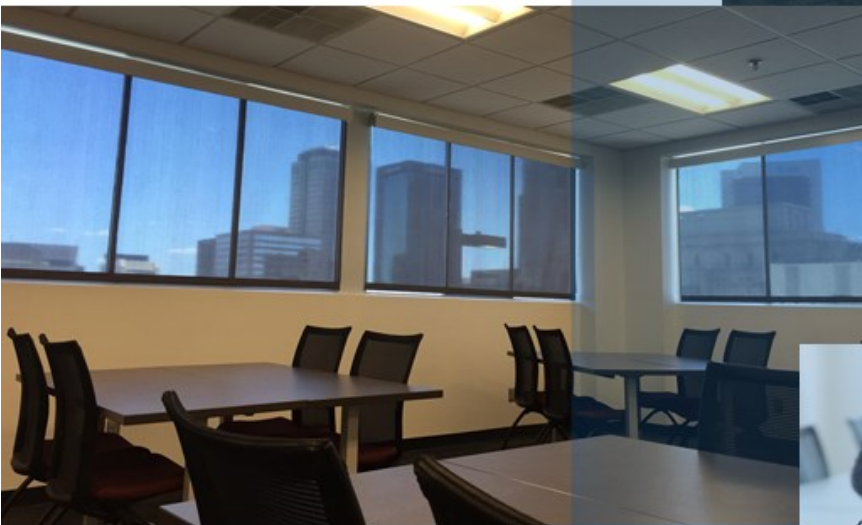


Two technology-enhanced classrooms, the **Connect and Create Labs**, provide ideal space for ensuring the **development** of Merit System employees' **technical skills**.

The **SPARK** provides **large scale event** space for training, seminars, conferences, and more.



Each of **The SPARK** classrooms and meeting spaces have **excellent views** of downtown Birmingham.



The SPARK's **Innovate, Imagine, and Inspire** Rooms, as well as the **Think Tank**, provide **flexible** meeting space and learning classrooms perfect for all types of Merit System **meetings** and employee **development** opportunities.

EMPLOYEE TRAINING & DEVELOPMENT

Personnel Board Wins 2015 Awards

The Personnel Board of Jefferson County was announced as a **winner of the 2015 Leadership 500 Excellence Award** recognizing **exceptional leadership development** and **innovative training** programs. The Leadership 500 Excellence Award is reserved for organizations deemed to be in the **top 10%** of leadership training programs **from over 1200 internationally nominated programs**. This year's award recipients were selected based on an application reviewed by HR.com's expert leadership panel, as well as feedback from the program's participants. For the 2nd year in a row the Personnel Board of Jefferson County was named among the **Top 5 overall leadership programs** within the category of **Government/Military!** This award exemplifies the commitment of the Personnel Board to provide educational and engaging learning and development opportunities for all Merit System employees.



Personnel Board Training Advisor, **Drew Burk**, was announced by *Training* magazine as a winner of its **2015 Emerging Training Leaders Award**. The award recognizes 25 training professionals who have been in the industry for two to 10 years and have demonstrated exceptional leadership skills, business savvy, and training instincts. Drew was **profiled in the May/June 2015 issue of *Training* magazine** and online at www.trainingmag.com and honored at their annual awards ceremony.



DREW BURK
 Training Advisor
 Personnel Board of Jefferson County
 (managed project team of 10)
 BS, Biology, and MS, Microbiology,
 Rhodes College
 9 YEARS IN TRAINING

In addition to being appointed team leader of the Personnel Board of Jefferson County's (PBJC) In-Service Day (an organization-wide retreat) and leading a successful process improvement initiative with the Applicant Services Department, Drew Burk designed, developed, and implemented the 45-hour, 13-course Leadership Processes Certificate Program. Aiming to ensure a well-rounded, highly skilled workforce that is ready to lead projects and processes designed to enhance their respective communities, this enterprise-wide program is available to all 7,000-plus employees. Burk effectively developed tasks and exercises that could be easily adapted to fit employees in diverse positions within public works, public safety, medical, and executive management, among others. The program currently is being contemplated for requirements for promotion and serves as a foundation for the development of effective succession planning within the PBJC system. "Drew understands every training role and can perform just about all of them with excellence," says nominator Pete Blank, Training and Development manager, PBJC. "While he enjoys designing and facilitating training, his real passion can be seen in strategic planning and project management."

A 360° Degree Approach to Training & Development

The Personnel Board provides **training** opportunities for employees to develop their personal and professional skills through a wide array of over 50 training courses. In 2015, the Personnel Board welcomed a total of **3,174 attendees** to our training courses, which are always free of charge to Merit System employees. These employees attended a variety of diverse training classes and programs designed to develop critical job skills.

During 2015, the Personnel Board revamped its certificate programs to more fully align with the needs of our Merit System members and employees. In this process, the Board updated its strategic plan for employee development within the Merit System, retooled its existing certificate programs, and added additional certificates. The revised certificate approach was built around the needs of Merit System employees and agencies from a multi-faceted perspective. The goal was to establish training programs that result in *complete* leaders in the public sector—individuals who not only have the ability to lead individuals, but also high level projects; individuals who understand their own developmental needs and can strategically position themselves to succeed and advance in the workforce; and individuals who have the skills to thrive in today's technologically-driven society. Through this process, the **360° Leader** program was born. The 360° Leader program is comprised of four individual certificate programs that can stand alone, but when brought together form a complete Merit System leader. The four components include:

- Leading People** - The Leading People certificate is a 49 contact hour program designed to share skills needed to assist today's managers in **developing, motivating, and leading** their employees. Topics include coaching, giving feedback, change management, delegating, and more.
- Leading Processes** - The Leading Processes certificate program is designed to strengthen a supervisor's ability to handle the process side of management. By focusing on skills like **Strategic Planning, Project Management, Creative Problem Solving, Effecting Meetings, and Critical Thinking**, this 49 contact hour program enables participants to gain practical operating tools that can be implemented immediately to improve their working environments.
- Technical Development** - In the Technical Development certificate program, employees can choose one of two tracks based on their current skill level. Both tracks are approximately 52 contact hours and both cover **computer** operations as well as a number of **Microsoft Office** programs and other **applications** that greatly enhance an employee's ability to succeed in today's high-tech workforce.
- Professional Development** - The Professional Development certificate is a 49 contact hour program designed to equip today's Merit System employees with the professional and business skills needed to be successful in the workplace and to further their careers within the Merit System or beyond. Topics include personal branding, business writing, time management and more.



CELEBRATING EMPLOYEE DEVELOPMENT

On August 12, 2015, the Personnel Board proudly honored 145 individual Merit System employees for successful completion of our certificate programs in 2015 at its annual Certificate Graduation Ceremony. This year's ceremony was held at the Trussville Civic Center, where the Personnel Board Director, Lorren Oliver, personally bestowed each graduate with their award of accomplishment. ABC 33/40 news anchor Brenda Ladun served as the keynote speaker. Listed below, are graduates of our Leading People certificate (109), the Leading Processes certificate (24), the Technical Development certificate (10) and the MPACT Program (22) for a total of 164 certificates.

MPACT Graduates

The **MPACT** (Managers Preparing to Accomplish Change Today) program is the newest leadership training program provided by the Personnel Board. Participants apply for inclusion in the program and participate as a cohort. Participants completed this **nine-month** program by attending **65 hours of training** classes on trust, communication, accountability, and more. They also posted management issues on an **electronic forum**, interacted with **guest speakers**, **visited local businesses**, and completed a **project** designed to improve their department and jurisdiction.

Pamela Billups

Jefferson County - Revenue

Jeremy Creel

Jefferson County - Environmental Services

James Davis

Jefferson County - Sheriff's Office

Joanne Denny

Birmingham - Public Works

Erica Dozier

Jefferson County - Family Court

Shonae Eddins

Birmingham - Crossplex

Chrystal Foster

Birmingham - Police

Shirley Foy

Birmingham - Finance

Steven Gay

Mountain Brook - Public Works

Michael House

Jefferson County - Sheriff's Office

Shawn Jackson

Vestavia Hills - Fire

Frank Jones

Trussville - Public Works

Shasha McCracken

Ruffner Mountain Nature Park - Education

Cynthia Parker

Personnel Board of Jefferson County - Testing

David Primus

Homewood - Parks and Recreation

Maurice Reeves

Birmingham - Fire

Michael Riggs

Birmingham - Fire

Melody Salter

Homewood - Finance

Ronald Sellers

Birmingham - Police

Jane Snow

Jefferson County Department of Health - Environmental Health

David Stanley

Hueytown - Fire

Denise Trimmier

Jefferson County - Information Services

Certificate Graduates

Merit System employees who received their certification in one of our professional development programs—Leading People (LPPL), Leading Processes (LPRO), or Technical Development (TECH)—completed approximately 50 hours of classroom training in their topic area. The Personnel Board is proud to present the 2015 certificate graduates:

City of Bessemer

Sandra Ashford, Police, Administrative Clerk (LPPL)
 James E. Brown, Police, Sergeant (LPPL)
 Thomas Harmon, City Clerk's Office, Building Inspection Officer (LPPL)
 R. Regina Hill, Police, Administrative Clerk (LPPL)
 Yolanda Lett, Police, Administrative Clerk (LPPL)
 Kenneth C. Reese Jr., Police, Detective (LPPL)
 Robert T. Slater III, Police, Sergeant (LPPL)
 Michael Trombley, Fire, Lieutenant (LPPL)

City of Center Point

Mark J. Self, Public Works, Traffic Engineering Supervisor (LPPL)

City of Gardendale

Breanna Dunn, Municipal Court, Magistrate (LPPL)

City of Homewood

Alissa Brock, Parks and Recreation, Senior Recreation Leader (LPPL)
 David Everson, Fire, Apparatus Operator (LPPL)
 Jonathan Matthew Hall, Fire, Apparatus Operator (LPRO)
 Jason Hallman, Fire, Lieutenant (LPPL)
 Justin Hickey, Public Works, Labor Supervisor (LPPL)
 Yvette D. Long, Finance, Personnel Technician (LPPL)
 La Vonda Jones Primus, Finance, Accounting Assistant II (LPPL)
 David Primus Jr., Parks and Recreation, Recreation Center Director (MPACT)
 Melody Ross Salter, Finance, Director (MPACT)

City of Hueytown

Benjamin Etheriedge, Fire, Apparatus Operator (LPPL)
 David H. McKee, Fire, Captain (LPPL) / (LPRO)
 David Stanley, Fire, Captain (MPACT) / (LPPL)

City of Irondale

Suzanne Headley, Water System, Administrative Supervisor (LPPL)

City of Trussville

David Griffith, Fire, Firefighter (LPPL)
 Frank Jones, Public Works, Supervisor (MPACT) / (LPRO)
 James J. Morris, Police, Lieutenant (LPPL)

City of Mountain Brook

Michael Box, Fire, Apparatus Operator (LPPL)
 Daniel Davis, Public Works, Construction Equipment Operator (LPPL) / (LPRO)
 Steven Gay, Public Works, Supervisor (MPACT)
 Johnny C. Harris, Public Works, Supervisor (LPPL) / (LPRO)
 Richard Knecht, Police, Officer (LPPL)
 Christopher Trimmier, Police, Officer (LPPL)
 Lance Ziska, Police, Officer (LPRO)



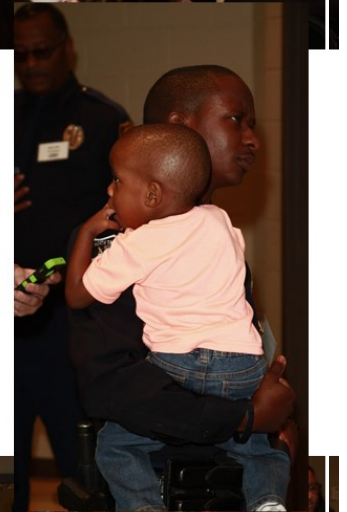
Certificate Graduates (continued)

City of Birmingham

Melia H. Allen, Mayor's Office, Senior Auditor (LPPL)
 Shereese Armstrong, Inspections, Administrative Clerk (LPPL)
 Michael W. Chisem Sr., Municipal Court, Bailiff (LPPL)
 Anthony E. Clark, Police, Officer (LPPL)
 Gary L. Clark, Police, Sergeant (LPPL)
 Nicole Collins, Police, Officer (LPPL)
 Joanne Denny, Public Works, Administrative Assistant (MPACT)
 Barrett Dewitt, Police, Officer (TECH)
 Shonae' Eddins-Bennett, Park and Recreation, Chief Administrative Analyst (MPACT)
 Lawrence Edmond, Police, Officer (LPPL)
 Coty Evans-Ikner, Planning, Engineering and Permits, Administrative Clerk (LPPL)
 LaShondrea Farris, Municipal Court, User Support Specialist (LPPL)
 Brandon Foster, Police, Officer (LPPL)
 Chrystal R. Foster, Police, Sergeant (MPACT) / (LPPL)
 Derryo Dewayne Fowler, Fire, Firefighter (LPPL)
 Shirley Foy, Finance, Principal Accountant (MPACT)
 Warren R. Grayson, Police, Officer (LPPL)
 Herman Harris Jr., Police, Mayor's Executive Officer (LPPL)
 Mark Hill, Fire, Apparatus Operator (LPPL)
 Angelo Hinkle, Museum of Art, Security Officer (LPPL)
 Larry D. Holcomb, Fire, Firefighter (LPPL)
 Tamara Denise Hubbard, Internal Audit & Contract Compliance, Sr. Auditor (LPPL)
 Lloyd Jones, Police, Lieutenant (LPPL)
 Christopher M. Joseph, Police, Officer (LPPL)
 Michael A. Kennedy, Police, Detective (LPPL)
 Erica D. Kimbrough, Planning Engineering and Permits, Senior Accountant (LPRO)
 Matthew H. Lamonte, Fire, Captain (LPRO)
 Eric D. Lathan, Park and Recreation, Guard (LPPL)
 Sequoria Lewis, Library, Library Assistant III (LPPL)
 Beauowtin Torres Marshall, Fire, Apparatus Operator (LPPL)
 Randy M. Martinez, Police, Sergeant (LPPL)
 Catina Marzette-Williams, Fire, Apparatus Operator (LPPL)
 Shasha McCracken, Ruffner Mountain Park, Education Programs Director (MPACT)
 Curtis Mitchell Jr., Police, Lieutenant (LPPL) / (LPRO)
 Regina L. Paul, Museum of Art, Security Officer (LPPL)
 Maurice Reeves, Fire, Lieutenant (LPPL) / (MPACT)
 Michael J. Riggs, Fire, Lieutenant (MPACT)
 Emanuel Rosato, Police, Officer (LPPL)
 Ronald Sellers, Police, Lieutenant (MPACT)
 Dexter Walker, Fire, Lieutenant (LPPL)
 Daryl Washington, Public Works, Administrative Clerk (LPPL)
 Jeffery Whitt, Police, Officer (LPPL)
 Anthony C. Williams, Police, Sergeant (LPPL)
 Anntoinette Wright, Fire, Firefighter (LPPL)

Personnel Board of Jefferson County

Toni Aigboose, Information Services, Business Systems Specialist (LPPL)
 Donna Cockerell, Information Services, Business Systems Analyst (LPPL)
 Kimberly M. Hutchins, Administration, Accounting Assistant II (LPPL)
 Claudia Johnson, Business Systems and Reporting, Business Systems Analyst (LPPL)
 Rhonda Lumzy, Information Services, Business Systems Analyst (LPPL)
 Terria McDonald, Applicant Services, Talent Sourcing Specialist (LPPL)
 Colandrus Murray, Information Technology, Network Administrator II (LPPL)
 Cynthia Parker, Employment Testing, Assessment and Development Specialist (MPACT)
 Alex Sears, Business Systems and Reporting, Administrative Clerk (TECH)
 Yumika Terrell, Applicant Services, Personnel Analyst II (LPRO)



City of Vestavia Hills

David Abston, Fire, Lieutenant (LPPL)
 Blair Hughes, Fire, Firefighter (LPPL)
 Shawn Jackson, Fire, Captain (MPACT)
 Robert Jones, Police, Officer (LPPL)
 William Mark Pearson, Fire, Captain (LPPL)

Jefferson County Department of Health

Gwendolyn Banks, Human Resources, Personnel Technician (LPPL)
 Toni Bellina, Finance, Chief Accountant (LPPL)
 Virginia Ann Bozeman, Disease Intervention, Supervisor (LPPL)
 Bruce Braden, Environmental Health, Program Manager (LPPL) / (LPRO)
 Katie Fox, Family Planning, Certified Nurse Practitioner (LPPL)
 Lynn Geter, Environmental Health, Program Supervisor (LPPL)
 Joni Gill, Pediatrics, Public Health Medical Officer (LPPL)
 Jackie Henderson, Finance and Administration, Facilities Manager
 David B. Hicks, Administration, Medical Director (LPPL)
 Debra T. Jemison, Family Planning, Clinical Nurse Practitioner (LPPL)
 Sonja Lewis, Quality Improvement, Assistant Director of Quality Improvement (LPPL)
 Corey Masuca, Environmental Health, Principal Air Pollution Control Engineer (LPPL)
 Angela Waller May, Administration, Clinical Nursing Director (LPPL)
 Barbara S. Newman, Community Assessment, Environmental Health Program Supervisor (LPPL)
 Xuan-Dao Pham, Clinical Services, Public Health Medical Officer (LPPL)
 Lonnie F. Pressley, Environmental Health, Environmental Health Specialist (LPRO)
 Deniece Richardson, WIC Administration, Administrative Assistant (LPPL)
 Jane Snow, Food and Lodging Protection, Environmental Health Supervisor (MPACT)
 Jeff Swinney, Environmental Health, Program Manager (LPPL)
 Craig Tucker, Environmental Health, Program Supervisor (LPPL)



Jefferson County Commission

Pamela J. Billups, Revenue, Administrative Analyst (MPACT)
 Cynthia Bunton-Frazier, Family Court, Probation Officer (LPPL)
 Angela P. Coleman, District Attorney's Office, Administrative Clerk (LPPL)
 Jeremy Creel, Environmental Services, Supervisor (MPACT)
 James Davis, Sheriff's Office, Lieutenant (MPACT)
 Fredrick Deamues, Environmental Services, Shift Supervisor (LPPL) / (LPRO)
 Erica Dozier, Family Court, Senior Probation Officer (MPACT)
 Jeff Hardisty, Environmental Services, Shift Supervisor (LPPL)
 Scott Herron, Probate Court, Accountant (LPPL) / (LPRO) / (TECH)
 Katherine Hill, Revenue, Administrative Assistant (LPPL)
 Michael House, Sheriff's Office, Sergeant (LPPL) / (MPACT)
 Alecia G. Jackson, Tax Assessor, Administrative Clerk (LPPL)
 Linda Jackson, Environmental Services, Shift Supervisor (LPPL) / (LPRO)
 Sonya D. Kennedy, District Attorney's Office, Investigator (LPPL)
 Ursula Q. Kimbrough, Environmental Services, Administrative Clerk (LPPL) / (LPRO)
 Terrence M. Lane, Environmental Services, Supervisor (LPRO) / (TECH)
 Jane Mardis, Board of Equalization, Property Appraisal Supervisor (LPPL)
 Ethel McCarroll, Revenue, Accounting Assistant I (LPPL)
 LaTanya McDuffie, Probate Court, Court Clerk (LPPL) / (LPRO)
 Adrienne Merritt, Family Court, Director of Probation Services (LPPL) / (LPRO)
 Regina Mitchell, Revenue, Accounting Assistant I (TECH)
 Tanorence Mooror, Youth Detention, Juvenile Detention Officer (LPPL)
 Angela Reese, Revenue, Administrative Clerk (TECH)
 Tiffany Roper, Family Court, Probation Officer (LPPL)
 Aaron Self, Board of Equalization, Senior Property Appraiser (LPPL)
 Denise Trimmier, Information Services, Communications Coordinator (LPRO) / (MPACT)
 Latosha Twilley, Revenue, Accounting Assistant I (TECH)
 Romissa M. Walton, Human Resources, Principal Administrative Analyst (LPPL) / (LPRO)
 Tammy Williams-Givens, Sheriff's Office, Administrative Supervisor (LPPL)



