



2014 ANNUAL **REPORT**



Personnel Board of Jefferson County
The foundation of Your Merit System Career

Report Contents

The content of this report covers the 2014 calendar year (i.e., January 1, 2014 – December 31, 2014). This report was submitted to the Citizens Supervisory Commission on May 19, 2015.

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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FOREWORD

by
Executive Director
LORREN OLIVER



May 19, 2015

I am pleased to present this 2014 Annual Report of the Personnel Board of Jefferson County to the Citizens Supervisory Commission, the management and employees of our member jurisdictions, and the citizens of Jefferson County and the municipalities we serve. The 2014 calendar year was a busy and productive time for the Personnel Board and I believe you will see from the contents of this report that the organization continues to strive to provide the highest quality of service to our member organizations in order to assist them in facilitating high quality services to their customers and citizens.

As you will find in greater detail in this report, the Personnel Board has continued to work to minimize the financial impact of its operations on our member jurisdictions by reducing our budget for the 2014 fiscal year. The reporting period marked the 10th straight year in which the Personnel Board has essentially a flat or reduced budget from the previous year and in each of those 10 years the Board's expenditures have come in under budget. Over this ten year period, the Board's budget has dropped by over 40% and expenditures by over 30%, all while expanding and improving our services.

In addition to the financial state of the Personnel Board, within this report you should see tremendous activity in all functions and areas of the organization. During the year, the organization enhanced its recruiting efforts by leveraging social media and referrals and experienced a 40% increase in applications received over the previous year; administered high fidelity, individualized assessment processes to over 6700 candidates for employment; helped facilitate the hire of nearly 700 employees; surveyed for classification purposes over 1300 Merit System positions; and trained over 3500 Merit System employees in a variety of job-related skills.

These are just a few of the highlighted activities at the Board for the year. From our nationally recognized employment assessment process and facility to our award winning training & development programs, the Personnel Board is continuing to work to become a model human resource agency in all areas of service. On behalf of the employees and the members of the Personnel Board of Jefferson County, I express my gratitude for your support and commitment to the System and thank you for taking the time to learn more about the Personnel Board Merit System.

Sincerely,

A handwritten signature in black ink, appearing to read "Lorren Oliver". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Lorren Oliver
Executive Director, Personnel Board of Jefferson County

MAKING AN IMPACT

IN JEFFERSON COUNTY



The **PERSONNEL BOARD OF JEFFERSON COUNTY** (or Personnel Board, for short) was established by Alabama state statute as the human resources agency responsible for administering the civil service system (or merit system) within Jefferson County. The Personnel Board Merit System currently includes over 7500 classified employees of the Jefferson County Commission, seventeen municipalities located within Jefferson County, and five county-wide agencies.

PERSONNEL BOARD SERVICES & RESPONSIBILITIES

RECRUITING HIGH QUALITY TALENT INTO POSITIONS WITHIN THE MERIT SYSTEM

REVIEWING AND SCREENING APPLICATIONS OF QUALIFIED INDIVIDUALS TO FILL EMPLOYMENT VACANCIES

ANALYZING JOBS TO IDENTIFY IMPORTANT JOB DUTIES AND NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES

DEVELOPING AND ADMINISTERING EMPLOYMENT TESTS TO FACILITATE HIRING BASED ON MERIT

ESTABLISHING AND MANAGING AN EFFECTIVE JOB CLASSIFICATION AND PAY PLAN

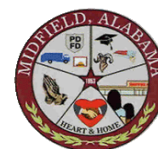
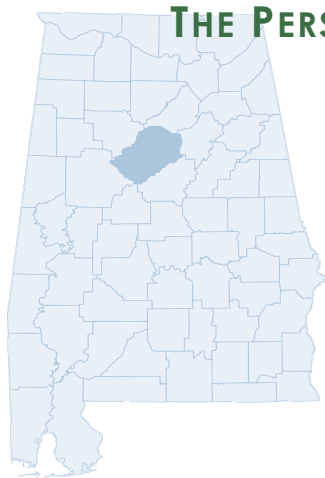
PROVIDING TRAINING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR MERIT SYSTEM EMPLOYEES

PROCESSING PERSONNEL ACTIONS AND ADMINISTERING HUMAN RESOURCE MANAGEMENT SYSTEMS

ESTABLISHING AND ADMINISTERING PERFORMANCE APPRAISAL SYSTEM FOR MERIT SYSTEM POSITIONS

ADMINISTERING OF DISCIPLINARY APPEAL AND GRIEVANCE HEARINGS

THE PERSONNEL BOARD REPRESENTS OVER 7,000 EMPLOYEES IN THE
MERIT SYSTEM OF JEFFERSON COUNTY, ALABAMA
WHO DEVOTE THEIR SKILLS TO SERVING THE PUBLIC



MEMBER JURISDICTIONS

BESSEMER
BIRMINGHAM
CENTER POINT
FAIRFIELD
FULTONDALE
GARDENDALE
HOMEWOOD
HUEYTOWN
IRONDALE

JEFFERSON COUNTY
LEEDS
MIDFIELD
MOUNTAIN BROOK
PLEASANT GROVE
TARRANT CITY
TRUSSVILLE
VESTAVIA HILLS
WARRIOR POLICE DEPT.

EMERGENCY MANAGEMENT AGENCY
GENERAL RETIREMENT SYSTEM
JEFFERSON COUNTY DEPT. OF HEALTH
PERSONNEL BOARD

PBJC GOVERNANCE

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.



Chairperson
Place No. 1 - Term Expires Oct. 2015

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 Cumberland School of Law at 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 received his law degree from Cumberland School of Law at 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 Brighton, Alabama and Lipscomb, Alabama. In 2014, Mr. Washington had the great honor of being appointed by Governor Robert Bentley to the Alabama State University Board of Trustees.



Associate Member
Place No. 2 - Term Expires Oct. 2017



Associate Member
Place No. 3 — Term Expires Oct. 2019

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 sits on the Board of Directors for the Public Affairs Research Council of Alabama (PARCA), the Freshwater Land Trust, the Addiction Coalition, and the Alabama Humanities Foundation. A native of Weldon, Arkansas, Ms. Florie is a graduate of Newcomb College of Tulane University.

PBJC GOVERNANCE

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.

CITIZEN'S SUPERVISORY COMMISSION

2014 REPRESENTATIVES

Judge Alan King, Chair

Presiding Probate Judge

Dr. Andrew Westmoreland

President, Samford University

Mr. Brian Hilson

President and Chief Executive Officer
Birmingham Business Alliance, Inc.

Ms. Elaine S. Jackson

President, Birmingham Urban League

Dr. Ray L. Watts

President, University of Alabama at Birmingham

Mr. Hezekiah Jackson, IV

President, NAACP Birmingham Branch

Dr. Greg W. Ayers

President, Jefferson County Medical Society

Keith A. Brown, Esq.

Interim President, Jefferson State Community College

Ms. Beverly Alldredge

Jefferson County Family Court
County Employee Representative

Mr. David Clark

United Steelworkers Local 1013
President, Central Alabama Labor Federation

General Charles C. Krulak

President, Birmingham-Southern College

Pastor E.O. Jackson

President, Interdenominational Ministerial Alliance of Greater Birmingham

Ms. Kim Munford

President, Jefferson County Council of PTA's

Dr. George T. French, Jr.

President, Miles College

Dr. Perry W. Ward

President, Lawson State Community College

Lt. Larry Rice

Tarrant Police Department
Municipal Employee Representative

The CSC convened on the following dates in 2014:

- ♦ **May 20, 2014 - Semi-Annual Meeting**
- ♦ **August 26, 2014 - Special Meeting**
- ♦ **November 18, 2014 - Semi-Annual Meeting**

***This roster represents the composition of the CSC as of December 31, 2014**

BOARD OPERATIONS

What's Happening Inside the 2121 Building...

The Personnel Board is organizationally structured with a number of departments performing vital operations and providing essential services to our member organizations. Presented below is an overview of the departments and their functions.

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 compliance with organizational policies. Additionally, the Budget Office functions include creating financial operating policies and procedures; establishing and monitoring internal supply and requisition system; assuring expenditures to individuals, contractors, and vendors are consistent with contractual agreements and obligations; preparing the annual operating budget and developing budgets for major initiatives, and processing payroll for Board employees.

Applicant Services

Applicant Services is responsible for developing recruitment and marketing strategies that encourage individuals to consider careers in civil service and promote the Merit System as an employer of choice in Jefferson County. The department is committed to providing equal opportunity in the recruitment process regardless of race, creed, color, national origin, religion, age, disability, or veteran status to the full extent protected by the law. 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 the Classification & Compensation Department and the Employee Relations Department. Classification & Compensation is responsible for assuring employees are properly assigned to job classes, and appropriately assigning salary grades to job classes. The department administers the classification survey, reviews position description questionnaires, conducts job audits, develops class specifications, reviews independent contractor services and collects and analyzes labor market data to assure the competitive positioning of Merit System jobs.

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, which is the 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



FISCAL YEAR 2014

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 2014. *Please note that the fiscal year covered in this report spans the period of October 1, 2013 through September 30, 2014.*

EXPENDITURES— 2014 FISCAL YEAR

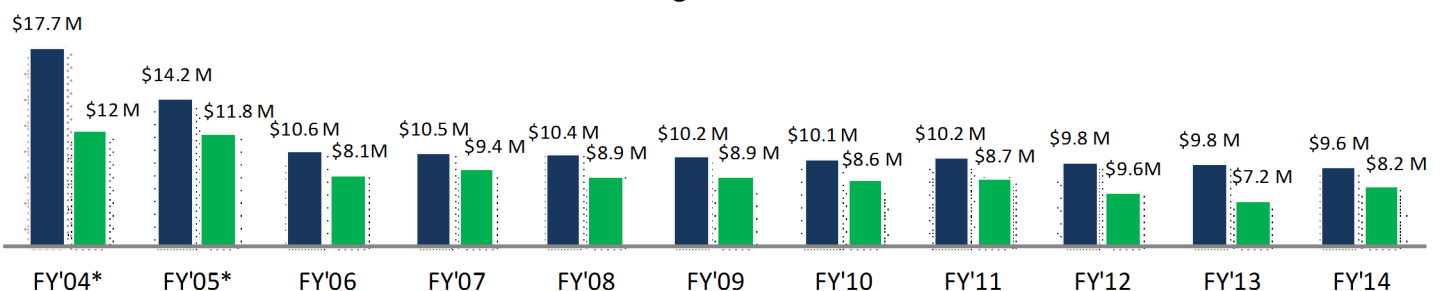
| | |
|--|-----------------------|
| Personnel Costs | \$ 4,774,166.24 |
| Employee Benefits | \$ 965,753.33 |
| Legislative Allowance (Board Members' compensation) | \$ 3,250.00 |
| Advertising | \$ 68,947.50 |
| Systems Maintenance (includes hosting fees) | \$ 634,448.92 |
| Other Travel (volunteer assessor travel & recruiting travel) | \$ 135,244.77 |
| Legal Expenses | \$ 201,802.76 |
| Other Professional Services (exam & transcription svcs) | \$ 43,252.50 |
| Insurance Premiums | \$ 32,848.00 |
| Rental-Facilities (hotel accommodations for volunteer assessors) | \$ 106,550.94 |
| Office Supplies | \$ 17,423.66 |
| Computer Equipment and Software | \$ 140,859.99 |
| Other Materials & Supplies | \$ 159,014.31 |
| Hospitality (meals for volunteer assessors) | \$ 15,894.64 |
| Rent (rental of office space in 2121 building) | \$ 635,363.04 |
| Other (includes telephone expenses, copier rentals, etc.) | \$ 216,360.17 |
| TOTAL | \$8,151,180.77 |

For Fiscal Year 2014, the Board budgeted approximately **\$9.56 million** to fund all Personnel Board expenditures. At the end of the fiscal year, the Board's actual expenditures totaled **\$8.15 million**.

The chart below reflects an overview of the Board's annual fiscal activity over the past 10 years. This comparison shows that the Board's budget has remained essentially flat or declined annually for each of those ten years and the Board has consistently ended the year under budget.

10-Year Spending Trend

■ Budget ■ Actual



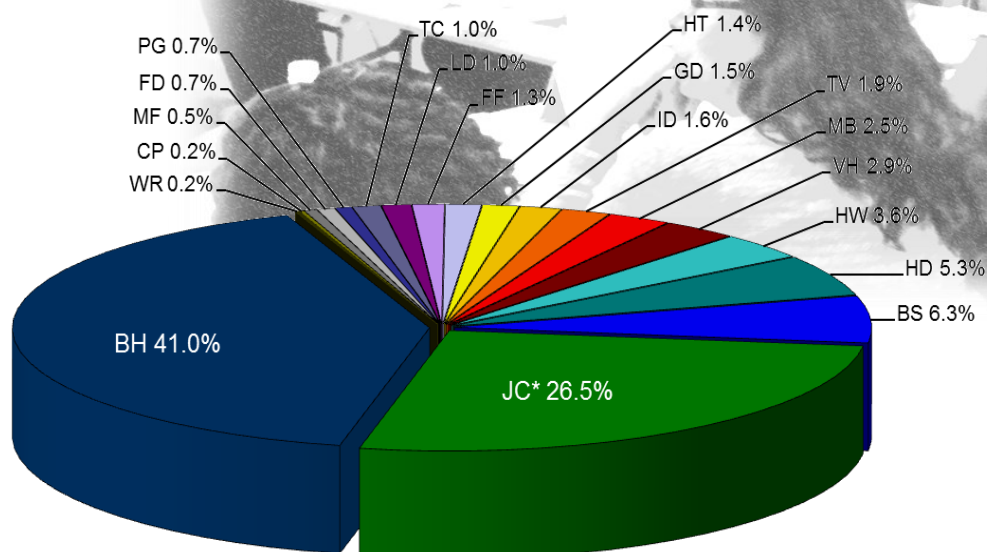
*FY 2004, 2005, the Board was under Federal Receivership

2014 EXPENSE ALLOCATION

% OF EXPENSES BILLED TO EACH JURISDICTION

| Jurisdiction | Percentage |
|---|------------|
| Birmingham (BH) | 41.0% |
| Jefferson County (JC) (including EMA & Pension) | 26.5% |
| Bessemer (BS) | 6.3% |
| Health Dept (HD) | 5.3% |
| Homewood (HW) | 3.6% |
| Vestavia Hills (VH) | 2.9% |
| Mountain Brook (MB) | 2.5% |
| Trussville (TV) | 1.9% |
| Irondale (ID) | 1.6% |
| Gardendale (GD) | 1.5% |
| Hueytown (HT) | 1.4% |
| Fairfield (FF) | 1.3% |
| Leeds (LD) | 1.0% |
| Tarrant (TC) | 1.0% |
| Fultondale (FD) | 0.7% |
| Pleasant Grove (PG) | 0.6% |
| Midfield (MF) | 0.5% |
| Center Point (CP) | 0.2% |
| Warrior Police (WR) | 0.2% |

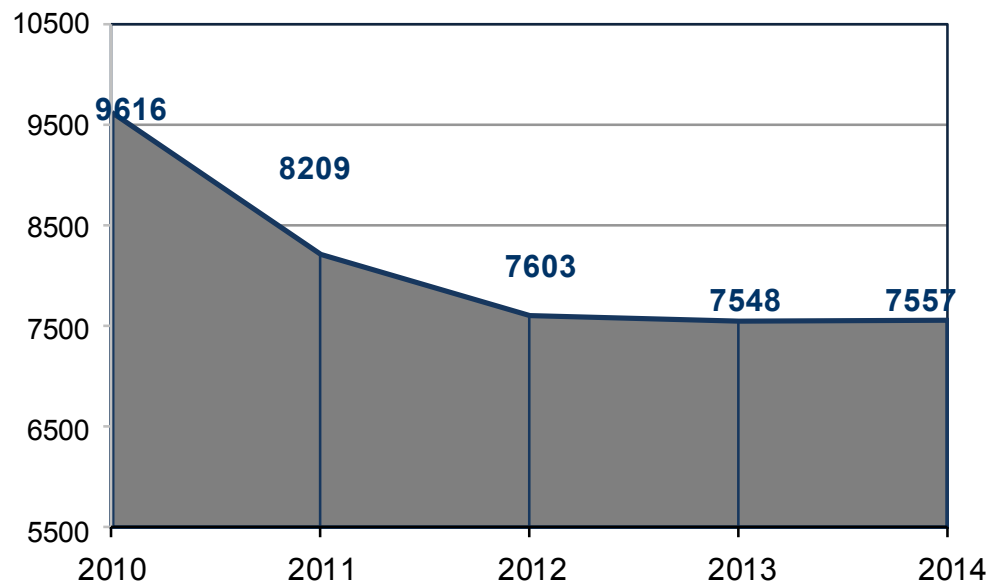
The Personnel Board of Jefferson County's expenses throughout the fiscal year are paid by Jefferson County. At the conclusion of the fiscal year, Jefferson County submits to the Personnel Board the total sum it has expended for Personnel Board operations. The Personnel Board Director certifies the expenditures and the allocation of expenses to be billed to the member jurisdictions and submits the information to the Three-Member Board for approval. Presented here is the percentage of Personnel Board expenses allocated to each jurisdiction for fiscal year 2014.



Note: Percentage allocated is based on the number of classified employees employed by the jurisdiction as of September 30, 2014.

WORKFORCE Demographics

The year 2014 saw a very modest increase (0.1%) in the total number of Merit System, marking the first increase in total employee count in the last five years. The tables and graphs within this section present the employment pattern within the Merit System from 2009 through 2014 for the system as a whole, as well as by individual jurisdiction.



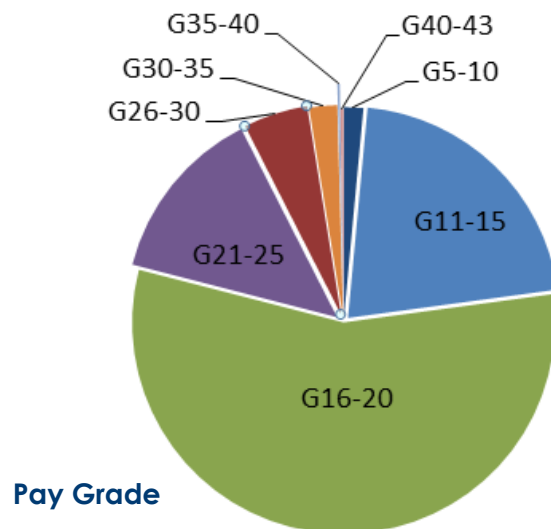
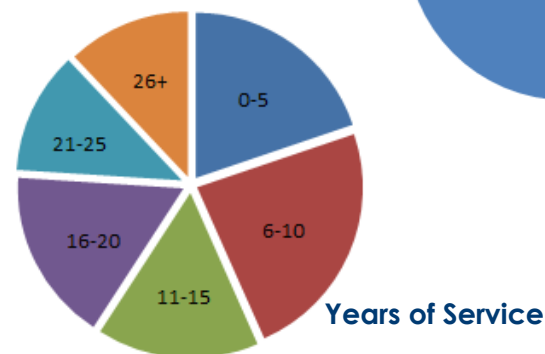
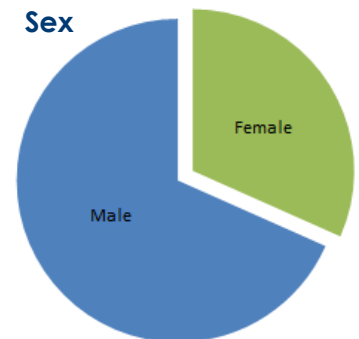
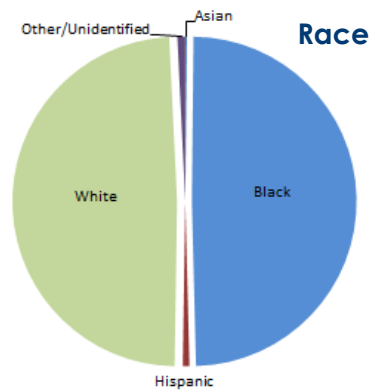
| Jurisdiction | 2014 | 2013 | 2012 | 2011 | 2010 | % Change 1 Year | % Change 5 Years |
|---------------------|-------------|-------------|-------------|-------------|-------------|-----------------|------------------|
| Bessemer | 475 | 470 | 442 | 439 | 457 | 1% | 4% |
| Birmingham | 3082 | 3074 | 3022 | 3098 | 3611 | 0% | -15% |
| Centerpoint | 13 | 14 | 13 | 10 | 13 | -7% | 0% |
| EMA | 6 | 8 | 8 | 8 | 8 | -25% | -25% |
| Fairfield | 94 | 93 | 89 | 93 | 102 | 1% | -8% |
| Fultondale | 50 | 51 | 50 | 48 | 45 | -2% | 11% |
| Gardendale | 116 | 105 | 106 | 107 | 110 | 10% | 5% |
| Health Dept | 400 | 416 | 402 | 405 | 501 | -4% | -20% |
| Homewood | 267 | 266 | 261 | 260 | 274 | 0% | -3% |
| Hueytown | 106 | 105 | 100 | 103 | 98 | 1% | 8% |
| Irondale | 123 | 121 | 114 | 119 | 116 | 2% | 6% |
| Jefferson County | 1973 | 1954 | 2173 | 2686 | 3440 | 1% | -43% |
| Leeds | 76 | 84 | 75 | 81 | 77 | -10% | -1% |
| Midfield | 37 | 38 | 38 | 37 | 36 | -3% | 3% |
| Mountain Brook | 186 | 184 | 179 | 178 | 177 | 1% | 5% |
| Pension Board | 5 | 7 | 7 | -- | -- | -29% | -- |
| Personnel Board | 57 | 55 | 49 | 54 | 61 | 4% | -7% |
| Pleasant Grove | 48 | 49 | 52 | 52 | 51 | -2% | -6% |
| Tarrant | 73 | 83 | 78 | 80 | 83 | -12% | -12% |
| Trussville | 140 | 143 | 130 | 132 | 127 | -2% | 10% |
| Vestavia Hills | 218 | 217 | 205 | 208 | 217 | 0% | 0% |
| Warrior | 12 | 11 | 10 | 11 | 12 | 9% | 0% |
| Total System | 7557 | 7548 | 7603 | 8209 | 9616 | 0.1% | -21.4% |

WORKFORCE Demographics

| Race | Total | Percentage |
|--------------------|-------|------------|
| Asian | 12 | 0.2% |
| Black | 3736 | 49.4% |
| Hispanic | 49 | 0.6% |
| White | 3702 | 49.0% |
| Other/Unidentified | 58 | 0.8% |

| Sex | Total | Percentage |
|--------|-------|------------|
| Female | 2391 | 31.6% |
| Male | 5166 | 68.4% |

| Years of Service | Total | Percentage |
|------------------|-------|------------|
| 0-5 Years | 1495 | 19.8% |
| 6-10 Years | 1781 | 23.6% |
| 11-15 Years | 1194 | 15.8% |
| 16-20 Years | 1275 | 16.9% |
| 21-25 Years | 904 | 12.0% |
| 26+ Years | 908 | 12.0% |



| Pay Grade | Total | Percentage |
|--------------|-------|------------|
| Grades 5-10 | 112 | 1.5% |
| Grades 11-15 | 1615 | 21.4% |
| Grades 16-20 | 4245 | 56.2% |
| Grades 21-25 | 1020 | 13.5% |
| Grades 26-30 | 372 | 4.9% |
| Grades 30-35 | 161 | 2.1% |
| Grades 35-40 | 15 | 0.2% |
| Grades 40-43 | 18 | 0.2% |

A LOOK AT SALARIES ACROSS THE SYSTEM

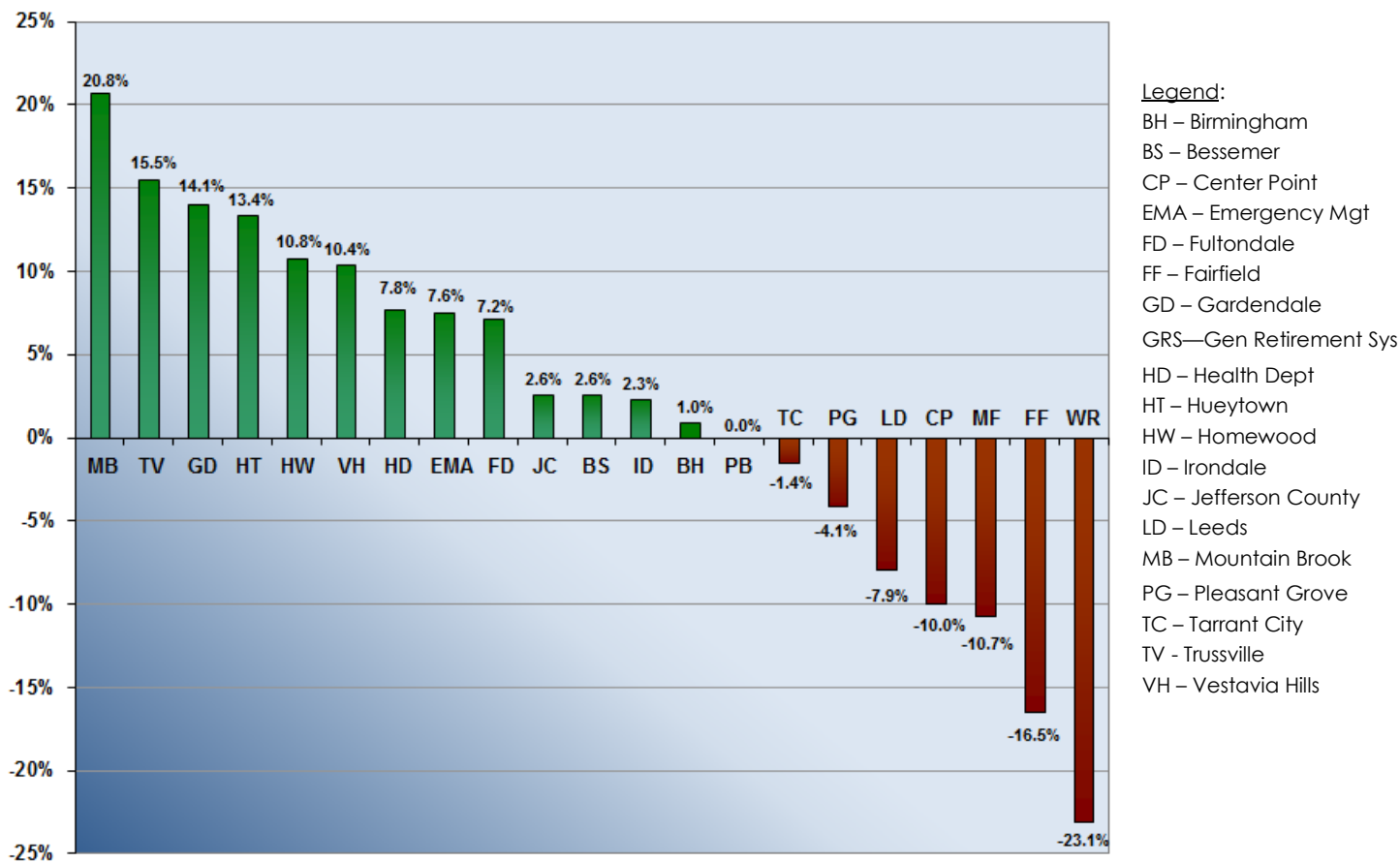
The Personnel Board's pay philosophy is to remain competitive with the relevant labor market by establishing salary ranges where the midpoint is representative of the market and steps below and above the midpoint allow for compensation based on experience; however, each jurisdiction establishes its own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

| Jurisdiction | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|-------------------|-------------------|-------------------|-------------------|--------|--------|
| Bessemer | 0.0% | 0.0% | 0.0% | 4.0% | 2.0% |
| Birmingham | 0.0% | 0.0% ^M | 0.0% ^M | 0.5% | 1.0% |
| Center Point | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Fairfield | 0.0% | 0.0% | 0.0% | 0.0% | 2.0% |
| Fultondale | 3.0% | 3.0% | 3.0% | 3.0% | 1.0% |
| Gardendale | 0.0% ^M | 2.0% | 2.0% | 2.0% | 1.7% |
| Health Department | 0.0% | 0.0% | 3.0% | 0.0% | 0.0% |
| Homewood | 0.0% | 0.0% | 0.0% | 1.5% | 2.5% |
| Hueytown | 2.0% | 0.0% | 2.0% | 2.0% | 2.0% |
| Irondale | 0.0% | 0.0% | 3.0% | 2.0% | 2.0% |
| Jefferson Co. | 0.0% | 0.0% | 0.0% | 0.0% | 2.0% |
| Leeds | 0.0% | 0.0% | 0.0% | 4.0% | 0.0% |
| Midfield | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Mountain Brook | 0.0% | 0.0% | 2.5% | 1.5% | 1.0% |
| Personnel Board | 0.0% ^M | 1.5% ^M | 0.0% | 0.0% | 2.5% |
| Pleasant Grove | 0.0% | 0.0% | 0.0% | 2.0% | 0.0% |
| Tarrant City | 0.0% | 0.0% | 0.0% | 3.0% | 0.0% |
| Trussville | 0.0% ^M | 0.0% | 2.5% | 0.0% | 0.0% |
| Vestavia Hills | 1.0% ^M | 0.0% | 0.0% | 0.0% | 2.0% |
| Warrior | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

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

A LOOK AT SALARIES ACROSS THE SYSTEM

As previously mentioned, jurisdictions maintain and adjust their own salary schedules. Below is a comparison of the base salary (excluding non-salary benefits) for fiscal year 2014 of each of the jurisdictions within the Merit System to the Personnel Board's base salary. The Personnel Board gathers compensation data from a cross-section of comparable labor markets and sets its salary schedule consistent with these markets. In the graph below, those jurisdictions falling to the left (in green) of the Personnel Board (PB) pay at the indicated percentage above the Personnel Board. Those falling to the right (in red) of the of the Personnel Board pay at the indicated percentage below the Personnel Board.



NEW

Education Premium Pay

In March 2014 the Personnel Board adopted a new policy for employee eligibility for education based Premium Pay. Board personnel held round table discussions with appointing authorities, department heads, police chiefs, fire chiefs, city clerks, employee association representatives and HR representatives to discuss market data and the impact of potential changes to the previous policy.

Under the new policy, all employees are eligible for premium pay, as opposed to only certain job classifications. Additionally, obtaining graduate/professional degrees have been included in addition to Associate's Degrees and Bachelor's Degrees and the Appointing Authority has the flexibility to limit eligibility to certain job classes and offer premium pay for any and all education, regardless of job relatedness.

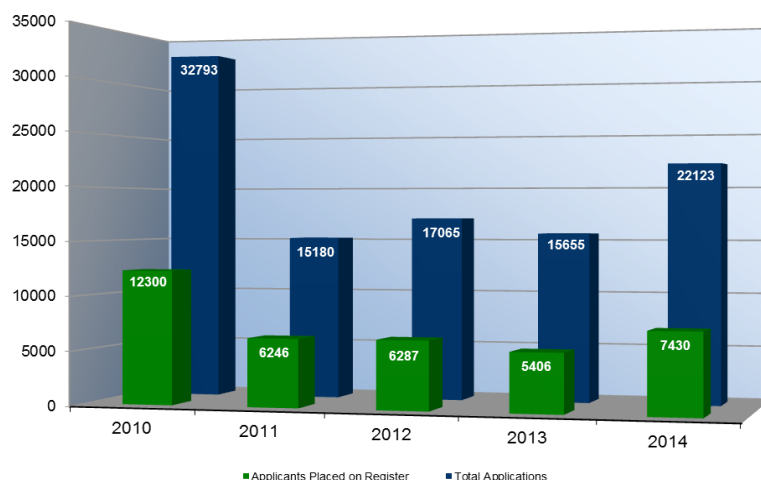
The following jurisdictions have passed Resolutions implementing different criterion for educational premium pay eligibility: City of Birmingham, City of Mountain Brook and the City of Vestavia.

ON THE QUEST...

FOR TALENT

In 2014, the Personnel Board worked diligently in their mission to recruit the best and brightest workers to join the civil service. As the gateway to employment in the Jefferson County Merit System, the Board is tasked with ensuring effective communication of job opportunities and efficient processing and screening of employment applications. Along with new strategies for brand identity, the Board fostered relationships to forge new streams of applicant pools and increased visibility at recruitment events around the state.

In 2014, the Board received **22,123** applications for employment. Of those applicants, **7,430** were placed on a Register for hiring eligibility. This chart reflects the number of applications received and number of individuals placed on eligible registers over the past five years.



The Personnel Board participated in recruitment efforts at the following events in 2014:



VA Veterans Welcome Home Event

3rd Annual Congressional Job Fair
(Sponsored by Rep. Terri Sewell)

University of South Alabama

Alabama Agricultural and Mechanical University

University of Alabama Birmingham

University of Alabama

Jacksonville State University

Alabama State University

University of North Alabama

Auburn University

Birmingham Southern College

Troy University

Alabama Joint Leadership Development Conference

Alabama Institute for the Deaf and Blind

Hiring Our Heroes (Veterans)

Alabama Department of Human Resources

Surveys have shown that the use of social media websites has become one of the best way to connect with high-caliber employees to develop your workforce. In 2014, the Board significantly increased its use of social media as a recruiting tool for new talent. The Board has quickly gained over 500 new connections and followers of our network on LinkedIn, Facebook and Twitter. These tools have opened the door to new recruiting strategies that the Board will undertake in the next year, to further expand its web presence and recruiting network.



QUEST FOR TALENT, CONTD.

The Board is also responsible for processing Requests for Certification and issuing Certification Lists to hiring departments throughout the Merit System in order to facilitate hiring. With improving economic conditions, our member jurisdictions have gradually experienced some relief from the budget restraints that have restricted hiring in the last five years. As a result, in 2014, the Board had an increased number of job postings and the highest number of applicants since 2010. The chart below reflects the total hiring activity within the jurisdictions, including a breakdown by sex and race.

**2014 Marked the
Highest
Number of Job
Applications
Received since 2010**

| Jurisdiction | Total | Sex | | | Race | | |
|-------------------------------|-------|------|--------|---------|-------|-------|-----------------|
| | | Male | Female | Unknown | Black | White | Other/ Unkn. |
| Applicants Placed on Register | 7430 | 3908 | 3379 | 143 | 4323 | 2571 | 536 |
| Applicants Certified | 18899 | 8884 | 9625 | 390 | 11168 | 6267 | 1464 |
| Bessemer | 1799 | 1092 | 675 | 32 | 1045 | 645 | 109 |
| Birmingham | 6042 | 3035 | 2886 | 121 | 3587 | 1990 | 465 |
| Center Point | 319 | 184 | 128 | 7 | 225 | 80 | 14 |
| Cooper Green | 56 | 5 | 49 | 2 | 34 | 20 | 2 |
| Emergency Management | 37 | 24 | 12 | 1 | 18 | 16 | 3 |
| Fairfield | 863 | 446 | 404 | 13 | 555 | 251 | 57 |
| Fultondale | 90 | 63 | 27 | 0 | 37 | 49 | 4 |
| Gardendale | 473 | 317 | 149 | 7 | 203 | 240 | 30 |
| Health Department | 1006 | 116 | 861 | 29 | 558 | 312 | 136 |
| Homewood | 1204 | 665 | 510 | 29 | 644 | 466 | 94 |
| Hueytown | 114 | 72 | 39 | 3 | 61 | 47 | 6 |
| Irondale | 422 | 180 | 230 | 12 | 267 | 121 | 34 |
| Jefferson County | 1588 | 300 | 1256 | 32 | 1118 | 346 | 124 |
| Leeds | 341 | 195 | 137 | 9 | 171 | 146 | 24 |
| Midfield | 405 | 163 | 232 | 10 | 286 | 98 | 21 |
| Mountain Brook | 582 | 424 | 149 | 9 | 255 | 283 | 44 |
| Personnel Board | 835 | 223 | 603 | 9 | 569 | 188 | 78 |
| Pleasant Grove | 573 | 437 | 124 | 2 | 276 | 262 | 35 |
| Sheriff Office | 914 | 351 | 543 | 20 | 603 | 243 | 68 |
| Tarrant City | 357 | 125 | 225 | 7 | 231 | 98 | 28 |
| Trussville | 60 | 16 | 40 | 4 | 38 | 16 | 6 |
| Vestavia Hills | 626 | 283 | 327 | 16 | 320 | 238 | 68 |
| Warrior | 193 | 168 | 19 | 6 | 67 | 112 | 14 |
| Applicants Hired | 669 | 416 | 236 | 17 | 315 | 299 | 55 |
| Bessemer | 62 | 49 | 11 | 2 | 40 | 18 | 4 |
| Birmingham | 271 | 184 | 82 | 5 | 136 | 114 | 21 |
| Center Point | 5 | 2 | 3 | 0 | 2 | 3 | 0 |
| Cooper Green | 5 | 1 | 4 | 0 | 5 | 0 | 0 |
| Emergency Management | 1 | 0 | 0 | 1 | 0 | 0 | 1 |
| Fairfield | 18 | 13 | 5 | 0 | 13 | 5 | 0 |
| Fultondale | 4 | 3 | 1 | 0 | 0 | 4 | 0 |
| Gardendale | 17 | 15 | 2 | 0 | 1 | 16 | 0 |
| Health Department | 34 | 9 | 25 | 0 | 23 | 8 | 3 |
| Homewood | 32 | 26 | 5 | 1 | 4 | 26 | 2 |
| Hueytown | 4 | 4 | 0 | 0 | 1 | 3 | 0 |
| Irondale | 10 | 7 | 3 | 0 | 3 | 7 | 0 |
| Jefferson County | 59 | 12 | 44 | 3 | 42 | 8 | 9 |
| Leeds | 13 | 7 | 6 | 0 | 3 | 7 | 3 |
| Midfield | 8 | 3 | 4 | 1 | 6 | 0 | 2 |
| Mountain Brook | 17 | 13 | 3 | 1 | 3 | 12 | 2 |
| Personnel Board | 20 | 7 | 13 | 0 | 14 | 6 | 0 |
| Pleasant Grove | 12 | 10 | 2 | 0 | 2 | 10 | 0 |
| Sheriff Office | 45 | 28 | 17 | 0 | 13 | 30 | 2 |
| Tarrant City | 5 | 4 | 1 | 0 | 2 | 3 | 0 |
| Trussville | 3 | 2 | 1 | 0 | 0 | 2 | 1 |
| Vestavia Hills | 21 | 14 | 4 | 3 | 2 | 14 | 5 |
| Warrior | 3 | 3 | 0 | 0 | 0 | 3 | 0 |

AN INNOVATOR IN CIVIL SERVICE TESTING

The Personnel Board is responsible for developing and administering valid testing procedures to ensure each jurisdiction is provided with a list of qualified candidates to make their hiring decisions.

In order to deliver the most competitive lists of qualified potential employees to the Merit System, the Personnel Board seeks to identify and utilize employee selection measures that will result in the highest levels of validity and the lowest levels of adverse impact on its applicants. The Board's state-of-the-art assessment center facility is designed to administer high-fidelity video-based testing which can provide contextually-based job related scenarios and situations to which they must respond. This allows candidates to visually and audibly communicate job related skill sets in a manner that cannot be achieved through traditional paper and pencil testing methods.

The Personnel Board assessment center facility allows for highly effective and valid selection tests to be administered to large number of candidates in a very efficient manner. Using this facility the Personnel Board is able to test up to 500 candidates through individualized interviews and simulations in a single day.



All testing activity is monitored and controlled through a central control room where individual candidates can complete video based exam segments simultaneously.



With video-based test questions and recorded responses, every candidate is presented the same questions in the same manner, and provided equal time to respond; thus providing each candidate fair and consistent treatment.

Video simulation tests are designed to assess a wide array of job-related knowledge, skills and abilities (KSAs); including those KSAs which are traditionally difficult to assess, such as situational judgment, human relations, teamwork, listening and communications skills, management, multi-tasking, problem solving and safety orientation.



EMPLOYMENT TESTING & ASSESSMENT ACTIVITY

The Personnel Board is charged with assessing the requirements and qualifications of job applicants to ensure the placement 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.

This list presented in the following table reflects each job class for which a test was administered in 2014, along with the number that of candidates that participated in the given testing process. In 2014, the Board administered **29** competitive examinations, and a total of **6,744** candidates participated in examinations.

| Examination | # of Examinees |
|--|----------------|
| Accounting Assistant I/II | 366 |
| Parking Enforcement Officer | 55 |
| Stores Clerk | 138 |
| Fire Battalion Chief II | 21 |
| Clerical Typing Test | 660 |
| HEO/CEO | 100 |
| Firefighter Written | 759 |
| Administrative, Court, & Medical Clerk Written | 551 |
| Administrative Assistant | 187 |
| Administrative Supervisor | 53 |
| Firefighter SI | 347 |
| Police Officer/Deputy Sheriff | 421 |
| Labor Supervisor | 26 |
| Administrative, Court, & Medical Clerk Interview | 444 |
| Fire Prevention Inspector I | 133 |
| Skilled Laborer | 138 |
| Corrections Officer | 101 |
| Legal Secretary | 48 |
| Fire Apparatus Operator | 166 |
| Fire Lieutenant (Part I) | 266 |
| Fire Captain | 100 |
| Fire Lieutenant (Part 2) | 263 |
| Police Chief | 61 |
| Fire Apparatus Operator Pump Test | 164 |
| Public Safety Dispatcher Work Sample | 298 |
| Zoning Inspector | 119 |
| Police Officer/Deputy Sheriff | 476 |
| Public Safety Dispatcher SI | 178 |
| Business Office Supervisor | 105 |



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 employee is properly classified in their job positions in accordance with the Board's Salary Administration and Classification Plan. Employees in the selected classes are asked to complete online Position Description Questionnaires to begin the analysis. Board staff may also conduct on-site interviews with employees and their supervisors in order to make proper determinations and/or recommendations regarding assigned job classes.

The Personnel Board utilizes the annual 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. If an employee is not properly classified, a recommendation is made for a more appropriate job class. The employee may appeal that recommendation to the Three-Member Board, who then makes a final decision.

Surveys are initiated during the fall of each year, and adopted by June 30 of the following year.

The 2013-14 Classification Survey evaluated positions in healthcare job families.

Job Positions Surveyed — 2013-2014

| | |
|---|---|
| International Program Manager | Clinical Nurse Practitioner |
| Clinical Dentist | Clinical Nursing Director |
| Dental Assistant | Epidemiology Analyst |
| Dental Hygienist | Licensed Practical Nurse |
| Senior Dental Hygienist | Patient Care Technician |
| Disease Intervention Program Manager | Public Health Nurse |
| Disease Intervention Program Supervisor | School Health Nurse |
| Laboratory Supervisor | Staff Nurse |
| Public Health Language Coordinator | Nutrition Consultant |
| Public Health Language Worker | Nutrition Services Coordinator |
| Senior Water Pollution Control Technician | Senior Nutrition Consultant |
| Water Pollution Control Aide | Clinical Pharmacist |
| Water Pollution Control Technician | Pharmacy Manager |
| Assistant, Director of Health Info Services | Pharmacy Technician |
| Deputy Director of Nursing Services | Occupational Therapist |
| Health Info Services Technician | Physical Therapist |
| Biomedical Technician | Physical Therapy Assistant |
| Diagnostic Image Technician | Physical Therapy Manager |
| Imaging Supervisor | Respiratory Therapy Technician |
| Medical Lab Technician | Assistant Director of Clinical Services |
| Medical Laboratory Coordinator | Assistant Director of Quality Improvement |
| Medical Technician Supervisor | Assistant Health Services Admin |
| Medical Technologist | Deputy Health Officer |
| Special Imaging Technician | Director of Quality Improvement |
| Senior Histology Technician | Education/Training Manager |
| Clinical Counselor | Health Services Admin |
| Case Manager - RN | Health Services Project Admin |
| Central Supply Technician | Medical Director |
| Certified Nursing Assistant | Nursing Education/Training Coordinator |
| Charge Nurse | Public Health Medical Officer |

2013 - 2014 Summary

| | |
|--|-----|
| Eligible Incumbents in Target Jobs | 344 |
| Eligible Employees Completing Survey | 187 |
| % of Participation of Eligible Employees | 54% |
| Percentage of Job Audits | 11% |
| Positions Recommended for Reclass | 7 |

CLASSIFICATION SURVEY, CONTINUED

The 2014-15 Classification Survey began in the fall of 2014 and continues into 2015.

In the latter half of 2014, the Board initiated its 2014-2015 classification survey of employees holding the job positions listed below. A total of **650** of the **979** eligible employees (66%) participated in the 2014-2015 survey, the results of which will be presented to the Three-Member Board at its May 2015 Public Hearing.

Job Classes Surveyed 2014-2015

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

In 2014 six new job classes were established by the Personnel Board for use for positions within the Merit System. The classes established and their associated pay grade are provided.

NEW JOB CLASSES CREATED IN 2014

- ◆ Director of Human Resources Management Grade 34
- ◆ Equal Employment/Affirmative Action Manager Grade 34
- ◆ Chief Deputy Director of Revenue Executive Exempt
- ◆ Animal Services Supervisor Grade 20
- ◆ Museum Conservator Grade 24

EMPLOYEE DISCIPLINARY ACTIONS &

APPEAL HEARINGS

An essential function of the Personnel Board is to ensure that Regular employees of the classified service who have been discharged, demoted, or suspended for more than five working days are provided a fair process to appeal these disciplinary actions. The Board is responsible the administration of the appeal and hearing process, which is the 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 2014, the Personnel Board received notification of two hundred eighty-eight (288) adverse employee actions (grievances, disciplinary actions, administrative leaves, etc.). Twenty-five percent (25%) of the actions were eligible for appeal in accordance with PBJC Rules and Regulations. Of those employees who were eligible, seventy-two percent (72%) exercised their appeal rights to have the matter reviewed by the Three-Member Board. Additionally, in 2014, seven (7) employee actions were appealed to the Jefferson County Circuit Court for review.

The Board conducted 18 disciplinary appeal hearings in 2014. The Three-Member Board upheld the Appointing Authorities decision in 11 of the actions. In six (6) actions, the Appointing Authority's disciplinary decision was reversed or reduced to a less severe action. One case settled at the hearing.

Summary of All Actions

| Action Type | Actions | Not Eligible for Appeal | Eligible for Appeal | Appeals Reviews |
|-------------------------|------------|-------------------------|---------------------|-----------------|
| Suspensions | 218 | 196 | 22 | 16 |
| Dismissals | 38 | 3 | 35 | 29 |
| Grievances | 29 | 17 | | |
| Demotions | 1 | 0 | 1 | 1 |
| Admin Leave without Pay | 2 | 0 | 2 | 3 |
| Totals | 288 | 216 | 65 | 49 |

2014 HEARING DECISIONS

Personnel Board's Final Ruling on Employee Appeals

Three-Member Board Ruling

| | Total | Upheld | Reversed/Reduced | Settled |
|-----------------------|-------|--------|------------------|---------|
| Disciplinary Appeals* | 18 | 11 | 6 | 1 |
| Suspensions | 1 | 0 | 1 | 0 |
| Demotions | 1 | 1 | 0 | 0 |
| Terminations | 12 | 10 | 5 | 1 |

* Some hearing decisions rendered in 2014 were based on actions initially filed in an earlier year.





ENHANCING THE WORKFORCE THROUGH TRAINING & DEVELOPMENT

A Key Component of the Board's Mission is to provide quality training and professional development programs to equip the leaders within our member jurisdictions.

The Personnel Board provides training opportunities for employees to develop their personal and professional skills, through a wide array of training courses. With more than 50 course offerings in both technical and non-technical fields, we cover topics such as communications, customer service, diversity, ethics, coaching, MS Office programs, stress management and leadership, and our courses are always free

of charge to employees of the Merit System. In 2014, the Personnel Board welcomed a total of **3,581** attendees to training courses offered through our Supervisory Certificate Program, Basic Computer Skills Program and our MPACT Programs.

The Personnel Board piloted multiple new courses in 2014 as part of a new certificate program called **Leading Processes**. The 45-hour Leadership Processes Certificate program is designed to strengthen a supervisors ability to handle the process (or task) side of management. By focusing on skills like Strategic Planning, Project Management, Creative Problem Solving, Effecting Meetings, and Critical Thinking, we expect participants to gain practical operating tools that can be implemented immediately to improve their working environments. The first Leading Processes Certificates of Completion are expected to be awarded in Fall 2015.

During 2014, Training & Development also completed two cohorts of the Board's newest comprehensive training program called **MPACT** (Managers Preparing to Accomplish Change Today). The MPACT program is designed for management and supervisory level workers. Participants complete this nine-month program by attending 65 hours of training exercises that delve into principles of trust, communication, courage, accountability, and other leadership concepts. 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.



PBJC TRAINING PROGRAM WINS TOP HONORS

2015 Leadership 500
Excellence Awards
Government/Military

The Personnel Board of Jefferson County was announced as winner of the 2015 Leadership 500 Excellence Award recognizing exceptional leadership development and innovative training programs.

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 both an application or nomination process, 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 program 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.



"This year's list of winners reflects the importance of reinventing leadership development and the need to bring leadership to a wider audience," stated Debbie McGrath, CEO of HR.com.



CELEBRATING TOMORROW'S LEADERS

PBJC awards 155 Training Program Certificates at 2014 Graduation

The Personnel Board proudly honored 155 individual Merit System employees for successful completion of our certificate programs in 2014. They were recognized at a celebration on June 5, 2014 at the Birmingham Botanical Gardens where the Director personally bestowed each graduate with their award of accomplishment.

Listed below, are graduates of our MPACT Program (34), the recipients Supervisor Certificate (114) and the Basic Computer Skills Certificate (7).

LEADERS WITH MPACT

Managers Preparing to Accomplish Change Today

In 2014, a total of 34 management level employees invested their time and skills into exploring strategies for improving their various jurisdictions. We'd like to commend this year's participants for their dedication and sacrifice.

CITY OF BIRMINGHAM

Menisha A. Baldwin
Finance, Senior Revenue Examiner

Perry L. Gordon
Police, Sergeant

Fred Heflin
Public Works, Supervisor

Sophia Hepburn
Finance, Principal Accountant

Sandy D. Hill
Public Works, Sanitation & Ordinance Supervisor

NaShonda G. Howard
Police, Lieutenant

Reginald Howard
Police, Sergeant

Tywanna Jackson
Police, Sergeant

Marsha Johnson
Police, Sergeant

Matthew H. Lamonte
Fire and Rescue, Captain

Otis Luke
Police, Sergeant

David Marable
Police, Lieutenant

Rosalind Short
Police, Captain

Becky White
Police, Sergeant

Roderick Zeigler
Public Library, Assistant Building Superintendent

CENTER POINT

Tiffany Wade,
Parks and Recreation, Senior Director

GARDENDALE

Rodney S. Ogle
Police, Sergeant

Terry Shouse
Police, Sergeant

HOMEWOOD

Lori P. Stoney
Fire and Rescue, Battalion Chief

HUEYTOWN

Danny Sullivan
Fire and Rescue, Battalion Chief

LEEDS

Bradley Watson
Inspections, Superintendent

MOUNTAIN BROOK

Patrick S. Dean
Fire and Rescue, Lieutenant

Leland Rhudy
Fire and Rescue, Lieutenant

TRUSSVILLE

Christopher A. Franklin
Fire and Rescue, Firefighter
Albert Tinney
Fire and Rescue, Captain

VESTAVIA HILLS

Steven Hopson
Fire and Rescue, Lieutenant

PBJC

Jeffrey Crenshaw
Administration, Deputy Director

JEFFERSON COUNTY

Roosevelt Butler
Information Technology, Director

Vernonia Carter
Revenue, Administrative Coordinator

Dan Lightfoot
Public Works, Supervisor

Tracie Swanson
Revenue, Business Office Supervisor

Karen L. White
Revenue, Administrative Supervisor

HEALTH DEPT

Anquanette Harris
Food and Lodging Protection, Administrative Clerk

Adriana C. Valenzuela
Clinical Services, Public Health Language Coordinator





The Graduation Celebration was held Thursday, June 5, 2014 at the Birmingham Botanical Gardens. Keynote Speaker: Birmingham Chief of Police A.C. Roper

City of Birmingham (45)

Timothy Bell, Sr., Police, Officer (SUP)
 Kesha Bogus, Police, Officer (SUP)
 LaMesa H. Brooks, Police, Administrative Clerk (CPU)
 Demetruis Brown, Police, Officer (SUP)
 Bernard Buggs, Fire and Rescue, Firefighter/EMT (SUP)
 Warren Calvert, Fire and Rescue, Lieutenant (SUP)
 Barry Casey, Fire and Rescue, Lieutenant (SUP)
 Frederick Chatman, Fire and Rescue, Captain (SUP)
 Carlos Clark, Fire and Rescue, Lieutenant (SUP)
 James W. Clieff, Police, Sergeant (SUP)
 Bridgette Conley, Fire and Rescue, Fire Inspector I (SUP)
 Jerry Cox, Fire and Rescue, Firefighter (SUP)
 Barrett Dewitt, Police, Officer (SUP)
 Iverlynn V. Dudley, Municipal Court, Administrative Supervisor (SUP)
 Kelly Dunn, Engineering, Senior Civil Engineer (SUP)
 Charles E. Everhart, Jr., Fire and Rescue, Lieutenant (SUP)
 Michael Fagin, Jr., Public Library, Library Assistant III (SUP)
 Willie Earl Hall, Police, Sergeant (SUP)
 Andre J. Hambright, Police, Officer (SUP)
 Herman Harris, Jr., Police, Mayor's Detail (SUP)
 Jackie V. Hicks, Fire and Rescue, Lieutenant (SUP)
 William Johnson, Fire and Rescue, Senior Fire Inspector (SUP)
 Joseph C. Kolodziej, Fire and Rescue, Lieutenant (SUP)
 Monica Y. Leach, Public Works, Administrative Clerk (SUP)
 Rebecca Lee, Birmingham, Museum of Art, Security Officer (SUP)
 Earnest Lockett III, Police, Detective (SUP)
 David Marable, Police, Lieutenant (SUP)
 Tracy McCall, Police, Officer (SUP)
 Lyndon S. McCray, Police, Officer (SUP)
 Patricia Mitchell, Municipal Court, Administrative Supervisor, (SUP)
 Cory D. Moon, Fire and Rescue, Lieutenant (SUP)
 Eric P. Myers, Police, Officer (SUP)
 Troynell M. Nieves, Fire and Rescue, Firefighter/EMT (SUP)
 Carlos Parker, Fire and Rescue, Apparatus Operator (SUP)
 Glenn Ward Pleasant, Police, Officer (SUP)
 Julius Purifie, Fire and Rescue, Captain (CPU and SUP)
 Michael J. Riggs, Fire and Rescue, Lieutenant (SUP)
 Michael Sellers, Police, Officer (SUP)
 Ronald Sellers, Police, Lieutenant (SUP)
 Sonya Stewart, Police, Lieutenant (SUP)
 Jason Stuckey, Fire and Rescue, Lieutenant (SUP)
 Jerry D. Thomas, Police, Officer (SUP)
 Rosalyne Wheeler-Butts, Public Works, Skilled Laborer (SUP and CPU)
 Latasha L. Williams, Municipal Court, Court Clerk (SUP)
 Thomas W. Wilson, Jr., Fire and Rescue, Lieutenant (SUP)

City of Bessemer (4)

Earnest Bouyer, Utilities, Inspector (SUP)
 Janice Gaines, Utilities, Administrative Clerk (CPU)
 John D. House, Fire and Rescue, Apparatus Operator (SUP)
 Jerryin Medley, Building and Inspections, Stormwater Specialist (SUP)

City of Homewood (1)

David Primus, Jr., Parks and Recreation, Director (SUP)

City of Hueytown (2)

Randy Bush, Fire and Rescue, Apparatus Operator (SUP)
 Terry Hagood, Fire and Rescue, Captain (SUP)

City of Leeds (3)

Joshua McDaniel, Fire and Rescue, Captain (SUP)
 Charles B. Parsons, Fire and Rescue, Captain (SUP)
 Julius Allen Pierce, Fire and Rescue, Chief (SUP)

City of Mountain Brook (3)

James (Steven) Gay, Public Works, Supervisor (SUP)
 Jon Head, Fire and Rescue, Firefighter/EMT (SUP)
 Leland Rhudy, Fire and Rescue, Lieutenant (SUP)

City of Trussville (9)

William C. Caldwell, Fire and Rescue, Firefighter/EMT (SUP)
 Daniel G. Clark, Fire and Rescue, Lieutenant (SUP)
 Darren Dukes, Fire and Rescue, Lieutenant (SUP)
 Frank Jones, Public Works, Supervisor (SUP)
 Barry Q. Jones, Fire and Rescue, Firefighter/EMT (SUP)
 Heather D. Lawrence, Police, Public Safety Dispatcher II (SUP)
 Matthew Richardson, Fire and Rescue, Firefighter (SUP)
 Chris Schmohl, Fire and Rescue, Battalion Chief (SUP)
 Thomas C. Sills, Fire and Rescue, Firefighter/EMT (SUP)

City of Vestavia Hills (4)

Steven Hopson, Fire and Rescue, Lieutenant (SUP)
 Jimmy W. Quick, Fire and Rescue, Firefighter/EMT (SUP)
 Josh Roper, Fire and Rescue, Firefighter (SUP)
 Todd R. Wilson, Fire and Rescue, Firefighter/EMT (SUP)

Personnel Board of Jefferson County (2)

Veronica L. Merritt, Employee Relations, Employee Relations Advisor (SUP)
 Alex Sears, Business Systems and Reporting, Administrative Assistant I (CPU)

CELEBRATING TOMORROW'S LEADERS—CONTINUED

Jefferson County (19)

Robert L. Burgett, Board of Equalization & Adjustments, Senior Property Appraiser (SUP)
 Monique L. Campbell, Family Court, Probation Officer (SUP)
 Kirk Alan Epstein, Board of Eq. & Adjustments, Alabama Certified Real Property Appraiser (SUP)
 Barbara Henderson, Tax Assessor Office, Administrative Clerk (SUP)
 Shaniqua Hunter, Family Court, Juvenile Probation Officer (SUP)
 Charles Robert Jones III, Board of Equal. & Adjustments, Certified Real Property Appraiser (SUP)
 Chrissy Kendrick, Revenue, Accounting Assistant II (SUP)
 Terry Lane, Environmental Services, Supervisor (CPU)
 Cheryl G. Lockhart, District Attorney's Office, Senior Legal Secretary (SUP)
 Terri Locklyn, Family Court, Court Clerk (SUP)
 Tyrone Long, Board of Equalization & Adjustments, Senior Property Appraiser (SUP)
 Donna J. McCurry, Revenue, Accounting Assistant II (SUP)
 Jana McPherson, Board of Equalization & Adjustments, Senior Property Appraiser (SUP)
 Arlinda Kay Odom-Hallingquest, Sheriff's Office, Deputy (SUP)
 Roy Stodghill, Board of Equalization & Adjustments, Real Property Appraiser (SUP)
 Douglas Taylor, Architectural Group, Senior Systems Architect (SUP)
 Alfred Eugene Toxey III, Board of Equalization & Adjustments, Senior Property Appraiser (SUP)
 Karen L. White, Revenue, Administrative Supervisor (SUP)
 Mark D. Wilson, Board of Equalization & Adjustments, Real Property Appraiser A.C.A. (SUP)



Jefferson County Department of Health (26)

Misti Baty, DMD, Dental, Clinical Dentist (SUP)
 Beverly T. Brackett, Clinical Services, Assistant Director (SUP)
 Neilsen Capouya, Information Systems, Manager of Systems Analysis (SUP)
 Kimberly Cason, Risk Management, Health Services Administrator (SUP)
 Shewanda Clark, Central Billing Office, Accounting Assistant II (SUP)
 Natalie F. Clements, WIC, Senior Nutrition Consultant (SUP)
 Carolyn L. Dobbs, MD, PhD, MPH, Administration, Deputy Health Officer (SUP)
 Rosemary H. Faust, MD, FAAP, Child Health, Public Health Medical Officer (SUP)
 Thomas H. Gann, Dental, Staff Dentist (SUP)
 Loretta Hicks, Finance and Administration, Senior Accountant (SUP)
 Felecia Hill, Environmental Health Services, Administrative Clerk (SUP and CPU)
 Rodney L. Holmes, Finance and Administration, Director (SUP)
 Dolores Ivy Johnson, Human Resources, Health Services Administrator (SUP)
 Bryn Manzella, Quality Improvement, Director (SUP)

Mary H. McCollum, Clinical Services, Medical Laboratory Coordinator (SUP)
 Julene R. Pearson, M.D., FAAFP, Adult Health, Public Health Medical Officer (SUP)
 Patricia A. Perkins, Clinical Services, Medical Clerk (SUP)
 Bobby G. Ragan, Management Information Systems, Database Administrator (SUP)
 Lesley A. Reynolds, WIC, Nutrition Consultant (SUP)
 Lannie Sears-Mitchell, Clinical Services, Assistant Director (SUP)
 Margaret Smith, Family Planning, Nurse Practitioner (SUP)
 Jane Snow, Food and Lodging Protection, Environmental Health Program Supervisor (SUP)
 Sheilda D. Spencer, Central Billing Office, Business Office Supervisor (SUP)
 Vanessa D. Trotter, Clinical Services, Medical Clerk (SUP)
 Carol White, Family Planning, Nurse Practitioner (SUP)
 Ruth Williams, Environmental Health Services, Administrative Clerk (SUP)



MAKING INNOVATION HAPPEN

2014 Employee In-Service Day Inspires
New Energy to Foster Innovative Ideas at
the Personnel Board



On October 13, 2014, the PBJC held its Annual In-Service Day at the Edge of Chaos Center in UAB's Lister Hill Library. This all-day event held on the Columbus holiday is designed to promote cooperation and organizational improvement in a creative and engaging way. Past topics have included teamwork, community engagement, diversity awareness, and healthy living. This year's theme was "Making Innovation Happen."

PBJC employees were guided through a series of activities designed to explore key concepts for innovative thinking: Imagination, Inspiration, Discomfort, and Big Picture Thinking. Our guest speaker, Jen Barnett, owner of Bottle and Bone Restaurant, kicked-off the day with an exceptional presentation on innovation, derived from her experience building businesses with unique concepts.

The iTeam is Born

**PBJC Employees New Staff-led Committee to Facilitate the
Introduction of New Ideas into the Workplace**

Throughout the day, PBJC employees were to record any inspired ideas on how to innovate our practices at work. We collected over 25 creative and practical ideas from our employees. In order to make these lessons of the day live on, the iTeam was created and charged with making these innovative ideas a reality. We currently have 3 projects in the works that will help the PBJC deliver a better product to our stakeholders



Guest Speaker, Jen Barnett, owner of Bottle & Bone Restaurant located in the Uptown Entertainment District, is known for her TED Talks on strategies for developing and evaluating new ideas and incorporating them into business prac-



Personnel Board
of Jefferson County

The Foundation of Your Merit System Career