

2017

Annual  
Report



Personnel Board

A career. A purpose. A life.

# Personnel Board 2017 Annual Report

**Report Contents** The content of this report covers the 2017 calendar year (i.e., January 1, 2017 – December 31, 2017). This report was submitted to the Citizens Supervisory Commission at their semi-annual meeting held on May 15, 2018.

**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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# Letter from the Executive Director

Dear Citizen Supervisory Commission:

On behalf of the Three-Member Board and our entire staff, I am honored to present the 2017 Annual Report of the Personnel Board of Jefferson County. The 2017 report covers the calendar year of January 1, 2017 to December 31, 2017 and outlines activities of the Personnel Board and critical information on the Merit System as a whole.

The 2017 year was an exciting time at the Personnel Board and marked the beginning of significant changes and improvements within the Merit System. Among these improvements was the purchase and start of implementation of a new human capital management system intended to replace the Board's current human resources information system (i.e., Infor) and applicant tracking system (i.e., PeopleAdmin). Once fully implemented, the new system will provide a number of benefits, including a single integrated system, improved functionality, greater configuration, increased system efficiencies, and an enhanced user experience. We are excited about the potential of the new system and will share more as the system is implemented in 2018.

As presented in last year's report, the Personnel Board projected an increase in the budget for 2017 due to the above mentioned system improvements and other significant initiatives that you'll see throughout this report. We take our fiscal responsibilities seriously and are always aware of the impact of our expenditures on our member agencies. Although the 2017 budget was higher than previous years, I am pleased to inform you that the Board came in significantly under budget. Fiscal year 2017 marks the 15th straight year in which the Personnel Board has maintained expenses below budgeted projections.

Within the pages of this report, you will find updates on the operational activities of our departments and valuable information about the Merit System in 2017. Continuing the trend seen in 2016, the Merit System experienced another substantive increase in the total number of employees in 2017. In fact, 2017 resulted in the highest number of total promotions and hires within the System in the past decade. This growth was met with a very high number applications received and a significant increase in recruiting, testing, and certification activity.

I greatly appreciate your support and commitment to the Merit System. 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 merit system.

Sincerely,

Lorren Oliver

Executive Director, Personnel Board of Jefferson County

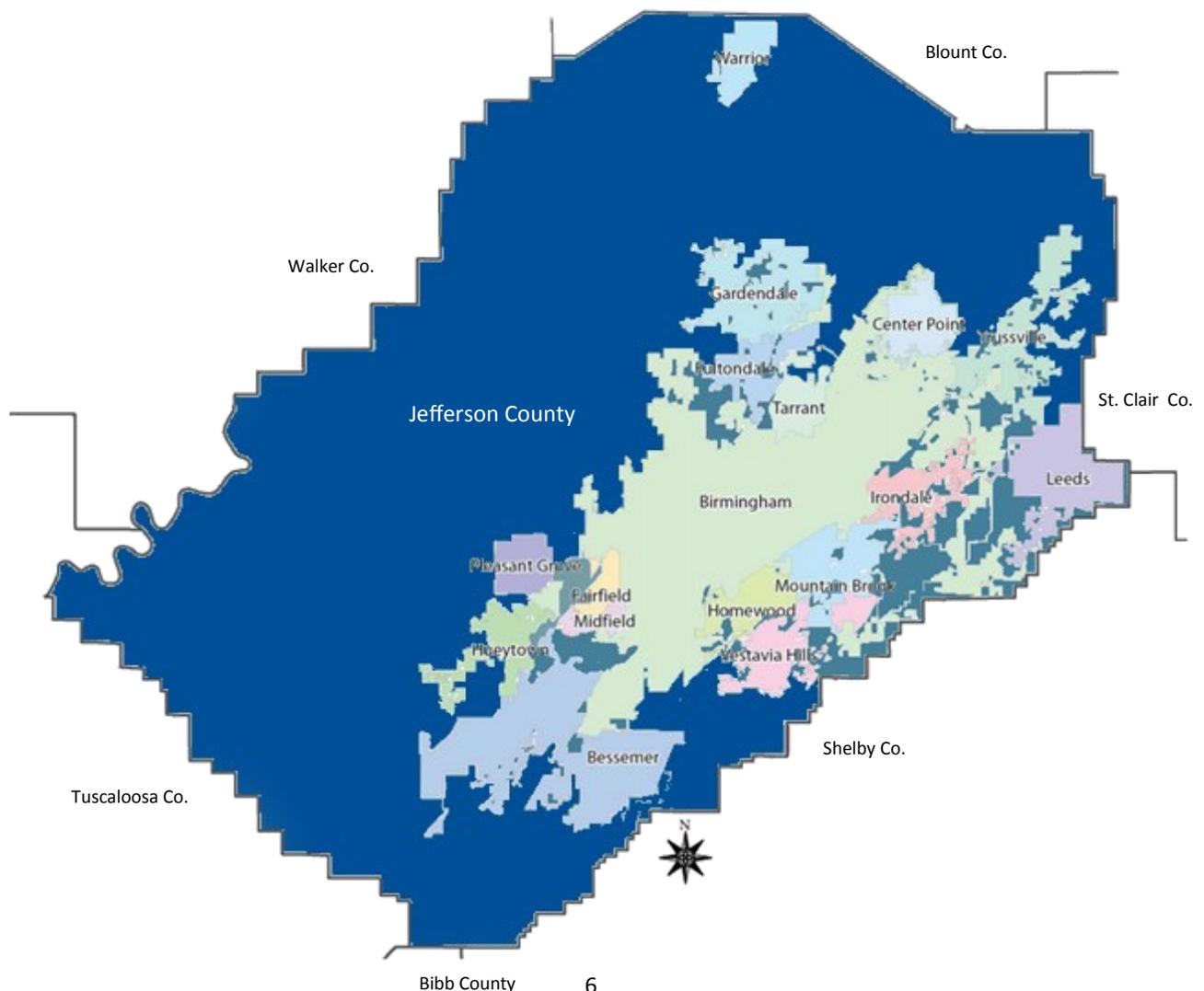


# Personnel Board Merit System

The Personnel Board of Jefferson County Merit System includes nearly **8000 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 and information technology, to public works, medical services and 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](http://JobsQuest.org).





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

### Municipalities

- |              |                           |
|--------------|---------------------------|
| Bessemer     | Leeds                     |
| Birmingham   | Midfield                  |
| Center Point | Mountain Brook            |
| Fairfield    | Pleasant Grove            |
| Fultondale   | Tarrant                   |
| Gardendale   | Trussville                |
| Homewood     | Vestavia Hills            |
| Hueytown     | Warrior Police Department |
| Irondale     |                           |

### County-wide Agencies

- Jefferson County Commission
- Emergency Management Agency
- General Retirement System
- Department of Health
- Personnel Board



# Merit System Mission & Values

**Mission** The Personnel Board's mission is 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.

**Values** The Personnel Board strives to achieve its mission by adhering to and promoting the following Merit System values:

- **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.

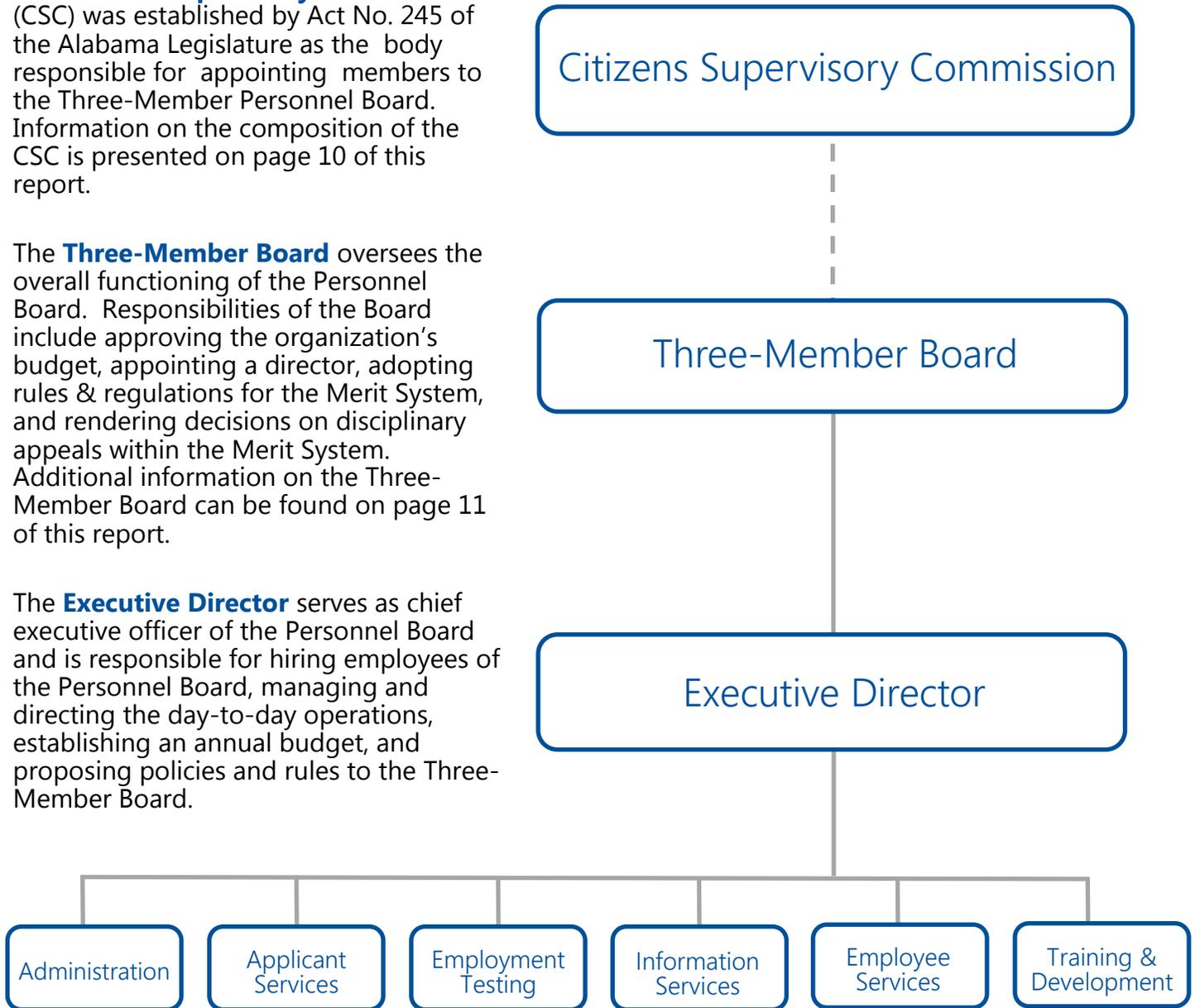


# Governance & Organizational Structure

The **Citizens Supervisory Commission** (CSC) was established by Act No. 245 of the Alabama Legislature as the body responsible for appointing members to the Three-Member Personnel Board. Information on the composition of the CSC is presented on page 10 of this report.

The **Three-Member Board** oversees the overall functioning of the Personnel Board. Responsibilities of the Board include approving the organization's budget, appointing a director, adopting rules & regulations for the Merit System, and rendering decisions on disciplinary appeals within the Merit System. Additional information on the Three-Member Board can be found on page 11 of this report.

The **Executive Director** serves as chief executive officer of the Personnel Board and is responsible for hiring employees of the Personnel Board, managing and directing the day-to-day operations, establishing an annual budget, and proposing policies and rules to the Three-Member Board.



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.

# 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).

## **Place 1: Judge L. Kenneth Moore**

has served on the Board since 2006 and is currently the Board Chair. 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. Currently, Judge Moore serves as Municipal Judge for Hueytown, Criminal Prosecutor for the 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.

## **Place 2: Ms. Jacqueline Smoke**

is the newest member of the Board, elected to Associate Member Place #2 in 2017. She is a graduate of the University of Alabama, where she earned a Bachelor of Science degree in Electrical Engineering. After several years as an engineer, Ms. Smoke earned a Juris Doctorate from the University of Alabama, and began a diverse law career that includes civil and criminal litigation, with a major focus on consumer protection and product safety, appellate and probate matters.

## **Place 3: Ms. Anne Florie**

has served on the Board since 2007. She is a graduate of Tulane University where she earned a Bachelor of Arts in Political Science. Ms. Florie currently serves as the Executive Director of Leadership Birmingham and has served as a Board member of the Alabama Humanities Foundation and Brookwood Medical Center. She has also served in executive leadership roles with the Birmingham Business Alliance, the Public Affairs Research Council of Alabama (PARCA), Freshwater Land Trust, Addiction Coalition, Alabama Humanities Foundation, and the Mountain Brook Board of Education.



# 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 2017, the CSC convened for their semi-annual meetings on May 16, 2017 and November 21, 2017. Special meetings were also held on August 29, September 19, and September 26, 2017.

## 2017 CSC Representatives

### Judge Alan King (Chair)

Jefferson County Probate Judge

### Dr. George French

President, Miles College

### Ms. Jan Plyler

President, Jefferson County Council of PTA

### Mr. William Barnes

President, Birmingham Urban League

### Mr. Brian Hilson

President, Birmingham Business Alliance

### Dr. Katisha Vance

President, Jefferson County Medical Society

### Mr. Keith Brown

Int. President, Jefferson State Community College

### Pastor E. O. Jackson

President, Inter. Ministerial Alliance of Birmingham

### Dr. Perry Ward

President, Lawson State Community College

### Ms. Marrienne Hayward

President, Central AL Labor Federation

### Mr. Hezekiah Jackson IV

President, NAACP Birmingham Branch

### Dr. Ray Watts

President, University of Alabama at Birmingham

### Mr. Bennie Heath

Municipal Employee Representative

### Ms. Jinnifer Purnell

Jefferson County Employee Representative

### Dr. A. Westmoreland

President, Samford University

### Ms. L. Flaherty-Goldsmith

President, Birmingham Southern College



**Personnel Board**

A career. A purpose. A life.

# Personnel Board Departments & Services

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

**Administration** 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 department 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** 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 agencies, and issuing certification lists containing application information for individuals eligible for hire.

**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 our member agencies that use the Board's information systems.



**Training & Organizational Development** provides opportunities for employees to develop their personal and professional knowledge, skills, 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, among many other topics, communications, customer service, computer skills, diversity, ethics, legal issues, management, and leadership, and are always free of charge to employees of the Merit System.

**Employee Services** is comprised of Classification & Compensation and Employee Relations. Classification & Compensation is responsible for ensuring that employees are properly assigned to job classes and that job classes are appropriately assigned to salary grades. The department administers the annual classification survey, conducts job audits, 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 and the Enabling Act are adhered to in the administration of the grievance and disciplinary appeals processes. Employee Relations team members interact daily with employees, supervisors, and department heads 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.

**Employment Testing** facilitates 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 agencies 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.



# Financial Report

## Fiscal Year 2017

In alignment with our Merit System values, 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 2017. *Please note that the fiscal year covered the period of October 1, 2016 to September 30, 2017.*

In June of 2016, the Director presented the proposed organizational budget for the 2017 fiscal year. The Three-Member Board approved the proposed budget in the amount of \$10,690,396.00, a 7% increase over the previous fiscal year. This increase was primarily to accommodate replacement of the Merit System’s human resources information system (HRIS) and applicant tracking system (ATS). During 2017, the Personnel Board began the process of replacing its separate HRIS and ATS with a single, enhanced human capital management system, called Workday. Despite the significant investment in system enhancement, the Personnel Board again came in under budget, with actual expenditures under \$9.8 million. The table below provides a breakdown of those expenses.

### Fiscal Year 2017 Expenditures

Personnel Costs	\$ 5,152,132
Employee Benefits	\$ 1,250,738
Legislative Allowance (Board Members' compensation)	\$ 2,900
Advertising	\$ 161,864
Systems Maintenance (includes hosting fees)	\$ 371,767
Travel (volunteer assessor travel & recruiting travel)	\$ 73,879
Legal Expenses	\$ 209,888
Other Professional Services (exam & transcription services)	\$ 691,399
Insurance Premiums	\$ 33,194
Rental-Facilities (hotel accommodations for volunteer assessors)	\$ 92,932
Office Supplies	\$ 58,347
Computer Equipment and Software	\$ 109,604
Hospitality (meals for volunteer assessors)	\$ 25,982
Rent (rental of office space in 2121 building)	\$ 635,363
Capital Software (HRIS system replacement/upgrade)	\$ 699,132
Other (includes telephone expenses, copier rentals, etc.)	\$ 214,796
<b>Total</b>	<b>\$ 9,783,917</b>

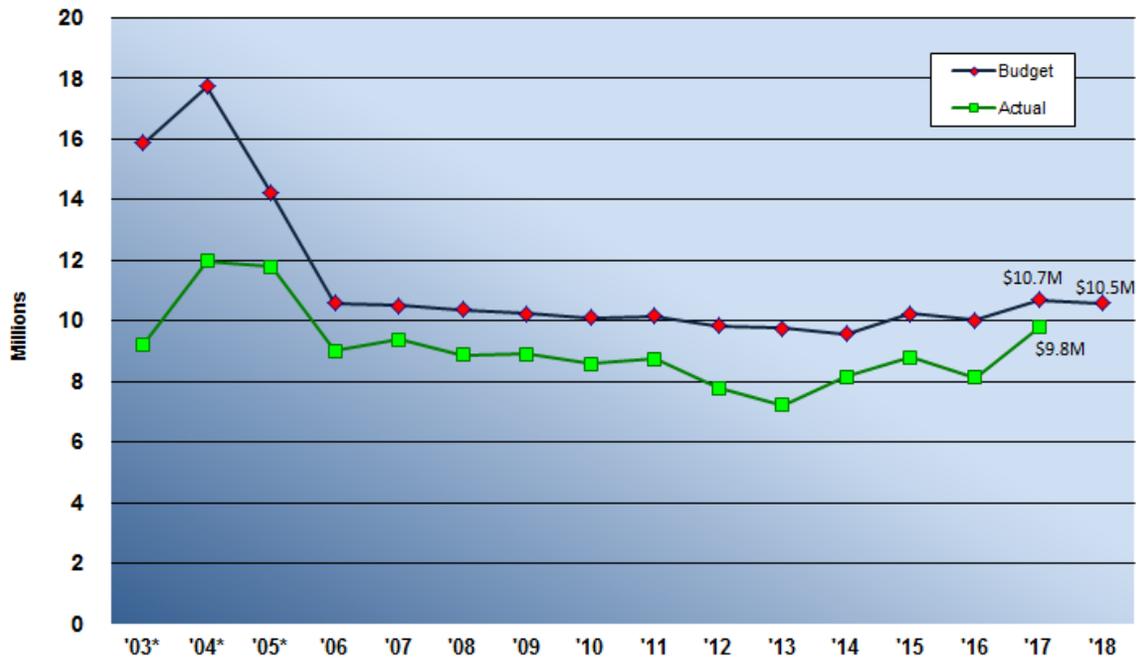
## Allocation of Expenses

Agency	Percentage
Birmingham	39.6%
Jefferson County*	28.6%
Bessemer	6.4%
Health Dept	5.1%
Homewood	3.5%
Vestavia Hills	3.0%
Mountain Brook	2.5%
Trussville	2.1%
Irondale	1.6%
Gardendale	1.5%
Hueytown	1.4%
Leeds	1.0%
Tarrant	0.9%
Fairfield	0.7%
Fultondale	0.6%
Midfield	0.6%
Pleasant Grove	0.6%
Center Point	0.3%
Warrior	0.2%

\* Includes EMA and GRS (Pension Board)

The Personnel Board'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 itemized expenses for Personnel Board operations. The Personnel Board Director certifies the expenditures and the allocation of expenses to be billed to the member agencies, based on each agency's number of classified employees, and submits the information to the Three-Member Board for approval. Presented is the percentage of Personnel Board expenses allocated to each agency for fiscal year 2017.

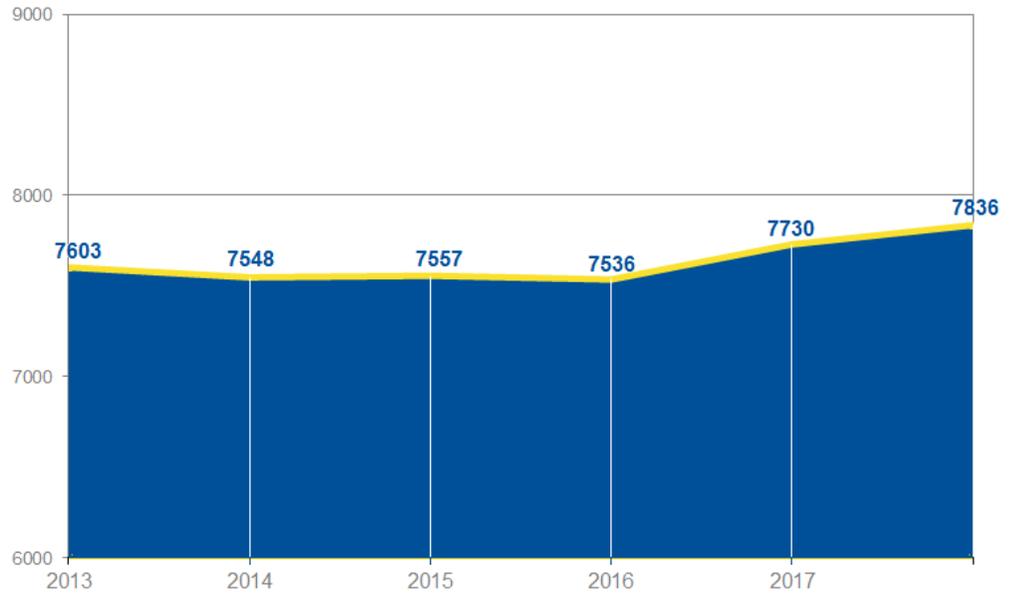
Each year, the Personnel Board takes a critical review of its strategic plans and needs for the upcoming fiscal year in order to prepare an operating budget that is based on our values of accountability and transparency. In June of 2017, the Executive Director presented the proposed organizational budget for the October 1, 2017 to September 30, 2018 fiscal year. The Three-Member Board voted unanimously to approve the proposed budget in the amount of \$10,576,469, a decrease of \$113,000 compared to fiscal year 2017. The chart below presents a year by year tracking of the Personnel Board's budgets and actual expenditures since fiscal year 2003.



\* Indicates years in which the Personnel Board was under federal receivership

# Workforce Demographics

There was another slight increase (1.4%) in the total number of employees in the Merit System from 2016 to 2017, resulting in nearly a 4% rise over the last five years . The tables and graphs here present the employment pattern within the Merit System for the past five years across the system as a whole, as well as by individual agency.



Jurisdiction	Number of Employees by Year					% Change 1 Year	% Change last 5 yrs
	2017	2016	2015	2014	2013		
Bessemer	497	511	482	475	470	-3%	6%
Birmingham	3081	3089	3070	3082	3074	0%	0%
Center Point	20	18	18	13	14	11%	43%
Fairfield	52	77	97	94	93	-32%	-44%
Fultondale	50	47	50	50	51	6%	-2%
Gardendale	117	118	110	116	105	-1%	11%
Health Dept	395	384	395	400	416	3%	-5%
Homewood	273	253	258	267	266	8%	3%
Hueytown	105	102	102	106	105	3%	0%
Irondale	128	129	125	123	121	-1%	6%
Jefferson County	2224	2116	1904	1973	1954	5%	14%
Leeds	77	83	80	76	84	-7%	-8%
Midfield	45	43	44	37	38	5%	18%
Mountain Brook	192	191	185	186	184	1%	4%
Personnel Board	58	61	58	57	55	-5%	5%
Pleasant Grove	45	46	47	48	49	-2%	-8%
Tarrant	71	74	74	73	83	-4%	-14%
Trussville	163	151	146	140	143	8%	14%
Vestavia Hills	231	226	219	218	217	2%	6%
Warrior	12	11	9	12	11	9%	9%
<b>Total System</b>	<b>7836</b>	<b>7730</b>	<b>7473</b>	<b>7546</b>	<b>7548</b>	<b>1.4%</b>	<b>3.8%</b>

Race	# of Employees
Black	4014
Hispanic	52
White	3677
Other/Unidentified	77

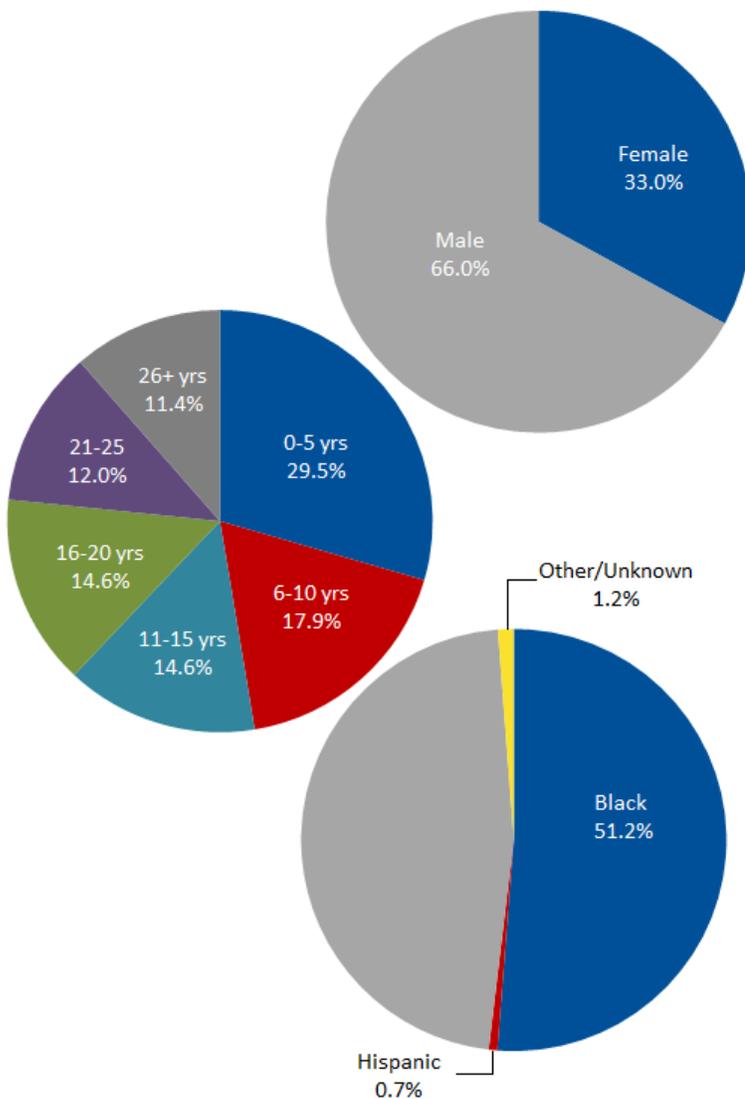
  

Sex	# of Employees
Female	2587
Male	5,249

Years of Service	# of Employees
0-5 Years	2312
6-10 Years	1401
11-15 Years	1146
16-20 Years	1146
21-25 Years	937
26+ Years	894

In 2017, the Merit System consisted of 7836 classified employees, across all 22 municipalities and agencies. The table and charts below illustrate the demographic make-up of those employees by race, sex, and years of service within the Merit System.



# Recruiting Talent to the Merit System

Among the most significant responsibilities of the Personnel Board are attracting high quality talent to the Merit System and facilitating the hiring of well-qualified employees. In an effort to effectively meet the needs of the Merit System, the Personnel Board develops 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 Personnel Board combines general marketing and branding campaigns, designed to increase awareness of the Merit System and employment opportunities, with more specific employment recruiting activities targeted at generating interest of highly qualified individuals in specific jobs or groups of jobs. This section presents an overview of the types of activities performed in this area.

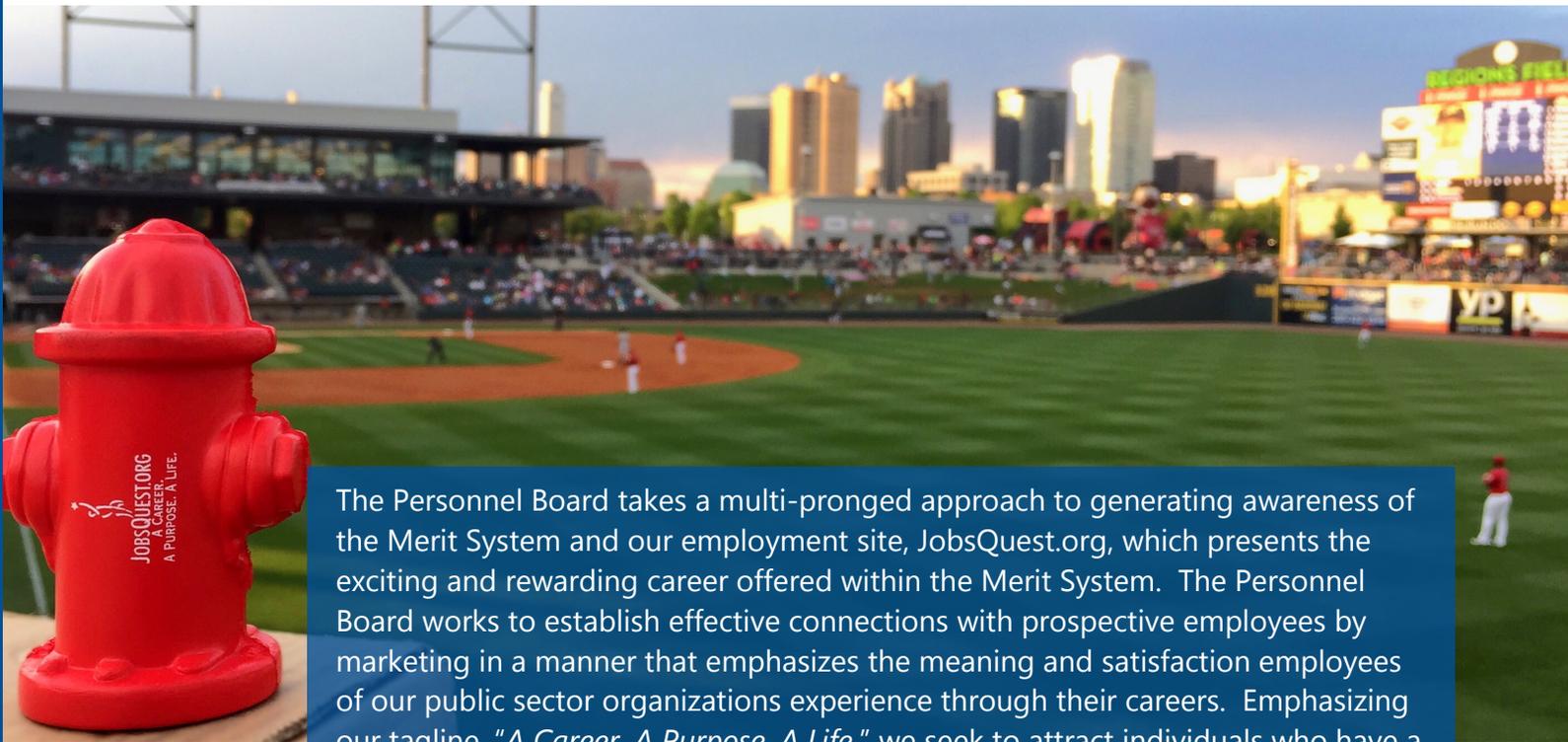
The Personnel Board participated in nearly 50 recruiting events (listed below) during 2017, visiting the vast majority of universities, colleges, and technical schools in Alabama, as well as several schools in Georgia and Tennessee. The team established new connections with career counselors at area high schools and presented Merit System career information to students at those schools. Additionally, Personnel Board Recruiters participated in numerous career 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, the Alabama Career Center System (multiple locations), and Positive Maturity.

Alabama A&M University  
Alabama State University  
Athens State  
Auburn Athletics Career Fair  
Auburn University Main Campus  
Auburn University Montgomery  
Bevill State Community College  
Birmingham Southern  
Clayton State University  
Faulkner University - Birmingham  
Gadsden State  
Georgia College and State University  
Herzing College  
Jacksonville State University  
Lawson State Community College

Mercer University  
Miles College  
Morehouse College  
Samford University  
Stillman College  
Troy State University  
Tuskegee University  
University of Alabama at Birmingham  
University of Alabama Huntsville  
University of Alabama Tuscaloosa  
University of North Georgia  
University of South Alabama  
Univ. of Tennessee at Chattanooga  
University of West Georgia  
Alabama School for the Blind & Deaf

Carver High School  
Jackson Olin High School  
Wenona High School  
Alabama Dept of Rehabilitation Services  
Alabama Dept of Human Resources  
AIDT /Skills USA Career Expo  
Alabama Fire College  
New Rising Star Connect4Careers  
Birmingham Career Center  
Birmingham Housing Authority  
Still Serving Veterans  
Positive Maturity  
Birmingham Business Alliance  
City Schools of Birmingham Career Event  
AIDT Talent Pipeline Summit





The Personnel Board takes a multi-pronged approach to generating awareness of the Merit System and our employment site, JobsQuest.org, which presents the exciting and rewarding career offered within the Merit System. The Personnel Board works to establish effective connections with prospective employees by marketing in a manner that emphasizes the meaning and satisfaction employees of our public sector organizations experience through their careers. Emphasizing our tagline, "A Career. A Purpose. A Life." we seek to attract individuals who have a desire to make a difference. Whether attracting talented individuals from the communities we serve or marketing our wonderful communities to highly-skilled individuals from outside the local area, the Personnel Board is committed to assisting our agencies with employing highly capable and dedicated employees.

The Personnel Board's recruiting activities in 2017 were primarily driven by survey data gathered from newly hired Merit System employees. As a result of the surveys, the Board utilized extensive networking and referrals through LinkedIn, professional associations, and schools. The board also utilized internet postings on major career sites, professional association sites, Craigslist, Twitter, and Facebook. The Board increased market awareness through the use of billboard advertising and a sponsorship with the Birmingham Barons baseball team which included: a large billboard near center field advertising our Career job site, sponsorship of a First Responders night, a page in the Barons Game programs, and a live on air radio segment ("*Interview the Recruiter*") at the First Responders Night game. Public Safety employees and leaders from several jurisdictions were on hand to help handout giveaways and discuss Merit System careers with Baron fans.

In addition to attending numerous career fairs, the recruiting team attempted to broaden and deepen their application generating relationships by making direct staff contacts with college career service professionals and by conducting numerous one on one site visits with Workforce Development professionals throughout Alabama. The goal of these visits is to share what our Merit System has to offer their students.

# Application & Certification Activity

The Personnel Board is responsible for processing requests to fill employment vacancies (referred to as certification requests) and issuing lists of eligible candidates (referred to as certification lists) to agencies and departments throughout the Merit System in order to facilitate hiring. In 2017, the Personnel Board received 27,292 employment applications. This number held steady compared to 2016 and remained more than a 20% increase in the number of applications received over 2015 and preceding years. The Merit System also experienced a 10% increase in the number of hires compared to 2016, resulting in the largest number of hires in the past decade. The graph below and table on p. 23 provide a breakdown of that activity for each agency.

## Applications Received by Year



Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/ Unknown
<b>Applications Received</b>	<b>27,292</b>	<b>12,233</b>	<b>14,555</b>	<b>504</b>	<b>19,066</b>	<b>6,323</b>	<b>1,903</b>
<b>Applicants Placed on Reg.</b>	<b>11,357</b>	<b>5,846</b>	<b>5,303</b>	<b>208</b>	<b>7,130</b>	<b>3,360</b>	<b>867</b>
<b>Applicants Certified</b>	<b>51,700</b>	<b>21,023</b>	<b>29,671</b>	<b>1,006</b>	<b>30,583</b>	<b>17,375</b>	<b>3,742</b>
Bessemer	3,419	1,618	1,724	77	2,347	841	231
Birmingham	14,601	6,422	7,895	284	9,673	3,934	994
Center Point	161	68	91	2	100	49	12
Emergency Management	127	25	91	11	41	67	19
Fairfield	38	31	7	0	19	11	8
Fultondale	1,020	363	642	15	536	408	76
Gardendale	1,092	382	691	19	666	370	56
Health Department	2,670	2,158	450	62	1,780	659	231
Homewood	3,374	880	2,436	58	1,778	1,364	232
Hueytown	354	132	215	7	192	129	33
Irondale	942	454	467	21	571	286	85
Jefferson County	7,233	3,953	3,087	193	4,577	1,978	678
Leeds	1,517	366	1,123	28	729	671	117
Midfield	718	221	488	9	443	230	45
Mountain Brook	2,500	448	2,010	42	1,056	1,267	177
Personnel Board	298	201	89	8	193	74	31
Pleasant Grove	467	110	352	5	248	186	33
Sheriff Office	2,163	987	1,144	32	1,315	730	118
Tarrant City	604	243	347	14	352	205	47
Trussville	2,588	771	1,772	45	1,350	1,059	179
Vestavia Hills	4,930	1,051	3,815	64	2,268	2,377	285
Warrior	884	139	735	10	349	480	55
<b>Applicants Hired</b>	<b>1,321</b>	<b>771</b>	<b>516</b>	<b>34</b>	<b>741</b>	<b>468</b>	<b>112</b>
Bessemer	90	56	33	1	69	17	4
Birmingham	411	240	165	6	292	97	22
Center Point	5	3	2	0	1	3	1
Emergency Management	3	2	0	1	0	2	1
Fairfield	1	0	1	0	1	0	0
Fultondale	6	3	3	0	0	5	1
Gardendale	14	13	1	0	0	14	0
Health Department	58	14	43	1	33	18	7
Homewood	43	38	5	0	6	32	5
Hueytown	6	2	3	1	0	5	1
Irondale	12	11	1	0	2	9	1
Jefferson County	455	235	200	20	279	125	51
Leeds	36	30	5	1	7	26	3
Midfield	7	6	1	0	4	3	0
Mountain Brook	27	25	2	0	0	23	4
Personnel Board	8	3	5	0	6	2	0
Pleasant Grove	4	3	1	0	0	4	0
Sheriff Office	55	25	28	2	28	20	7
Tarrant City	13	8	4	1	2	10	1
Trussville	30	23	7	0	5	24	1
Vestavia Hills	32	26	6	0	6	24	2
Warrior	5	5	0	0	0	5	0

# Annual Classification Survey

The Personnel Board is statutorily required to review the positions of all employees 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 2016-2017 survey concluded in May of 2017 and the 2017-2018 survey began in September of 2017.

The 2016-2017 classification survey evaluated positions in 244 jobs across 18 different job families. Of the 3275 eligible employees, 50% participated in the survey. A total of 20 positions were recommended for reclassification.

## Job Families Surveyed 2016-2017

- Civic Center/Auditorium
- Civil Defense
- Community
- Coroner
- Dietary/Food
- General Administration
- Human Resources
- Legal
- Mechanical/Automotive Maintenance
- Municipal Clerk
- Museum
- Parole/Social Work
- Police
- Probation
- Public Works Maintenance & Operations
- Sheriff
- Statistical
- Utility Services

## 2016-2017 Classification Survey Summary

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Number of Jobs Studied	244
Employees in Target Jobs	3275
Employees Completing Survey	1637
Percentage of Participation	50%
Job Audits Conducted	58
Positions Recommended for Reclassification	20

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## 2017-2018 Survey

The 2017-2018 classification survey began in September of 2017 and continues into 2018. This annual survey consists of **109 target jobs** in **13 job families**. A total of **879 employees** are eligible for 2017-2018 survey and final classification determinations on these positions will be made to the Three-Member Board in May of 2018. Jobs within the following job families are included in the 2017-2018 classification survey:

- Building Maintenance
- Hospital Administration
- Housekeeping
- Law Enforcement Support
- Miscellaneous Construction, Maintenance, and Operations
- Street and Sanitation Admin
- Nursing Services
- Nutrition Services
- Pharmaceutical
- Physical/Occupational Therapy
- Security Guard
- Skilled Trades
- Waste Water Treatment

## New Job Classes in 2017

In 2017, six 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

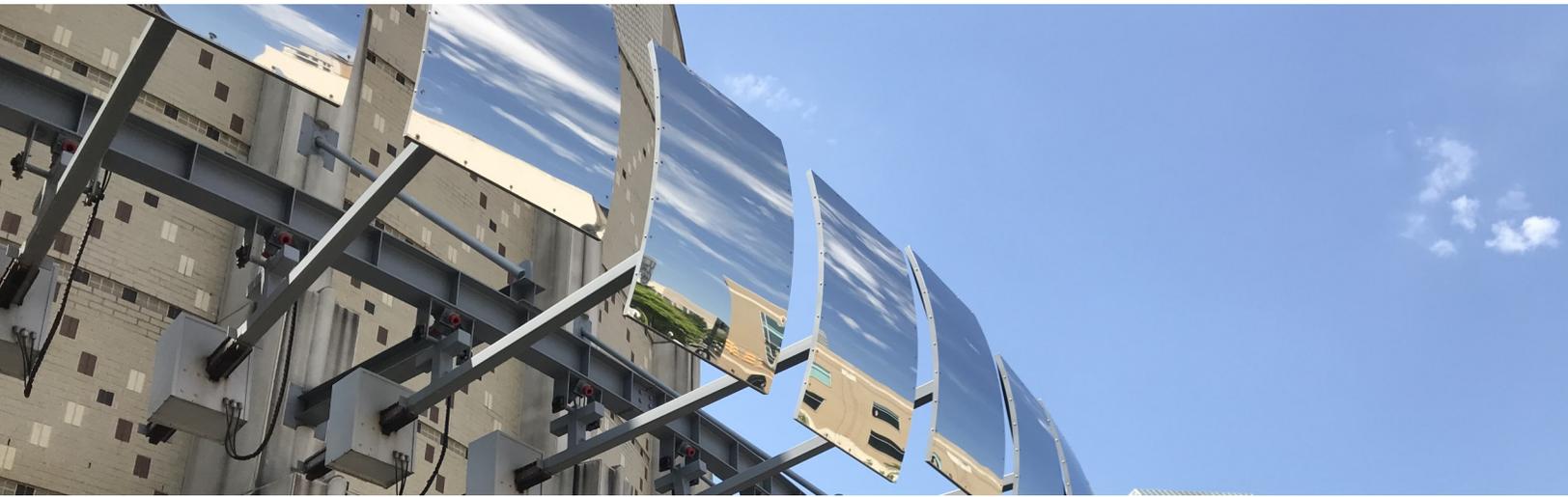
- Clinical Health Psychologist – Grade 31
- OD Business Manager – Grade 34
- Selection Manager – Grade 36
- Air Pollution Data Quality Assurance Analyst – Grade 23
- Automation & Controls Engineer – Grade 34
- Municipal Court Administrator – Grade 28

A vertical photograph on the left side of the page. The top half shows the front of a red fire truck with its headlights on. The bottom half shows the front of a black police car with 'POLICE' written in large, blue-outlined letters on the hood. The car has a blue emergency light bar on the roof and a license plate that reads '10-524 10011-PAK-100282'.

# Employee Appeal Hearings

An essential function of the Personnel Board is to ensure that Merit System employees in *Regular* status who have been subject to certain disciplinary actions or adverse employment actions are provided an avenue for due process, if they wish to appeal the action. The Board administers the disciplinary 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 2017, the Personnel Board received notification of 347 adverse employment actions. Of those actions, 20% were eligible for appeal in accordance with the Rules and Regulations and Administrative Appeals Procedure. Of those employees who were eligible, 60% exercised their right to appeal. The tables to the right provide a breakdown of the adverse employment actions and the resulting appeals.



Employment Action	Number of Actions	Appeal Not Eligible	Appeal Eligible	Appeal Reviews
Suspensions	265	221	44	17
Terminations	53	28	25	25
Grievances	22	22	0	0
Demotions	1	1	0	0
ALWOP	6	5	1	0
Totals	347	277	70	42

The Personnel Board concluded 29 disciplinary appeal hearings in the 2017 calendar year. The Three-Member Board upheld the Appointing Authority’s decision in 18 of the cases and 11 cases settled during the appeal process. The table below presents a breakdown of the outcome of the appeal hearings. *Note that some hearing decisions rendered in 2017 were based on actions initially filed in an earlier year.*

Action Appealed	Total	Upheld	Modified	Settled
Suspensions	8	6	0	2
Demotions	0	0	0	0
Terminations	21	12	0	9
All Appeal Hearings	29	18	0	11

# Employment Testing

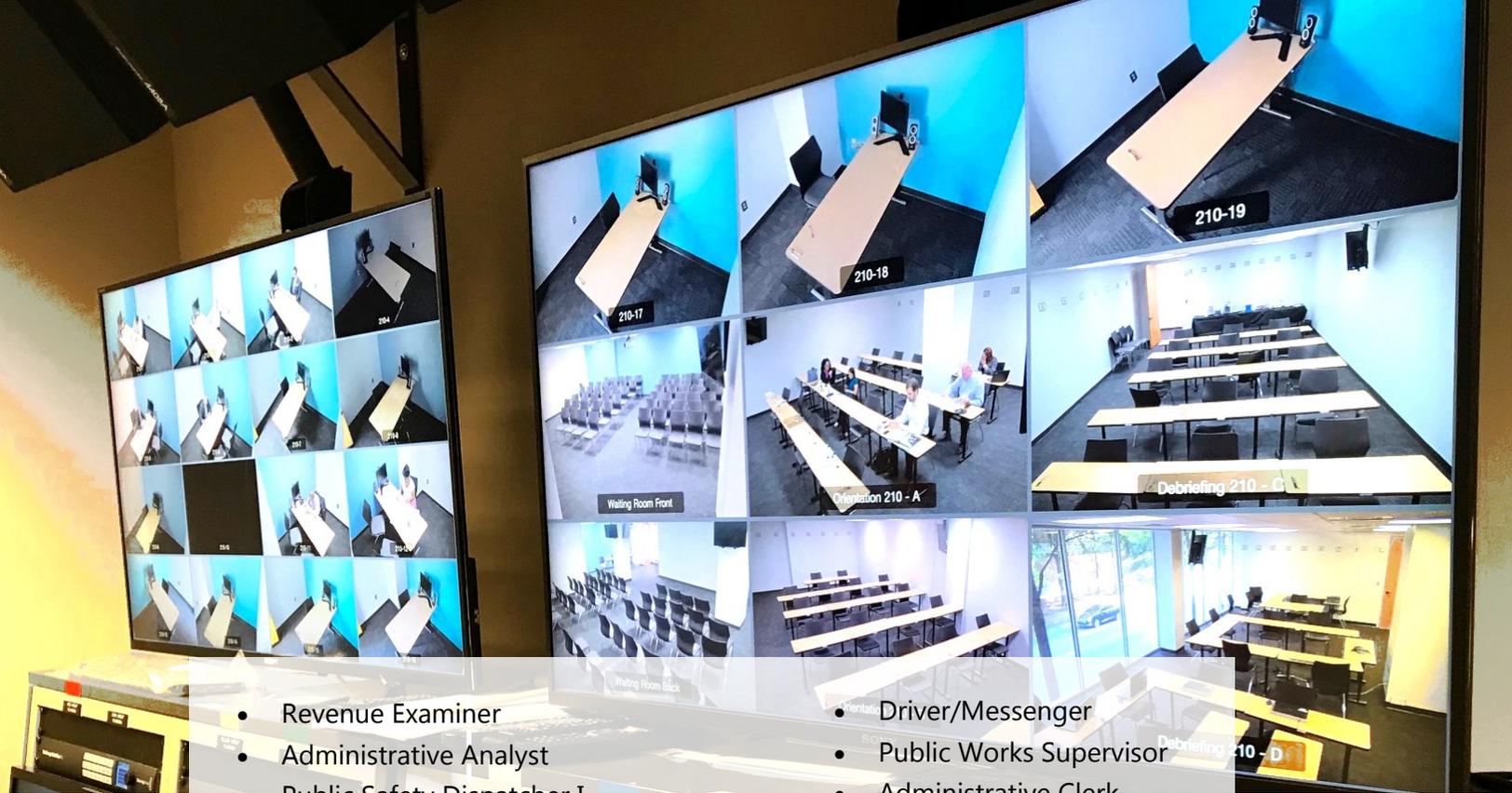
The Personnel Board is charged with assessing the qualifications and relevant job skills of applicants for employment to ensure the hiring of well-qualified employees into Merit System positions. To this end, the Board is responsible for the administration of valid and legally defensible testing and selection procedures. In 2017, the Board administered competitive examinations for various Merit System job classes for a total of 5,431 individual assessments. These assessments included structured interviews, multi-stage assessment centers, computer-based skills tests, high-fidelity job simulations, work samples, and written tests. The Personnel Board's examination included prominent jobs such as those on the following page.



Personnel Board  
of Jefferson County

TESTING FACILITY





- Revenue Examiner
- Administrative Analyst
- Public Safety Dispatcher I
- Public Safety Dispatcher II
- Battalion Chief II
- Police Officer/Deputy Sheriff
- Municipal Clerk I
- Municipal Clerk II
- Municipal Clerk III
- Business Office Supervisor
- Firefighter
- Heavy Equipment Operator
- Construction Equipment Operator
- Personnel Technician
- Communications Operator
- Juvenile Detention Officer
- Driver/Messenger
- Public Works Supervisor
- Administrative Clerk
- Medical Clerk
- Court Clerk
- Police Chief I
- Police Chief II
- Police Chief III
- Fire Chief
- Accounting Assistant I
- Accounting Assistant II
- Police/Sheriff Sergeant
- Police/Lieutenant
- Police/Sheriff Captain
- Skilled Laborer

In addition to administering employment exams, the Personnel Board works diligently to conduct job analyses of each Merit System job class at least once every five years. In 2017, the Employment Testing Division completed job analyses for 166 jobs. The job analysis process is a detailed evaluation of the job conducted with extensive input from incumbents, supervisors, and/or other subject matter experts. During the job analysis, the staff perform on-site job observations and interviews, focus group meetings, administer surveys and analyze job data. The job analysis process drives the development of minimum qualification, the content of performance appraisals, and the development of employment selection examinations.

# International Personnel Assessment Council



**IPAC** The Personnel Board was selected as the host organization for the International Personnel Assessment Council's (IPAC) 2017 Annual Conference, which was held from July 16 through 19, 2017. IPAC is a professional organization focused on best practices in employment testing and assessment. Members of IPAC include HR directors and managers, specialists in staffing, recruiting, and organizational performance management, psychologists, attorneys, management consultants, academic faculty and students, and others. They come from the private sector, nonprofits, and the public sector, where members range from local to federal government. All share professional interests and expertise in the development and effective use of HR selection and assessment methods.

Approximately 150 registered individuals participated in the four-day conference which included workshops, presentations, best-practice training sessions and networking events, many of which were held in the Board's SPARK Learning Center and its Test Administration Facility. Several staff members from the Personnel Board of Jefferson County (PBJC) and the Jefferson County Commission (JCC) made presentations during the conference, each of which is listed below.

## **From the Extreme to the Norm: Transferable Learning from Challenging Assessment Situations**

Juliet Aiken, Harold Goldsmith, Lorren Oliver (PBJC), Kenneth Yusko, Charles Scherbaum, Marcus Dickson

## **Creating Test Videos Using Free or Low Cost Software**

Megan Kruger, Jamie Koladish (JCC), Martinique Alber (PBJC)

## **New Developments and Challenges in Cognitive Ability Assessment**

Charles Scherbaum, Harold Goldstein, Kenneth Yusko, Paul Hanges, Brian Bellenger (PBJC)

## **Jefferson County Job Components Validity Study**

Charles Scherbaum, Harold Goldstein, Tonya Dawson (JCC), Paul Agnello, Elliott Larson, Brian Bellenger (PBJC), Lorren Oliver (PBJC), Ken Yusko, Juliet Aiken, Jeff Crenshaw (PBJC)

## **Transforming Organizations under HR-Focused Consent Decrees**

Juliet Aiken, Jeff Crenshaw (PBJC), Marcus Dickson, Harold Goldstein, Lorren Oliver (PBJC), Ken Yusko

## **The Impact of Supervisory Training on Test Performance**

Stacey Lange(PBJC), Jody Lecheler (PBJC)

## **From Beginning to End: An Interactive Walk Through the Assessment Center Process**

Martinique Alber(PBJC), Allysa Singer (PBJC)

## **Getting Creative with your Structured Interviews**

Sarah Freed (JCC), Karisa Morris

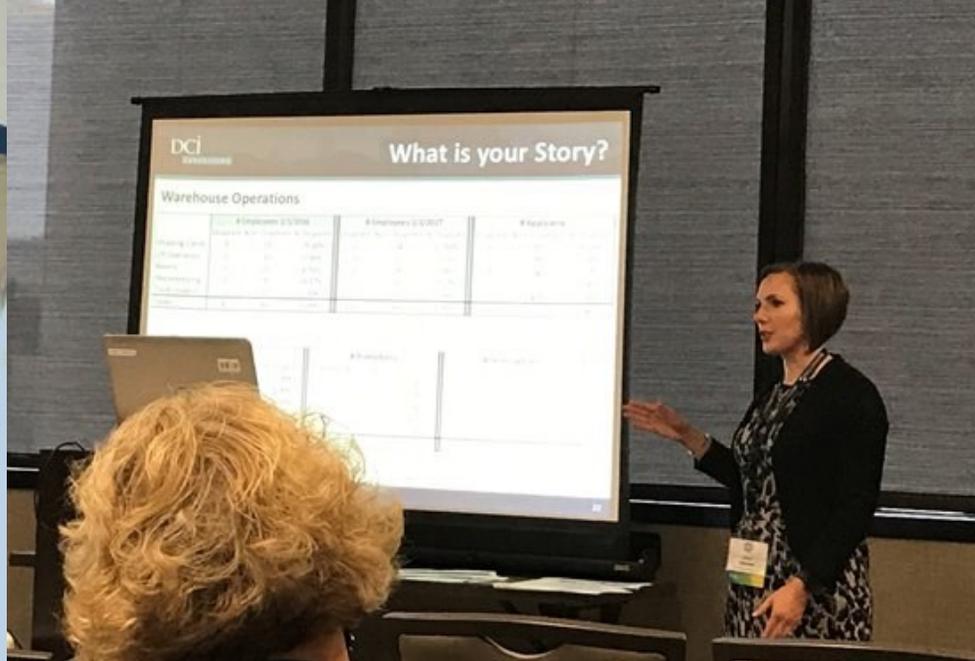


**IPAC**  
INTERNATIONAL PERSONNEL ASSESSMENT COUNCIL

**Conference  
Exhibitors**



**IPAC**  
INTERNATIONAL PERSONNEL ASSESSMENT COUNCIL



DCI  
Exhibitors

### What is your Story?

Warehouse Operations

	# Employees 2/2016	# Employees 5/2017	# Regions
Working Unit	10	10	1
Product	10	10	1
Market	10	10	1
Manufacturing	10	10	1
	10	10	1



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# Training & Organizational Development

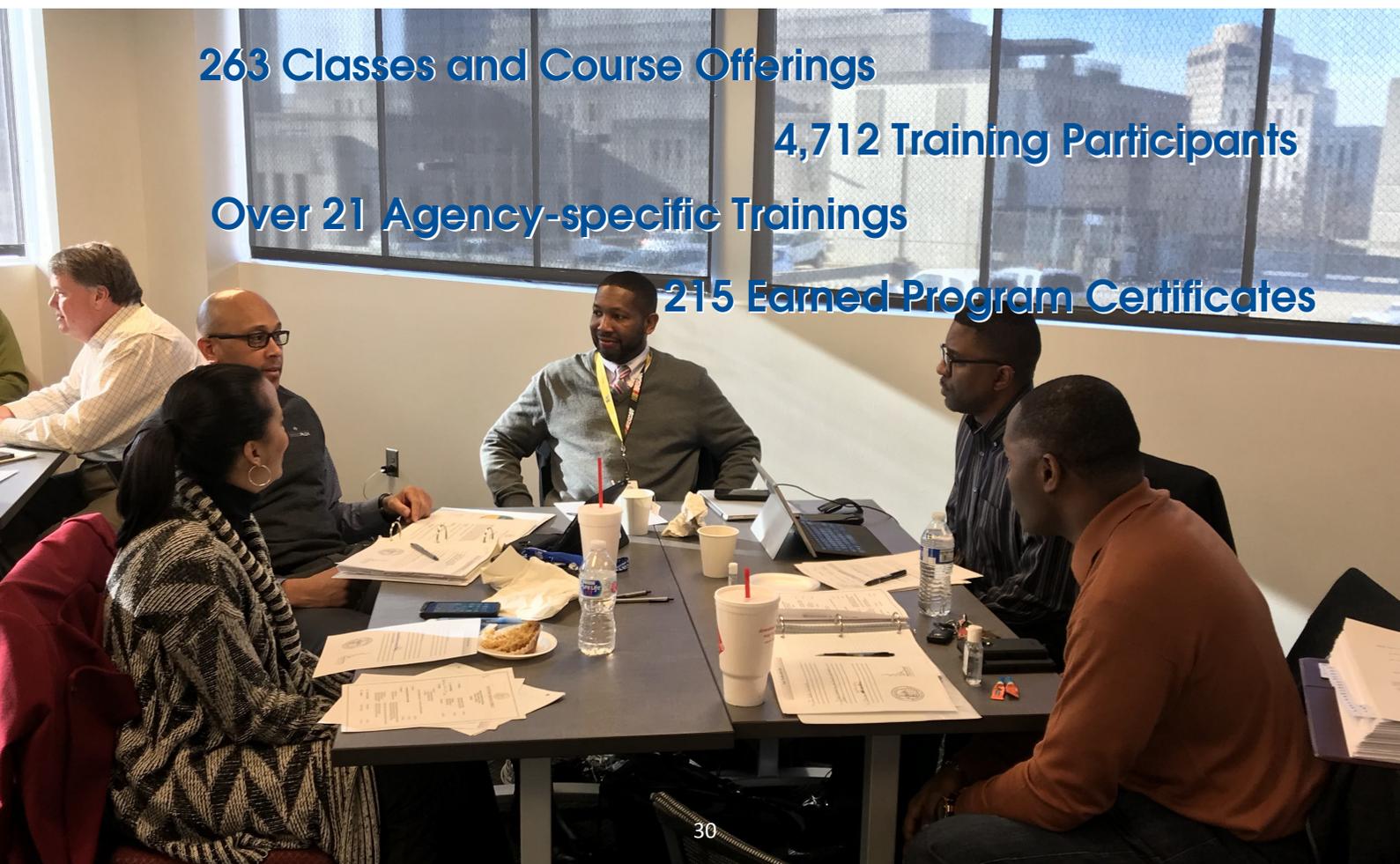
The Personnel Board is committed to the betterment of public sector employee performance and service to our communities. The Training & Organizational Development Department provides a variety of opportunities for employees to develop their personal and professional knowledge, skills, and abilities through a wide array of course offerings. This department provides certificate programs (Leading People, Leading Processes, Technical Development, and Professional Development) comprised of over 50 courses in both technical and non-technical fields for Merit System employees. Training & Organizational Development also provides specialized course offerings targeted at specific needs of our Merit System agencies and executive level programs designed to improve the leadership attributes of our upper level managers and leaders.

**263 Classes and Course Offerings**

**4,712 Training Participants**

**Over 21 Agency-specific Trainings**

**215 Earned Program Certificates**





The Personnel Board of Jefferson County Training & Organizational Development continues to garner national attention as one of the premier training departments in the country. During 2017, the Personnel Board of Jefferson County was announced as a winner of the 2017 Leadership Excellence Award Recognizing Exceptional Leadership Development and Programs.

For more than 30 years, Leadership Excellence has identified and recognized the top leadership programs in organizations and their strategies and solutions. HR.com and Leadership Excellence recognize the top leadership program in the country through the Leadership Excellence awards. The Winners Circle in each category were revealed at the LEAD2017 event held at the Music City Center in Nashville, Tennessee in February, 2017. The prestigious leadership awards salute top leadership practitioners and highlight their roles in the industry.

The Personnel Board received the 2017 Winner's Circle Award for **Innovation in Deployment of Leadership Programs** for its 360-Degree Leader Program. "Effective leadership is essential to creating thriving teams and to building successful organizations. Regardless of the size or industry of your business, valued leadership programs make a considerable contribution to accomplishing your goals. The annual LEAD awards recognize these flourishing programs that are making a difference in their world." Debbie McGrath, CEO of HR.com.



# Honoring Employee Development

## Certificate Achievement

On July 21, 2017, the Personnel Board proudly honored 159 individual Merit System employees for successful completion of our certificate programs in 2017 at its annual Certificate Graduation Ceremony. The 2017 ceremony was held at the Historic Boutwell Auditorium where the Director personally presented each graduate with their award of accomplishment. Ms. Nancy Goedecke, Chairperson and CEO of Mayer Electric Supply, served as the keynote speaker. Listed below, are graduates of our Leading People certificate (77), the Leading Processes certificate (41), the Technical Development certificate (24), Professional Development certificate (52) and the MPACT Program (21), for a total of 215 certificates among the 159 employees.





**2017 MPACT Graduates** The MPACT (Manager 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 agency.



- Joseph Andrews, JCDH
- Brian Baker, Gardendale
- Jody Box, Mountain Brook
- Darryl Burroughs, Birmingham
- Sheryl Campbell, PBJC
- Darryl Cunningham, Fairfield
- Tonya Dawson, Jefferson County
- Byron Deramus, Jefferson County
- Linda Jackson, Jefferson County
- Vanessa Jones, Jefferson County
- Paul Kellogg, Irondale
- Stacey Lange, PBJC
- Bronda "Mac" McKisson, Bessemer
- Michelle Moore, Birmingham
- Ann Murphy, Birmingham
- Scott Phillips, Vestavia Hills
- Bobby Ragan, JCDH
- Kevin Scoggins, Hueytown
- Bryan Swindle, Homewood
- Douglas Taylor, Jefferson County
- Loren Warren, Jefferson County



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# Honoring Employee Development

## 2017 Certificate Recipients

The Personnel Board honors and congratulates the 2017 Training Certificate recipients. The graduates are presented on the following pages by Merit System agency.



### City of Bessemer

- Druecilla Cooper, Bessemer Utilities (TECH)
- Janiece Gaines, Bessemer Utilities (TECH)
- Kendric Hughley, Fire (LPL)
- Bronda 'Mac' McKisson, Police (MPACT)
- Jacqueline Morris, 911 Dispatch (LPL/LPRO/PROF)

### City of Birmingham

- Annette Adams, Public Works (TECH)
- Maureen Allen, Planning and Engineering (TECH)
- Girard Armstead, Police (LPL/LPRO)
- Angela Askew-Taylor, Police (TECH)
- James Barber, Jr., Fire (LPL, PROF)
- Cedric Bell, Management Information Services (LPL)
- Darryl Burroughs, Management Info Services (MPACT)
- Percy Byrd, Traffic Engineering (LPL)
- Dedra Campbell, Municipal Court (LPL)
- Cornelius Cleveland, Police (LPL/LPRO)
- Felicia Cox, Police (LPL)
- Darryl Cunningham, Fire (MPACT)
- Twyana Davis, Police (LPL)
- Demetrius Derico, Fire (LPL)
- Janet Ely, Planning and Engineering (LPL)
- Jennifer Gonzales, Fire (LPL)
- James Hall, Police (LPL)
- Alecia Hardy, Fire (PROF)
- Annette Harris, Management Info Services (LPL)
- Stayce Ingram, Fire (LPRO/PROF)
- Mary Jackson, Public Works (LPL)
- Kimberly Jackson, Finance (LPRO/PROF)
- Steven Long, Police (LPL)
- Otis Luke, Police (LPRO)
- Karen McAdams, Fire (TECH)
- Chevonne McMillan (LPL/LPRO)
- Christy Mixon, CrossPlex (LPL/PROF/TECH)
- Michelle Moore, Police (MPACT)
- Ann Murphy, Finance (MPACT)
- Michael Pickett, Police (LPL)
- Julie Quigley-Vining, Police (LPL/LPRO)
- David Rockett, Police (LPL)
- Emanuel Rosato, Police (TECH)
- Charles Winborn IV, Fire (LPL)
- William Rylant, Municipal Court (TECH)
- LaTissa Speight, Parks and Recreation (LPL/LPRO)
- Morgan Strode, Police (LPL)
- Debra Summerville, Plnng & Eng (LPL/LPRO/TECH)
- Derosha Swann, Fire (LPL)
- Phyllis Swanson, Public Works (PROF)
- Eugene Thomas, Fire (LPL/LPRO)
- Leon Thompson, Jr., Fire (LPRO)
- Phillip Thrasher, Fire (PROF)
- Nathaniel Turner, Public Works (LPL)
- Daryl Washington, Public Works (LPRO/PROF)
- Lonnie West, Fire (LPL)
- Vanessa Wilson, Legal Department (LPL)
- Mary Wilson, Mgt Info Systems (LPRO/PROF)

(LPL)= Leading People (LPRO) = Leading Processes (TECH) = Technical Development (PROF) = Professional Development (MPACT) = MPACT Program

### City of Center Point

- Shameika Coleman, Public Works (LPL)
- Octavious Pierce, Public Works (LPL)
- Michelle Saxton-Richardson, Admin. (LPL)

### City of Gardendale

- Brian Baker, Police (MPACT)
- Breanna Dunn, City Clerk's Office (LPRO/PROF)
- Buddy Partridge, Police (PROF)

### City of Homewood

- David Primus, Jr., Parks & Rec (LPRO/PROF)
- Bryan Swindle, Fire (MPACT)

### City of Hueytown

- David Bayliss, Fire (LPL/LPRO)
- Justin Hickey, Police (LPRO/PROF)
- Kevin Scoggins, Fire (MPACT)

### City of Irondale

- Felicia Johnson, Administration (PROF)
- Paul Kellogg, Fire (MPACT)

### Jefferson County Department of Health

- Joseph Andrews, Environmental Health (MPACT)
- Khalilah Brown, Clinical Services (LPL)
- Shewanda Clark, Clinical Services (LPRO)
- Tiana Davis, Clinical Services (PROF/TECH)
- Michelle Gowens, Environmental Health (LPRO)
- Manuel Pacheco, Jr., Central Hlth Admin (PROF)
- Bobby Ragan, Mgt Info Systems (MPACT)
- Lesley Reynolds, Estrn Health WIC Admin. (PROF)
- Brittany Sanders, Specialty Clinic (LPRO)



### City of Mountain Brook

- Davis Baker, Police (LPL)
- Michael Box, Fire (MPACT)
- Jason Carmack, Police (LPL)
- Jonathan King, Fire (LPL)

### City of Vestavia Hills

- Scott Phillips, Fire (MPACT)

### Personnel Board of Jefferson County (15)

- Trenika Blevins, Info Services (PROF/TECH)
- Bryant Bush, Employment Testing (LPL)
- Sheryl Campbell, Information Services (MPACT)
- Pamela Childers Lambert, Administration (LPL)
- Kristen Hammack, Info Services (LPL/LPRO/PROF)
- Kimberly Harris, Employee Services (PROF)
- Claudia Johnson, Info Services (LPRO/PROF/TECH)
- Stacey Lange, Employment Testing (MPACT)
- Jody Lecheler, Employment Testing (LPL)
- Becky Lopez, Employment Testing (PROF)
- Billie Marsala, Employment Testing (LPL)
- Colandus Murray, Information Services (LPRO)
- Rozel Revell, Information Services (LPRO)
- Jerry Roethig, Information Services (LPL/LPRO)
- Allysa Singer, Employment Testing (LPL)



# Honoring Employee Development

## 2017 Certificate Recipients—continued

### Jefferson County

- Tina Bowen, General Services (TECH)
- Peterson Bridges, Revenue (LPL/PROF)
- Shameka Bridges, Revenue (PROF)
- LaToya Cain, Sheriff's Office (PROF)
- Talisha Cannon, Tax Assessor (LPL/PROF)
- April Carlisle, Board of Equalization (PROF)
- Nichole Carr, Tax Assessor (LPL)
- John Michael Colburn, Bd. of Equalization (LPRO)
- Tiffany Dates, Human Resources (PROF)
- Tonya Dawson, Human Resources (MPACT)
- Byron DeRamus Sr., Sheriff's Office (MPACT)
- LaToya Everett, Board of Equalization (PROF)
- Sarah Freed, Human Resources (LPL)
- Jonathan Gardner, Environ. Svcs (LPL/LPRO/PROF)
- Dominga Gardner, Info Services (PROF/TECH)
- Kaitlin Giles, Human Resources (LPL/PROF)
- Setedria Givner Pickett, Family Court (LPL/LPRO)
- Amanda Haddin, Law Library (LPL)
- Nicole Hall, Probate Court (TECH)
- Jennifer Hamilton, Roads and Transportation (PROF)
- Ebonee Hammonds, Revenue (LPL)
- Joy Handley, Family Court (LPL/LPRO)
- Mary Hardisty, Environmental Services (TECH)
- Wanda Harville, Purchasing (PROF)
- David Hinkle, Board of Equalization (PROF)
- Carolyn D. Hogan, Family Court (LPL/PROF/TECH)
- Linda Jackson, Environmental Services (MPACT)
- Regina Johnson, Purchasing (LPL)
- Sylvia Johnson, Family Court (LPL/LPRO/PROF)
- Vanessa Jones, Family Court (LPRO/MPACT)
- Cynthia Julius-Mitchell, Revenue (TECH)
- Natasha Kathiany, Revenue (LPL/PROF/TECH)
- Sonya King, Community Development (LPL)
- Yvonne Lane, Finance (PROF)
- Samantha Matthews, Revenue (PROF)
- Leonid Mazur, Information Services (LPL)
- LaTanya McDuffie, Finance (TECH)
- Tamika McGee, Family Court (LPL/LPRO)
- Roddrick Miles, Information Services (PROF)
- Adrilisa Mitchell, Family Court (PROF)
- Sonya Moore, Family Court (LPL)
- Phyllis Moore, Information Services (LPRO/PROF)
- Shelia Nixon, Tax Assessor (LPL)
- Rontrice Ousley, Revenue (LPL)
- Bobby Pakbaz, Info Services (LPL/LPRO/PROF)
- John Pennington, Crime Stoppers (LPL/LPRO/PROF)
- Anthony Pippen, Sheriff's Office (PROF/TECH)
- Jinnifer Purnell, Co. Mgr's Office (LPL/LPRO/PROF)
- Angela Reese, Revenue (LPL)
- Lauren Sanders, Family Court (LPL/LPRO)
- Marlene Smith, Probate Court (LPRO/PROF)
- Ronald Stephens, Environmental Services (LPRO)
- Yolanda Sutton, Family Court (LPL/LPRO)
- Dianne Swann, Capital Structure/Dvlpmt (TECH)
- Douglas Taylor, Information Technology (MPACT)
- Letitia Taylor, Board of Equalization (PROF)
- Rachel Thomas, Family Court (LPL)
- Nathan Tidmore, Roads and Transportation (LPL)
- Alicia Waldrop, Family Court (LPL/LPRO)
- Loren Warren, Human Resources (MPACT)
- Christine Williams, Family Court (LPL/LPRO/PROF)
- Remeca Williams, Board of Equalization (PROF)
- Jennifer Wilson-Bibb, Tax Assessor (PROF)
- Vera Worthy, Probate Court (LPL/TECH)

(LPL) = Leading People (LPRO) = Leading Processes (TECH) = Technical Development (PROF) = Professional Development (MPACT) = MPACT Program



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Personnel Board of Jefferson County  
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[www.pbjcal.org](http://www.pbjcal.org)

