



Personnel Board

A career. A purpose. A life.



2018 Annual Report

Personnel Board

2018 Annual Report

On the Cover

Merit System member agency, City of Gardendale, opened the doors to a new City Hall in July, 2015 at a new location at 925 Main Street in downtown Gardendale. The cover photo presents the front entrance of City Hall facing Main Street.

Report Contents

The content of this report covers the 2018 calendar year (i.e., January 1, 2018 – December 31, 2018). This report was submitted to the Citizens Supervisory Commission at their semi-annual meeting held on May 21, 2019.

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>

Annual Report

Table of Contents

Letter from Executive
Director

5

Personnel Board
Merit System

6

Governance &
Organizational
Structure

8

Citizens Supervisory
Commission

9

Three-Member Board

10

Missions & Values

11

Departments &
Services

12

Financial Report

14

Workforce Levels &
Demographics

16

Recruiting Talent to
the Merit
System

18

Application &
Employment
Activity

20

Annual Job Analysis
& Classification
Survey

22

Employee Appeal
Hearings

24

Employment Testing

26

Training &
Organizational
Development

28

Honoring Employee
Development

30

New HCM System -
Workday

34

Professional &
Community
Involvement

36

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Letter from the **Executive Director**

Dear Citizen Supervisory Commission:

I am pleased and honored to present to you, on behalf of the Three-Member Board and our entire staff, the Personnel Board of Jefferson County 2018 Annual Report. This report covers the 2018 calendar year and provides a summary of the work and activities of the Personnel Board, as well as a variety of information on the Merit System as a whole.

I would like to first start with a mention of our financial operations. The Personnel Board works diligently to ensure fiscal responsibility and accountability, to include finding ways to add value and increase the return on investment for all our stakeholders. In 2018, the Personnel Board operated with a budget \$113,000 lower than the preceding 2017 fiscal year. Beyond this lowered budget, the Board's actual expenses came in *substantially under* budget and also resulted in a reduction in expenses compared to fiscal year 2017. Maintaining this focus on fiscal responsibility, during the 2018 calendar year, the Board also approved a budget for fiscal year 2019 that is \$242,000 lower than fiscal year 2018.

Although the Personnel Board worked to contain expenses, 2018 was full of substantive work and exciting change and improvements for the Personnel Board and the Merit System. Among these improvements was the implementation of a new human capital management (HCM) system called Workday. Workday is an industry leading HCM solution that provides a fully integrated system to replace our previous systems (i.e., Lawson and PeopleAdmin). Workday provides a number of immediate and longer-term benefits over the Board's previous systems including enhanced functionality, greater configuration ability, and increased system efficiencies. The Personnel Board intends to continue, over the course of 2019 and beyond, to leverage Workday to enhance further Merit System processes, such as performance management, career development, and more.

Also within this report, you will find updates on the operational activities of our departments and valuable information about the Merit System in 2018. 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. Working in careers ranging from 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.



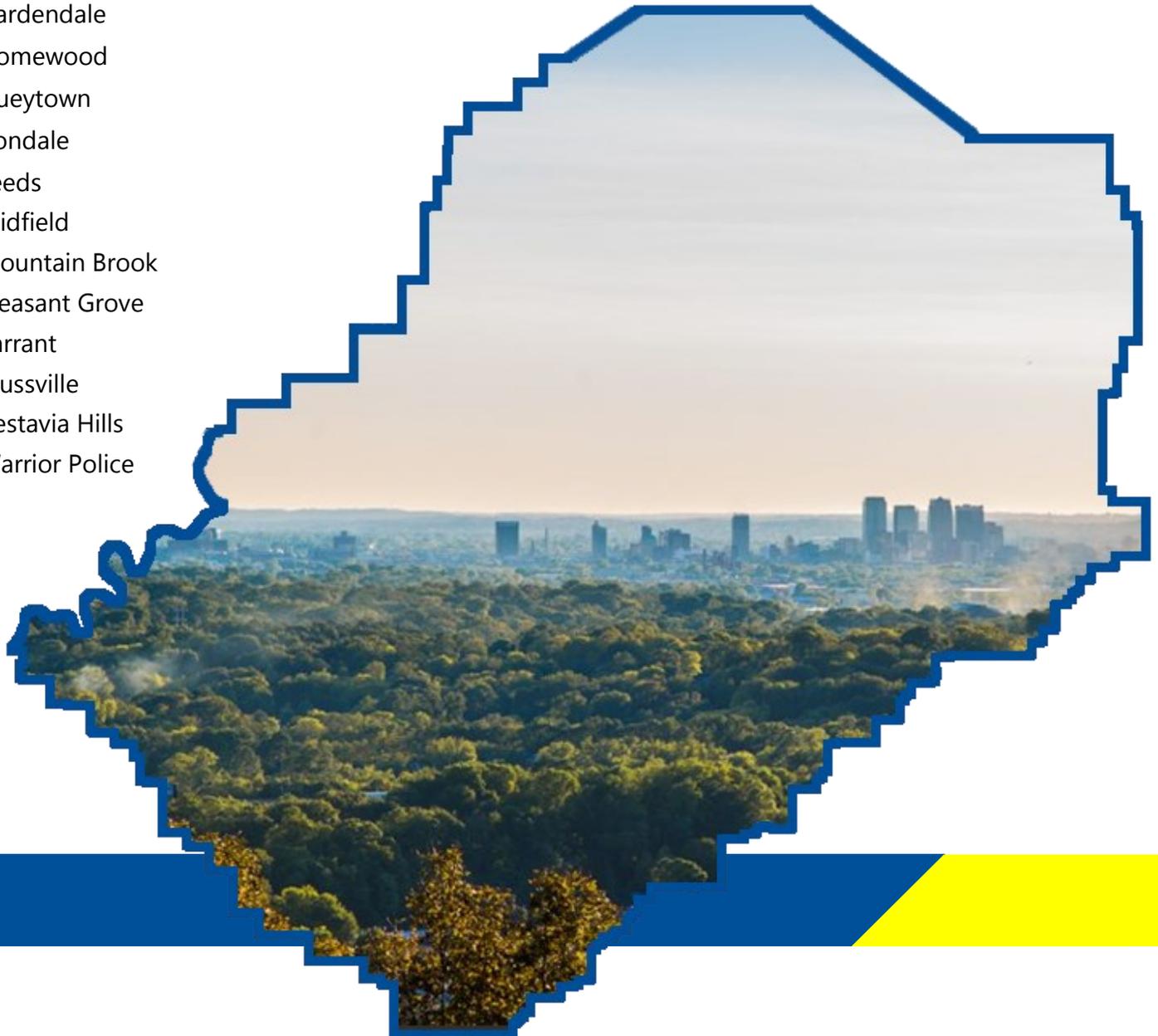
The Personnel Board of Jefferson County's Merit System includes a wonderfully **diverse** set of municipal governments, ranging from smaller, **community-minded towns** to **vibrant, bustling cities**. Also included are the Jefferson County Commission and four county-wide agencies providing **critical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

Municipalities

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

County-wide Agencies

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

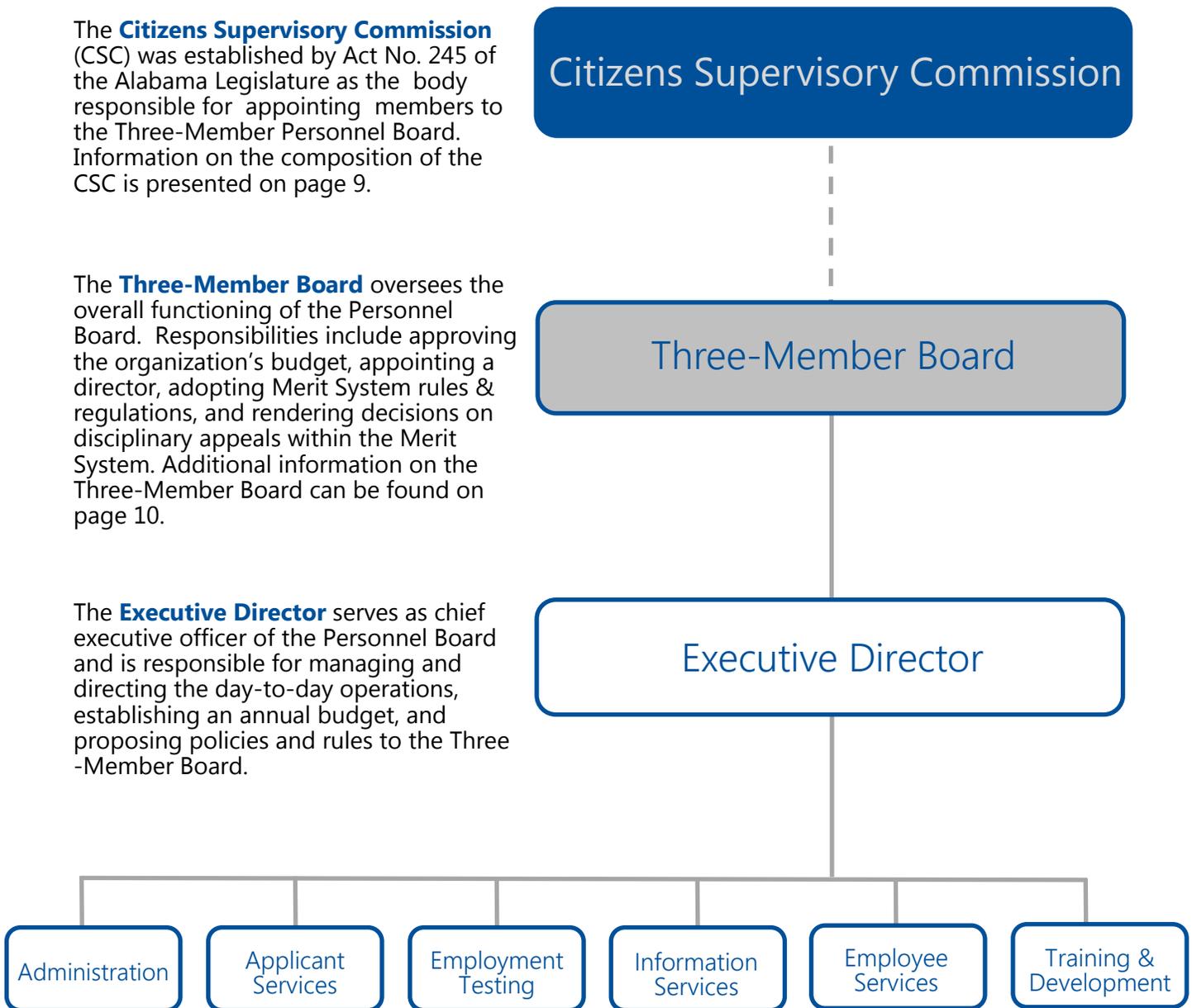


Governance & Organizational Structure

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 9.

The **Three-Member Board** oversees the overall functioning of the Personnel Board. Responsibilities include approving the organization's budget, appointing a director, adopting Merit System rules & regulations, and rendering decisions on disciplinary appeals within the Merit System. Additional information on the Three-Member Board can be found on page 10.

The **Executive Director** serves as chief executive officer of the Personnel Board and is responsible for 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.

Citizens Supervisory **Commission**

The Alabama legislature created the **Citizens Supervisory Commission (CSC)**, a group of community leaders, in order to ensure the appointment of an apolitical Three-Member Board to oversee the Merit System in Jefferson County. In 2018, the CSC convened for their semi-annual meetings on May 15th and November 20th. Special meetings were also held on September 18th and September 25th.

2018 Members

Judge Alan King (Chair)
County Probate Judge

Mr. William Barnes
President/CEO, Birmingham Urban
League

Mr. Keith A. Brown, Esq.
President, Jefferson State
Community College

Ms. Marianne Hayward
President, Central Alabama Labor
Federation

Ms. Yvette Reynolds
Municipal Employee Representative

Dr. Bradley Caskey
Interim President, Birmingham-
Southern

Dr. George T. French, Jr.
President, Miles College

Mr. Brian Hilson
President, Birmingham Business
Alliance

Pastor E.O. Jackson; President
Interdenominational Ministerial
Alliance of Greater Birmingham

Mr. Hezekiah Jackson, IV
President, NAACP Birmingham

Ms. Jinnifer Purnell
County Employee Representative

Ms. Jan Plyler
President, Jefferson County Council
of PTA

Dr. Leon "Bud" Hamrick, Jr.
President, Jefferson County Medical
Society

Dr. Perry W. Ward
President, Lawson State Community
College

Dr. Ray L. Watts
President, University of Alabama at
Birmingham

Dr. Andrew Westmoreland
President, Samford University

Three-Member Board

The **Three-Member Board** 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 Juris Doctorate 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 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.

Place 2: Ms. Jacqueline Smoke was 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 and a Juris Doctorate from the School of Law. Ms. Smoke's career has included extensive experience in engineering operations with Alabama Power and Bessemer Utilities and a diverse law career that includes working within the Tuscaloosa and Jefferson County District Attorney's offices, the Montgomery County Probate Court, private law firms, and establishing her own civil and criminal law practice, with a major focus on consumer protection and product safety, appellate and probate matters.

Place 3: Mr. Guin Robinson replaced Ms. Ann Florie on the Board in September of 2018 as Associate Member Place #3. Mr. Robinson is currently the Associate Dean of Economic Development for Jefferson State Community College. During his career he has been extensively involved in community and professional organizations having served as Executive Director of Region 2020; Chair of the Birmingham Regional Transit Authority and Regional Planning Commission of Greater Birmingham; and Board Member for Alabama Historical Commission, Children's Aid Society, Kid One, and the United Way of Central Alabama, among others. Mr. Robinson was also the first full-time mayor of Pell City, Alabama. He has a Bachelor of Science Degree in Public Administration from Auburn University and a Masters in Education Leadership from UAB.

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

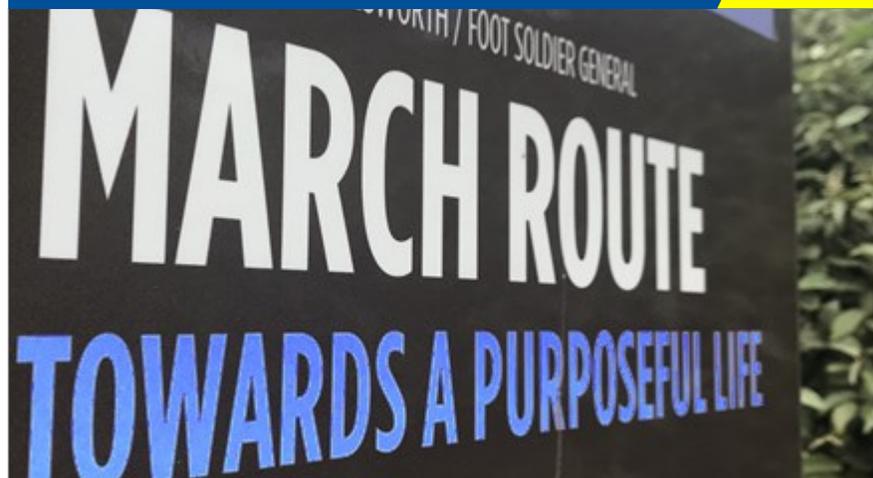
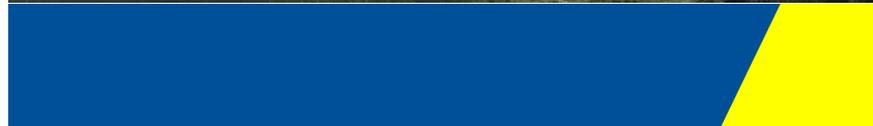
Serve professionally with dedication, competence, and efficiency.

Ethical values

Act ethically, reliably, and with integrity so as to uphold public trust.

Human values

Demonstrate respect, compassion, dignity and fairness in dealings with citizens and fellow public servants.



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 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 training and development offerings. In all, the department offers over 50 training programs in both technical and non-technical area for Merit System employees. Courses include, among many other topics, leadership, management, communications, customer service, computer skills, diversity, ethics, and legal issues. These training opportunities provided are always free of charge to employees of the Merit System. Additionally, the department provides customized training based on the individual needs of our Merit System customers.

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 ensure 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 top talent. 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 test administration and candidate evaluation process.

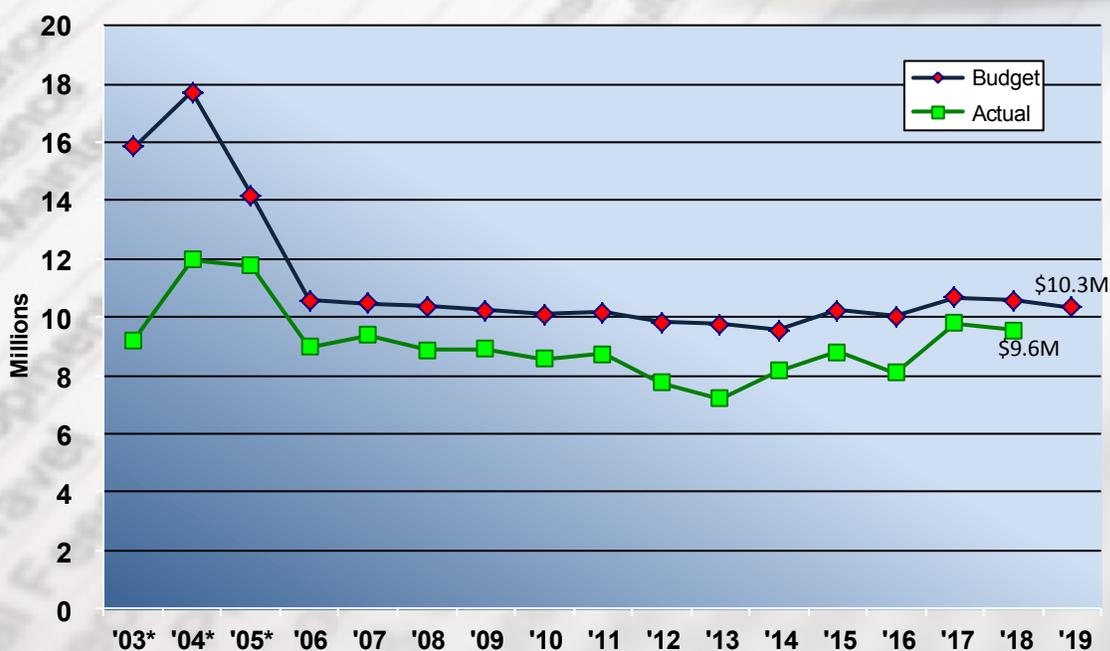
Financial Report

Fiscal Year 2018

Consistent 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. 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. Presented in this section is a financial report for the Personnel Board for fiscal year 2018. The Three-Member Board approved a FY2018 budget in the amount of \$10.58 million, a decrease of over \$113,000 from the preceding year's budget. Beyond the decreased budget, the Personnel Board worked to tightly control expenses and came in approximately \$1 million under budget, with actual expenditures under \$9.6 million. *Please note that the fiscal year covered the period of October 1, 2017 to September 30, 2018.*

During 2018, the Executive Director presented to the Three-Member Board the proposed organizational budget for the 2019 fiscal year. The Three-Member Board voted unanimously to approve the proposed budget in the amount of \$10.33 million, a decrease of over \$242,000 compared to FY2018 and over \$357,000 less than FY2017. The chart below presents a year by year tracking of the Personnel Board's budgets and actual expenditures since fiscal year 2003.

Year by Year Budget & Expenses



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

Budget Reduction

3.3% ↓

The Personnel Board has reduced its budget by over 3% over the past two years (from FY'17 to FY '19).

Expense Reduction

\$215K ↓

The Personnel Board reduced its expenses by over \$215,000 from FY'17 to FY'18.

Cost Per Employee

3.5% ↓

From FY'17 to FY'18 the Personnel Board decreased its allocated cost per Merit System employee by 3.5%.

Fiscal Year 2018 Expenditures

Personnel Costs	\$5,460,562
Employee Benefits	\$1,393,607
Legislative Allowance (Board Members' compensation)	\$3,350
Advertising	\$103,170
Systems Maintenance (includes hosting fees)	\$440,760
Travel (volunteer assessor travel & recruiting travel)	\$76,582
Legal Expenses	\$196,018
Other Professional Services (exam & transcription services)	\$870,027
Insurance Premiums	\$39,228
Rental-Facilities (hotel accommodations for volunteer assessors)	\$96,317
Office Supplies	\$12,594
Computer Equipment and Software	\$34,906
Hospitality (meals for volunteer assessors)	\$24,320
Rent (rental of office space in 2121 building)	\$635,363
Other (includes telephone expenses, copier rentals, etc.)	\$181,759
Total	\$ 9,568,564

The Personnel Board FY2018 expenses were \$9,568,563, approximately \$1 million under budget. The table to the left provides a breakdown of FY2018 expenses.

Allocation of Expenses

Agency	Percentage
Birmingham	38.1%
Jefferson County*	30.8%
Bessemer	6.3%
Health Dept	4.9%
Homewood	3.4%
Vestavia Hills	3.0%
Mountain Brook	2.4%
Trussville	2.2%
Irondale	1.5%
Gardendale	1.5%
Hueytown	1.3%
Leeds	0.9%
Tarrant	0.9%
Fairfield	0.6%
Fultondale	0.6%
Midfield	0.6%
Pleasant Grove	0.6%
Center Point	0.3%
Warrior	0.2%

* Includes EMA and GRS (Pension Board)

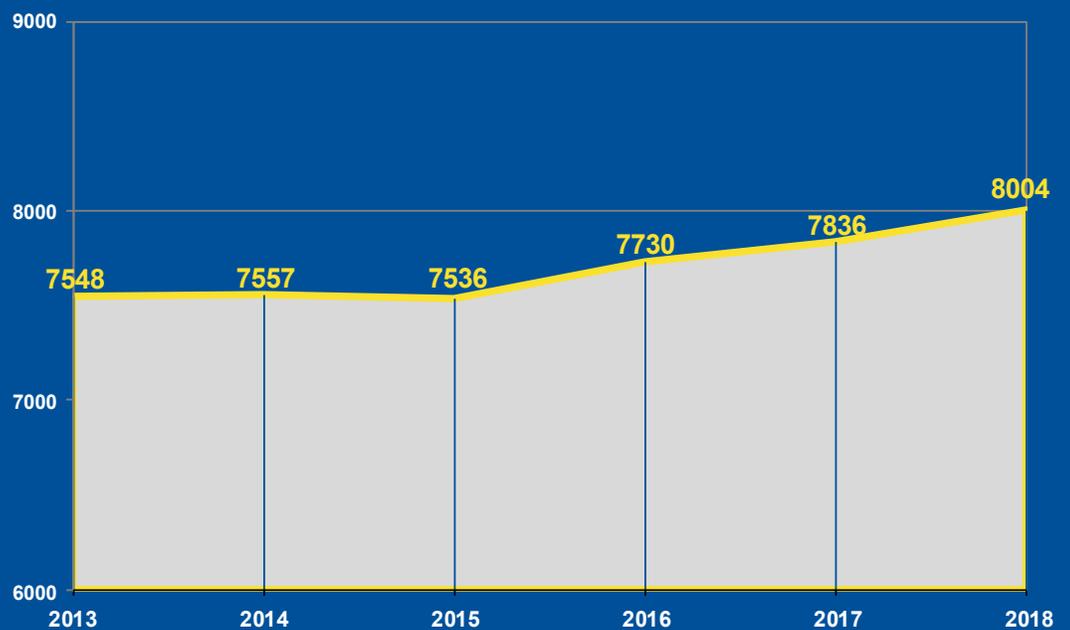
The Personnel Board's expenses throughout the fiscal year are paid by Jefferson County. At the conclusion of the fiscal year, Jefferson County submits to the Personnel Board the itemized expenses for Board operations. The Executive Director certifies the expenditures and the allocation of expenses to 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 to the right are the percentages of Personnel Board expenses allocated to each agency for fiscal year 2018.

Workforce Levels & Demographics

Employees are the lifeblood of our Merit System and our members agencies. Our employees are dedicated public servants ensuring the safety of our citizens and the continuity of our governments. The Merit System is comprised of a diverse and highly qualified workforce that strives to provide excellent service to our communities and citizens. Presented within this section of the annual report is a high level summary of the total number and demographics of our Merit System employees.

In 2018, the Merit System employed 8004 employees, a more than 2% increase compared to 2017 and nearly 6% increase over the past five years. This chart shows the growth in number of Merit System employees for the last five years.

Merit System Employees by Year



Employee Growth (1 yr)

2.1% ↑

The Merit System experienced a 2.14% increase in the number of employees over the last year.

Employee Growth (5yrs)

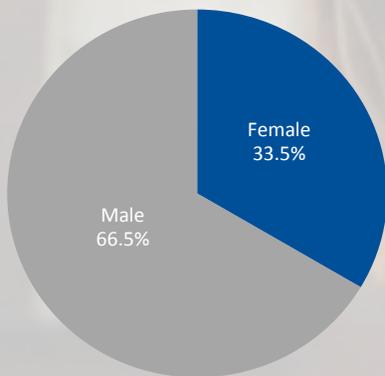
6.0% ↑

The Merit System experienced a 6.04% increase in the number of employees over the last five years.

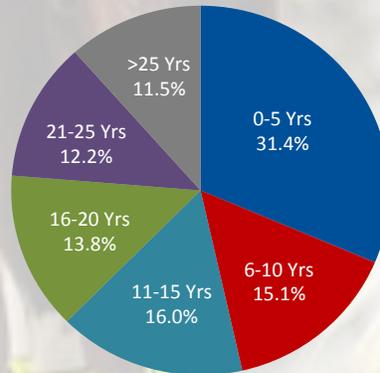
Employees by Merit System Agency

Jurisdiction	Number of Employees by Year					% Change 1 Year	% Change last 5 yrs
	2018	2017	2016	2015	2014		
Bessemer	497	497	511	482	475	0.0%	4.6%
Birmingham	3030	3081	3089	3070	3082	-1.7%	0.0%
Center Point	25	20	18	18	13	25.0%	53.8%
Fairfield	51	52	77	97	94	-1.9%	-44.7%
Fultondale	51	50	47	50	50	2.0%	0.0%
Gardendale	115	117	118	110	116	-1.7%	0.9%
Health Department	389	395	384	395	400	-1.5%	-1.3%
Homewood	270	273	253	258	267	-1.1%	2.2%
Hueytown	103	105	102	102	106	-1.9%	-0.9%
Irondale	115	128	129	125	123	-10.2%	4.1%
Jefferson County	2445	2224	2116	1904	1973	9.9%	12.7%
Leeds	71	77	83	80	76	-7.8%	1.3%
Midfield	47	45	43	44	37	4.4%	21.6%
Mountain Brook	194	192	191	185	186	1.0%	3.2%
Personnel Board	59	58	61	58	57	1.7%	1.8%
Pleasant Grove	44	45	46	47	48	-2.2%	-6.3%
Tarrant	70	71	74	74	73	-1.4%	-2.7%
Trussville	175	163	151	146	140	7.4%	16.4%
Vestavia Hills	241	231	226	219	218	4.3%	6.0%
Warrior	12	12	11	9	12	0.0%	0.0%
Merit System	8004	7836	7730	7473	7546	2.14%	3.84%

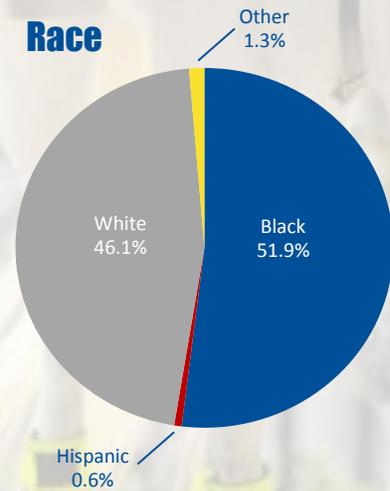
Sex



Years of Service



Race



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's recruiting activities in 2018 were primarily driven by survey data gathered from newly hired Merit System employees. As a result of this data, 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, college and university career services sites, Twitter, Google, and Facebook. The Personnel Board worked to increase market awareness through the use of billboard advertising, sponsored content in Bham Now (a local social media content provider), print advertising in the Birmingham Market magazine, and a sponsorship with the Birmingham Barons baseball for First Responders night and advertisement within Regions Field.

The Personnel Board participated in recruiting events at over 30 colleges and universities throughout Alabama and surrounding states during 2018 to help increase awareness of Merit System opportunities. The Personnel Board also 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 Alabama Department of Rehabilitation Services, the Alabama Institute for the Blind and Deaf, the Alabama Career Center System, and Positive Maturity.

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 opportunities 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.



A Career. A Purpose. A Life.

Application & Employment 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 2018, the Personnel Board received 25,820 employment applications. This number was an approximately 7% decrease from 2017; however, much of that decrease, is likely due to reduced job posting activity the Personnel Board experienced during the implementation of its new human capital management system (discussed later in this report). A total of 1098 hires were made during 2018 including promotions, lateral appointments and new hires.

Total Applications

25,820

The Personnel Board received a total of 25,820 applications during the 2018 calendar year.

Total Hires

1098

A total of 1098 hires were made (including promotions, lateral appointments, and new hires) in the Merit System in 2018.

Application Activity Past Five Years



Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/ Unknown
Applications Received	25,820	10,389	13,378	2,053	16,835	5,724	3,261
Applicants Placed on Reg.	11,439	4,539	5,412	1,488	6,702	2,744	1,993
Applicants Certified	44,860	24,632	18,870	1,358	27,525	13,810	3,525
Bessemer	2,808	1,775	985	48	1,825	810	173
Birmingham	11,467	5,178	5,949	340	7,949	2,576	942
Center Point	230	37	192	1	194	21	15
Emergency Management	82	51	28	3	34	42	6
Fairfield	798	390	402	6	550	198	50
Fultondale	10	1	9	0	8	1	1
Gardendale	1,313	1,021	273	19	666	579	68
Health Department	2,207	275	1,755	177	1,495	372	340
Homewood	2,693	1,586	978	129	1,621	829	243
Hueytown	770	553	211	6	478	264	28
Irondale	1,151	856	231	64	586	463	102
Jefferson County	6,329	2,125	4,010	194	4,398	1,283	648
Leeds	1,204	956	235	13	545	591	68
Midfield	932	583	329	20	642	253	37
Mountain Brook	3,028	2,347	633	48	1,428	1,435	165
Personnel Board	266	89	175	2	218	36	12
Pleasant Grove	980	745	224	11	523	404	53
Sheriff Office	1,873	1,193	515	165	938	704	231
Tarrant City	1,189	879	291	19	730	401	58
Trussville	1,999	1,313	645	41	1,034	843	122
Vestavia Hills	2,867	2,140	685	42	1,365	1,355	147
Warrior	664	539	115	10	298	350	16
Applicants Hired	1,098	623	333	142	560	340	198
Bessemer	73	47	21	5	55	9	9
Birmingham	437	245	111	81	252	84	101
Center Point	6	1	4	1	3	2	1
Emergency Management	2	0	2	0	0	1	0
Fairfield	5	2	3	0	5	0	0
Fultondale	1	0	1	0	1	1	0
Gardendale	20	18	1	1	1	18	1
Health Department	58	5	40	13	29	9	20
Homewood	35	27	6	2	8	23	4
Hueytown	10	7	3	0	2	8	0
Irondale	20	16	3	1	5	12	3
Jefferson County	257	130	104	23	160	60	37
Leeds	14	12	2	0	2	11	1
Midfield	9	3	5	1	8	0	1
Mountain Brook	24	19	3	2	3	19	2
Personnel Board	7	4	3	0	5	2	0
Pleasant Grove	8	6	1	1	0	7	1
Sheriff Office	34	24	6	4	12	16	6
Tarrant City	13	7	5	1	3	9	1
Trussville	30	19	5	6	1	21	8
Vestavia Hills	28	24	4	0	5	21	2
Warrior	7	7	0	0	0	7	0

Annual Job Analysis &

Classification Survey

The Personnel Board is statutorily required to review positions within the Merit System at least once every five years to ensure positions are classified in the correct job class in accordance with the Board's Salary Administration and Classification Plan. The Personnel Board utilizes an annual job analysis and 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) and to gather job analysis data on Merit System job classes. The 2017-2018 classification survey evaluated positions in 109 jobs across 13 job families. Of the 879 eligible employees, 62% participated in the survey. A total of 6 positions were recommended for reclassification.

2017-18 Job Families Surveyed

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



New Job Classes in 2018

Twenty-two new job classes were established by the Personnel Board for use within the Merit System during 2018. The established job classes and their associated pay grades are provided below.

- | | |
|---|--|
| Metro Area Crime Center Administrator - G34 | IT Quality Assurance Analyst - G28 |
| Helicopter Pilot - G25 | Transportation Division Manager - G34 |
| Water Reclamation Facility Operator Grade II - G14 | ADA Compliance Coordinator - G21 |
| Water Reclamation Facility Operator Grade III - G16 | Employee Wellness Specialist - G24 |
| Water Reclamation Facility Apprentice - G12 | Senior Land Specialist - G19 |
| Facilities and Event Manager - G34 | Employee Wellness Coordinator - G21 |
| Land Bank Administrator - G32 | Emergency Communications Manager - G30 |
| Economic Development Mgr Workforce Talent - G34 | Crossplex Aquatics Manager - G26 |
| Economic Development Mgr Operations - G34 | Crossplex Mktg & Development Mgr - G26 |
| Economic Development Mgr Business Growth - G34 | Crossplex Sports Events Manager - G26 |
| IT Project Manager - G34 | Enterprise Systems Manager - G36 |

The Personnel Board also began the 2018-2019 job analysis and classification survey process during the period covered by this annual report. This process will continue into 2019 and includes 169 jobs across six job families.

2018-2019 Job Families Being Surveyed

- Community Services
- Engineering
- Healthcare
- Information Services
- Inspections
- Parks and Recreation

Employee Administrative

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 2018, the Personnel Board received notification of 380 adverse employment actions. Of those actions, 30% were eligible for appeal in accordance with the Rules & Regulations and Administrative Appeals Procedure. Of those employees who were eligible, 67% exercised their right to appeal. The tables on the following page provide a breakdown of the adverse employment actions and resulting appeals.





The Personnel Board concluded 41 disciplinary appeal hearings in the 2018 calendar year. The Three-Member Board upheld the Appointing Authority’s decision in 18 of the cases, 2 cases were modified, and 21 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 2018 were based on actions initially filed in an earlier year.*

Employment Action	Number of Actions	Appeal Not Eligible	Appeal Eligible	Appeal Reviews
Suspensions	279	216	63	25
Terminations	68	23	45	45
Grievances	27	23	4	4
Demotions	4	2	2	2
ALWOP	2	0	2	2
Totals	380	264	116	78

Action Appealed	Total	Upheld	Modified	Settled
Suspensions	13	5	2	6
Demotions	0	0	0	0
Terminations	28	13	0	15
All Appeal Hearings	41	18	2	21

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 order to achieve valid and legally defensible employment procedures, the Personnel Board must maintain up-to-date job analyses for all Merit System jobs.

The Personnel Board works diligently to conduct job analyses for each Merit System job class at least once every five years. 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, staff perform on-site job observations, facilitate interviews and focus group meetings, administer surveys, and analyze job data. These job analyses drive the development of minimum qualifications, the content of performance appraisals, and the development of employment selection examinations. In 2018, the Employment Testing Division completed job analyses for 192 separate job classes.

In 2018, the Board leveraged job analysis data to develop and administer competitive examinations for various Merit System job classes for a total of 4,728 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 activities included tests for a variety of jobs including:

Accounting Assistant I	Heavy Equipment Operator
Accounting Assistant II	Legal Secretary
Administrative Assistant	Medical Clerk
Administrative Clerk	Parole and Probation Officer
Administrative Supervisor	Probation Officer
Construction Equipment Operator	Property Control Clerk
Court Clerk	Public Safety Dispatcher I
Fire Apparatus Operator	Public Safety Dispatcher II
Fire Captain	Skilled Laborer
Fire Lieutenant	Utility Meter Reader
Firefighter	

Merit System Jobs

704

The Personnel Board Merit System is comprised of 704 jobs.

Jobs Studied

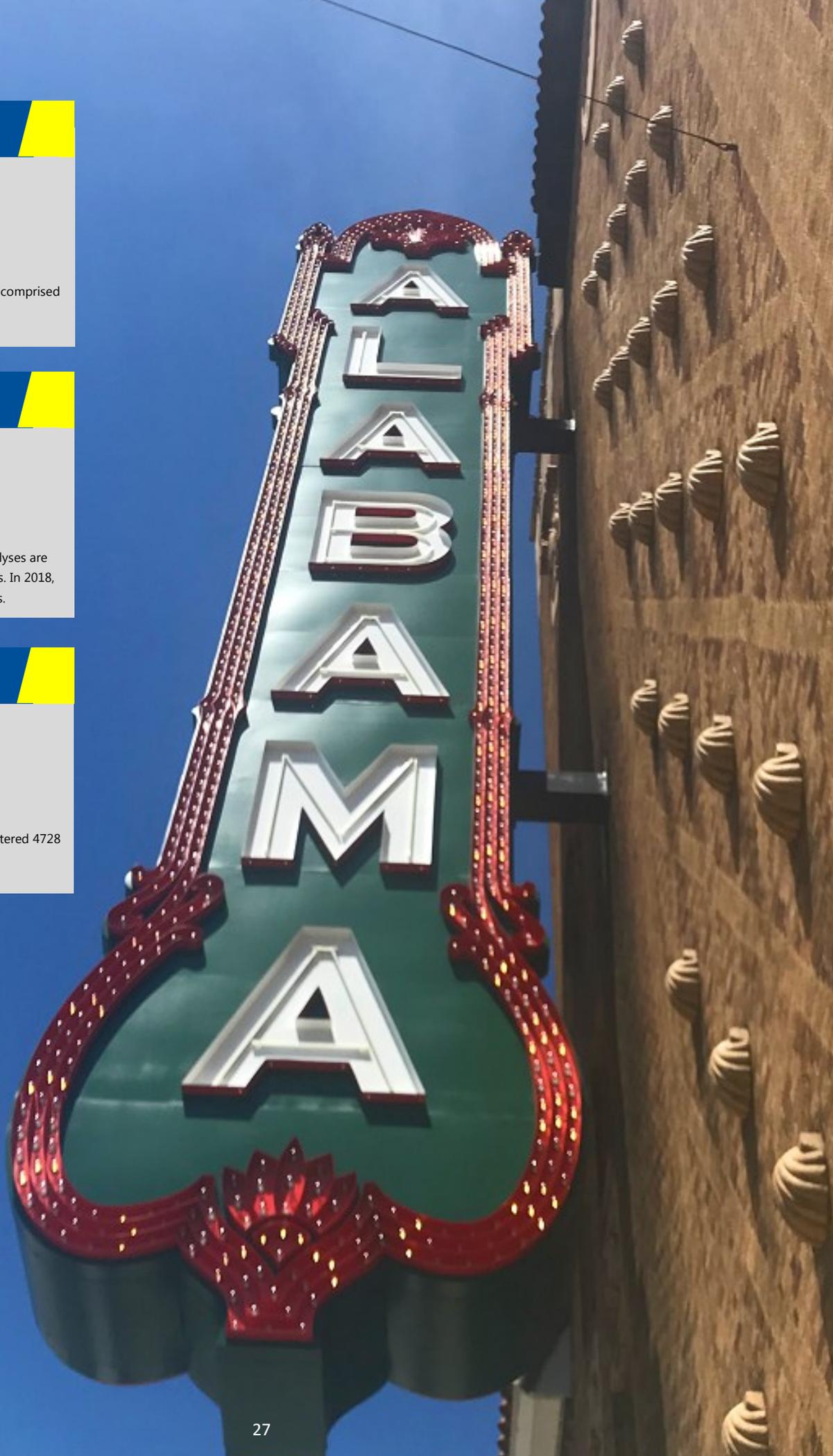
196

The Personnel Board ensures job analyses are completed for all jobs every five years. In 2018, analyses were completed for 196 jobs.

Tests Administered

4728

In 2018, the Personnel Board administered 4728 tests to job candidates.



Training & Organizational Development

The Personnel Board is committed to the betterment of Merit System employee performance and their 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.

National Awards & Recognition

The Personnel Board continues to garner national attention as one of the premier training organizations in the country. During 2018, the Personnel Board was recognized by Elearning Media Group as part of their Learning! 100 and by Training Magazine Group as part of Training Magazine's Top 125.



"The Learning! 100 recognizes the top 100 global learning organizations for high performance, innovation and culture," says Catherine Upton, awards chairperson and publisher of the Elearning! Media Group. *Learning! 100 Awards* recognize the top 100 organizations for their best-in-class learning and development programs, with learning cultures that create outstanding organizational performance.



"The 2018 Training Top 125 winners are game changers," said Training magazine Editor-in-Chief Lorri Freifeld. *"They constantly look for innovative ways to effectively deliver and measure employee training, and they are rewarded with an engaged, passionate workforce and organizational success. Congratulations to these stellar organizations for their unwavering commitment to learning and employee growth!"*

Training Attendance

5051

In 2018, the Personnel Board hosted 5,051 attendees at its training programs.



Training Hours

20,204

The Personnel Board provided over 20,000 training hours to Merit System employees in 2018.



Agency Trainings

22

The Personnel Board tailored and facilitated 22 agency-specific training programs for our Merit System customers.



Certificate Programs

210

A total of 210 training program certificates were issued to Merit System Employees in 2018.

Honoring Employee Development

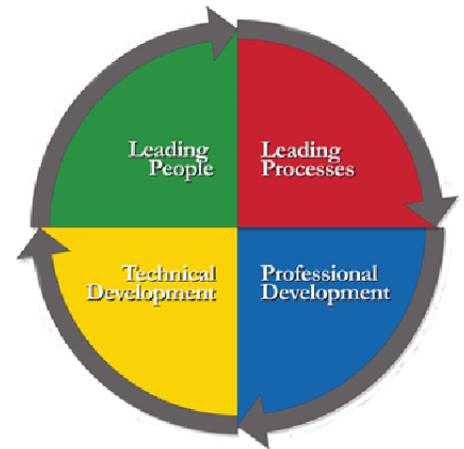
The Personnel Board provides professional development certificate programs built around the needs of Merit System employees and agencies. The goal of these certificate programs is to assist in producing competent, complete leaders in the public sector — employees who not only have the ability to lead individuals, but also manage high level projects; individuals who understand their own developmental needs and can strategically position themselves to succeed and advance in the workforce; and individuals who have the skills to thrive in today's technologically driven society. The four individual certificate programs are designed to be stand alone, yet complementary. Individuals who complete all four programs are awarded the distinction of a 360° Leader. The four components include:

Leading People - The Leading People certificate is a 49 hour program designed to share skills needed to assist today's managers in developing, motivating, and leading their employees. Topics include coaching, giving feedback, change management, delegating, and more.

Leading Processes - The Leading Processes certificate is designed to strengthen a supervisor's ability to handle the process side of management. By focusing on skills like Strategic Planning, Project Management, Creative Problem Solving, Effective Meetings, and Critical Thinking, this 49 contact hour program enables participants to gain practical skills that can be applied immediately to improve their work environment.

Technical Development - In the Technical Development certificate program, employees can choose one of two tracks based on their current skill level. Both tracks are approximately 52 contact hours and both cover computer operations as well as a number of Microsoft Office programs and other applications that greatly enhance an employee's ability to succeed in today's high-tech workforce.

Professional Development - The Professional Development certificate is a 49 contact hour program designed to equip today's Merit System employees with the professional and business skills needed to be successful in the workplace and to further their careers within the Merit System and beyond. Topics include personal branding, business writing, time management and more.



Certificate Achievement

On September 21, 2018, the Personnel Board proudly honored 150 individual Merit System employees for successful completion of our certificate programs in 2018 at its annual Certificate Graduation Ceremony. The 2018 ceremony was held at the Ed Harris Arena at the Birmingham Crossplex where the Director personally presented each graduate with his/her award of accomplishment. Dr. Paulette Patterson-Dilworth, Vice-President for Diversity, Equity, and Inclusion at UAB served as the keynote speaker. Listed on the following pages are graduates of our Leading People (61), Leading Processes certificate (65), Technical Development (19), and Professional Development certificates (46) and the MPACT Program (19), for a total of 210 certificates among the 150 employees.

2018 MPACT Graduates

The MPACT (Manager Preparing to Accomplish Change Today) program is the leadership training program provided by the Personnel Board. Participants apply for inclusion in the program and participate as a cohort. Eighteen Merit System employees (and one employee from one of our community partner organizations) completed this nine-month program in 2018 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. Examples of successfully implemented projects include reducing the cancer risk for firefighters in Hueytown, creating an Employee Appreciation Day event in Mountain Brook, and implementing a Parks & Recreation Citizen Survey in Vestavia Hills. The Merit System participants are listed below.

Jeanne Baker, JCDH	Maria Knight, Jefferson County
Charles Boyd, Homewood	Mercy Obare, Jefferson County
Jason Burnett, Vestavia Hills	Tracy Pate, Jefferson County
Robin Cop, Birmingham	Heather Richards, Mountain Brook
Vincent Curtis, Jefferson County	David Rockett, Birmingham
Ben Daly, Birmingham	Justin Salter, Hueytown
Keith Gulledge, Jefferson County	Anita Soles, Birmingham
Cynthia Holiness, PBJC	Shane Ware, Vestavia Hills
Andrea Ishaku, Birmingham	Lakitia Wright, Jefferson County

Honoring Employee Development

2018 Certificate Recipients

The Personnel Board honors and congratulates the 2018 Training Certificate recipients.

City of Birmingham

Alecia Hardy, MP
Ambrelle Samuel, LP
Andrea Ishaku, MPACT
Anita Soles, MPACT
Angela Askew-Taylor, MP PD
Angelo Hinkle, MP
April Trammell, TD
Ben Daly, MPACT
Beneva Nelson, PD
Brandon Smith, LP MP
Bridgette Conley, TD
Bruce E Alexander Iii, LP PD
Cheryl Dunklin, MP PD
Cornelius Cleveland, PD
David Rockett, MP PD MPACT
Debra Caldwell, TD
Dedra Campbell, MP
Elaine Holmes, MP PD
Felicia Cox, MP
Jennifer Pinto, PD
Jessica Mcgee, TD
Lamesa Brooks, LP
Laqueta Clay, LP
Lydia Jordan, LP PD
Maria Swanson, TD
Maureen Allen, LP
Michael Chisem, MP
Michelle Tate, LP
Morgan Strode, MP
Otis Luke, TD
Renda Samuels, MP PD
Robin M. Cope, MPACT
Rose Wood, LP
Shanika Lawson, PD
Spencer Justice, MP
Steven Long, MP
Theresa Kirkwood, LP MP PD
Wendie Williams, LP
William (Eddie) Rylant, LP MP PD
William Lewis, LP
Zaneta Lamar, LP MP PD

Jefferson County

Aaron Self, MP
Akirashanti Byrd, MP PD
Alfonso Gray, LP
Alicia Waldrop, TD
Amanda Haddin, MP
Anna Elizabeth Hill, LP
April Carlisle, LP MP
Belinda Reese-Madden, LP
Beth Carter, LP
Betty Slaughter, LP PD
Charles Elliott, LP MP
Chrystal Washington, LP
Coleecia Perryman, LP
Connie Grant, MP PD TD
Crystal Swanson, LP PD
Cynthia Dismukes, LP
Cynthia Julius-Mitchell, LP MP
Danielle Cater, PD
Daphne Holmes, LP
Darren Hardy, MP
David Ogden, LP
Denise Shelton, PD
Devona McMullin, LP
Eboney Hammonds, MP
Gaurav Soni, MP
Gloria Turner, MP
Ian Peters, MP
Jacqueline Williams Carter, PD
Jenea M James, LP PD MP
John Michael Colburn, LP PD
Kaitlin Giles, MP
Kandice Miller, TD
Karen Beck, MP PD
Karlisa Harris, LP MP
Keith Gullede, MPACT
Kenneth McMullen, LP MP
Kenyuana Edwards, LP MP PD
Kimberly Blue, LP
Kimberly Webster, LP
Lakitia Hall-Wright, MPACT
Latasha Heath, LP MP

Wakneco Jones, PD
Wilma Thornton, TD
Yolanda Bradford, TD
Letitia Taylor, MP
Loretta Gaines-Erskine, LP MP PD
Maria Knight, MPACT
Mark D. Wilson, MP
Martrece Brown, PD
Matthew Lawson, PD
Mercy Obare, MPACT
Michael Lewis, LP
Monique Lowery, LP
Nancy Wilson, PD
Nathan S. Tidmore, MP
Natasha Kathiany, MP
Peterson Bridges, MP
Phillip Richards, LP
Quinthlia Hameen, MP PD
Rachel Thomas, MP PD TD
Rance Allman Ii, MP PD
Ray Randle, PD
Remeca Reddock, LP
Rontrice Ousley, MP
Rosie Moore, LP
Shameka Bridges, LP MP TD
Shatonia Adams, MP
Shelley Raia, LP MP PD TD
Tabitha Williams, LP
Talisha Cannon, MP
Tamekia Lee, PD
Toni Williams, MP PD TD
Tracy Pate, MPACT
Valarie Nealey, PD
Vanessa Lewis, LP MP PD
Vera Worthy, MP PD
W. Vincent Curtis, MPACT

City of Bessemer

Janiece Gaines, TD
Jaye Wilson, LP MP
Jeanette W. Davis, LP PD
Randall Mcfarland, MP

City of Homewood

Charles Boyd, MPACT

City of Hueytown

Justin Salter, MPACT

City of Irondale

Suzanne Headley, MP

City of Mountain Brook

Charles J. Robinson, LP
Heather Richards, LP MPACT
Jonathan Horton, LP
Latorya Mines, LP PD
Shanda Williams, LP

City of Vestavia Hills

Angela Wilson, TD
Curtis Peacock, LP MP PD
Jason Burnett, MPACT
Shane Ware, MPACT

Department of Health

Beverly Brown, MP
Jeanne Baker, MPACT
Latresa Lewis, MP
Michele Gowens, PD
Natasha Pickens Shumpert, MP

Personnel Board

Allysa Singer, MP
Colandus Murray, PD
Cynthia Holiness, MPACT
Jody Lecheler, MP PD
Robert Jones, LP
Ryan Lillard, LP MP
Terria McDonald, MP
Tracy McCall, MP

*(LP)= Leading People (MP) = Managing Processes
(TD) = Technical Development (PD) = Professional
Development (MPACT) = MPACT Program*



New Human Capital Management System

Workday

Since 2004 the Personnel Board has used two separate human resources information systems as its automated employee records management system (Lawson/Infor) and online application system (PeopleAdmin). Since the time of those system implementations, there have been significant enhancements and improvements in the systems available for managing human resources records and processes. Starting in 2017, the Personnel Board engaged in an extensive request for information (RFI) process, followed by a request for proposal (RFP) process to evaluate available systems and determine if any could more efficiently and effectively meet our functional requirement needs. After extensive review and evaluation, the Personnel Board selected Workday as the Human Capital Management (HCM) solution that best meets its needs.

Workday is an industry leading HCM solution that provides a fully integrated system to replace both Lawson and PeopleAdmin. Throughout the first three quarters of 2018, extensive work and effort was undertaken by the Personnel Board and Workday consultants to design, configure, and implement Workday within the Merit System. The Personnel Board went “live” with Workday at the end of the 2018 fiscal year and began the system-wide transition and training over the course of the months following. The initial implementation was designed to replace the functionality of the previously existing human resource systems—Lawson/Info and PeopleAdmin. The Personnel Board intends to continue, over the course of 2019 and beyond, to leverage Workday to enhance further Merit System processes, such as performance management, career development, and more.

Workday provides a number of immediate and longer-term benefits over the Board’s previous systems through enhanced functionality, greater configuration ability, and increased system efficiencies. Specifics on these enhancements is provided on the following page.

Single Unified Solution

Workday provides a full service HCM solution that eliminates the need for custom built integration between multiple systems (as we previously had with Lawson and PeopleAdmin) which enhance efficiency and creates more streamlined processes. This will enable faster innovation, easier upgrades, and dynamic peer-to-peer collaboration within the Workday system. Over time, Workday will enable the Personnel Board to reduce processing time and eliminate the need for internal system integrations.

Enhanced Functionality

Workday provides additional functionality for the Board and its member agencies beyond what was viable with Lawson and PeopleAdmin, including performance management, career development, onboarding, job description management, and enhanced reporting capabilities, among other functionality.

Enhanced User Experience

Workday's user interface is greatly enhanced and significantly more user friendly for candidates when seeking out job opportunities and applying for jobs, as well as Merit System end users involved in the employment and human resources processes. Workday's platform is mobile-friendly allowing individuals to submit applications or process human resources actions from their mobile devices.

Configuration Over Customization

Workday has a highly configurable platform that allows the Personnel Board to configure the solution to meet the Board process needs. Previously, many of the business rules and integrations involved in the Board's use of Lawson and PeopleAdmin required significant customization, which requires additional consultant programming services and significant issues when required to process upgrades of the existing systems. Workday allows the Board staff to configure processes and adapt Workday to meet its needs.

Reduced Number of Contracts

By utilizing Workday's single unified solution, with its enhanced functionality and user friendly configuration, the Personnel Board was able to eliminate multiple contracts previously needed to effectively operate its human resources and applicant tracking systems.

Professional & Community Involvement

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

Awards



In 2018 the Personnel Board was recognized and awarded as the *Birmingham Area* **Partner of the Year** by the Birmingham Area Governor's Committee on Employment of People with Disabilities for its efforts to help educate the public and promote the benefits of hiring people with disabilities. Later in the year, the Personnel Board of Jefferson County was presented with the *Statewide* **Partner of the Year Award** by the Alabama Governor's Committee on Employment of People with Disabilities.

Professional Conferences

Personnel Board staff were active participants in a number of professional organizations and conferences throughout 2018. Such professional organizations include:

- Alabama Association of Assessing Officials
- Alabama Public Safety Leadership Academy
- Alabama Municipal Revenue Officers
- Association of Government Accountants
- Association of Talent Development
- Alabama City/County Management Assoc.
- Government Finance Officers Assoc. Alabama
- International Personnel Assessment Council
- Iron City Toastmasters
- Local Public Health System Assessment
- Society for Human Resources Management
- Society for I/O Psychology
- Training Magazine Annual Conference
- Youth Development Leadership Forum

Professional & Community Organization Offices and Presentation

In 2018, Marty Alber, Ph.D. (Test Administration and Assessment Coordinator), served as President -Elect of the International Personnel Assessment Council (IPAC). This is a three-year obligation, in which Dr. Alber will have responsibilities for the 2019 Annual Conference in Minneapolis, Minnesota, as well as making occasional presentations to other public organizations engaged in employee selection and assessment.

Brian Bellenger, Ph.D. (Division Manager), served as a Panel Discussant at the University of Maryland, College Park in October, 2018 for graduate students in Industrial-Organizational (I-O) Psychology. The panel focused on careers in the field of I-O Psychology. In a separate session, Dr. Bellenger also presented the history of employment discrimination litigation in Jefferson County as a case study. He also served as a reviewer for the *Personnel Assessments and Decisions Journal*, conducting blind peer reviews of research article submissions for publication in the journal.

Lorren Oliver (Director), Jeffrey Crenshaw, Ph.D. (Deputy Director), and Brian Bellenger, Ph.D. coauthored peer-reviewed articles and professional conference presentations in 2018:

Creating test score bands for assessments involving ratings using a generalizability theory approach to reliability estimation. Personnel Assessments and Decisions. Volume 4 (1), 1-8. (Coauthor: Bellenger)

Using job components validity to hire quickly and at low cost under a consent decree. 2018 Annual Society for Industrial-Organizational Psychology Conference. (Coauthors: Oliver, Crenshaw, & Bellenger)

Examining agreement in job analysis ratings of cognitive and non-cognitive KSAOs. 2018 Annual Society for Industrial-Organizational Psychology Conference. (Coauthors: Crenshaw & Bellenger)

In 2018, Michael Glaze (Training Advisor) served as the Vice President of Operations for the Birmingham Chapter of the Association of Talent Development. Michael Glaze and Greg Bone (Training Advisor) were charter members of the Iron City Toastmasters, a professional organization started in 2018 to provide professional development in the area of public speaking. Michael was elected as President and Greg was elected as Vice President of Membership.

Ryan Lillard (Assessment & Development Specialist), served as the Chair of the Membership Committee for WBHM (local NPR/Public Radio station) Junior Board. Ryan also served as a community representative on the Internal Review Board (related to human-subject research) for Birmingham Southern College.

Billie Marsala (Assessment & Development Specialist), served as Volunteer Coordinator for Family Promise of Birmingham, an organization that strives to keep families together while they are temporarily homeless by providing shelter and other resources of assistance.

Matt Wilson (Assessment & Development Specialist), served as a volunteer consultant to the Birmingham Zoo; designing, administering and analyzing visitor surveys (Jaguar Exhibit Visitor Study and General Feedback Survey), and using the results of each to provide guidance and follow-up actions plans.

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