



# 2019 2019

Annual Report

 **Personnel Board**  
A career. A purpose. A life.



## **Report Contents**

The content of this report covers the 2019 calendar year (i.e., January 1, 2019 – December 31, 2019). This report was submitted to the Citizens Supervisory Commission at their semi-annual meeting held on May 19, 2020.

## **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

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# Letter from the Executive Director

Dear Citizen Supervisory Commission:

It is with great pleasure that I present to you this report on the activities of the Personnel Board of Jefferson County and its Merit System for the 2019 calendar year. I am proud to represent the employees and the members of the Personnel Board and I am extremely grateful for the support and commitment they have shown to the organization and our Merit System agencies. The 2019 calendar year was a busy and productive time in the Merit System and I hope you enjoy reading about the activities and accomplishments of the organization.

The Personnel Board views serving the public interest with accountability and transparency as one its foundational values. To this end, the Board works to ensure the efficient utilization and judicious accountability of all resources within our control, while also seeking ways to add value and improve services. As you will see later in this report, the Personnel Board has continued its efforts to minimize the financial impact of its operations by reducing its 2019 budget and containing expenditures. The Board established its budget for fiscal year 2019 at a \$243,000 reduction from the previous fiscal year. Despite this reduction, the Board managed expenditures for the year at a level approximately \$680,000 below the established budget. During 2019, the Board also passed its budget for fiscal year 2020, marking the third straight year in which the Board substantially reduced its operating budget.

In 2019, the Personnel Board received over 30,000 employment applications, representing an approximately 18% increase from the previous year. Over 1200 appointments were made during the year including promotions, lateral appointments and new hires. The overall number of Merit System employees in 2019 stayed essentially flat compared to 2018, going from 8004 employees in 2018 to 8002 in 2019; however, this number represents a 7% increase in total Merit System employees over the last five years.

The Personnel Board also effectively managed the annual classification survey evaluating positions within 169 separate job classes to ensure the appropriateness of the classification of the positions into these jobs. The Board also continued its process of conducting job analyses for all Merit System jobs at least once every five years to help ensure that critical human resources processes (e.g., position classification, development of minimum qualifications and selection tests, performance appraisal content, and training curriculum) are based on up-to-date information, valid, and legally defensible. Job analyses were completed for a total of 161 jobs in 2019 and an additional 104 job analyses were started in preparation for the 2020 classification survey.

I would also like to take this opportunity to acknowledge and recognize the tremendous commitment made by Merit System employees to professional development. The Personnel Board continued to provide its award winning training programs to all Merit System agencies. A total of 129 employees from agencies across the Merit System completed Personnel Board certificate programs (each certificate requiring approximately 50 hours or more of training) and were recognized at our annual graduation ceremony hosted graciously by the City of Gardendale.

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



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ALABAMA

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# 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](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 four 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 |
| Irontdale    |                |

## County-wide Agencies

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



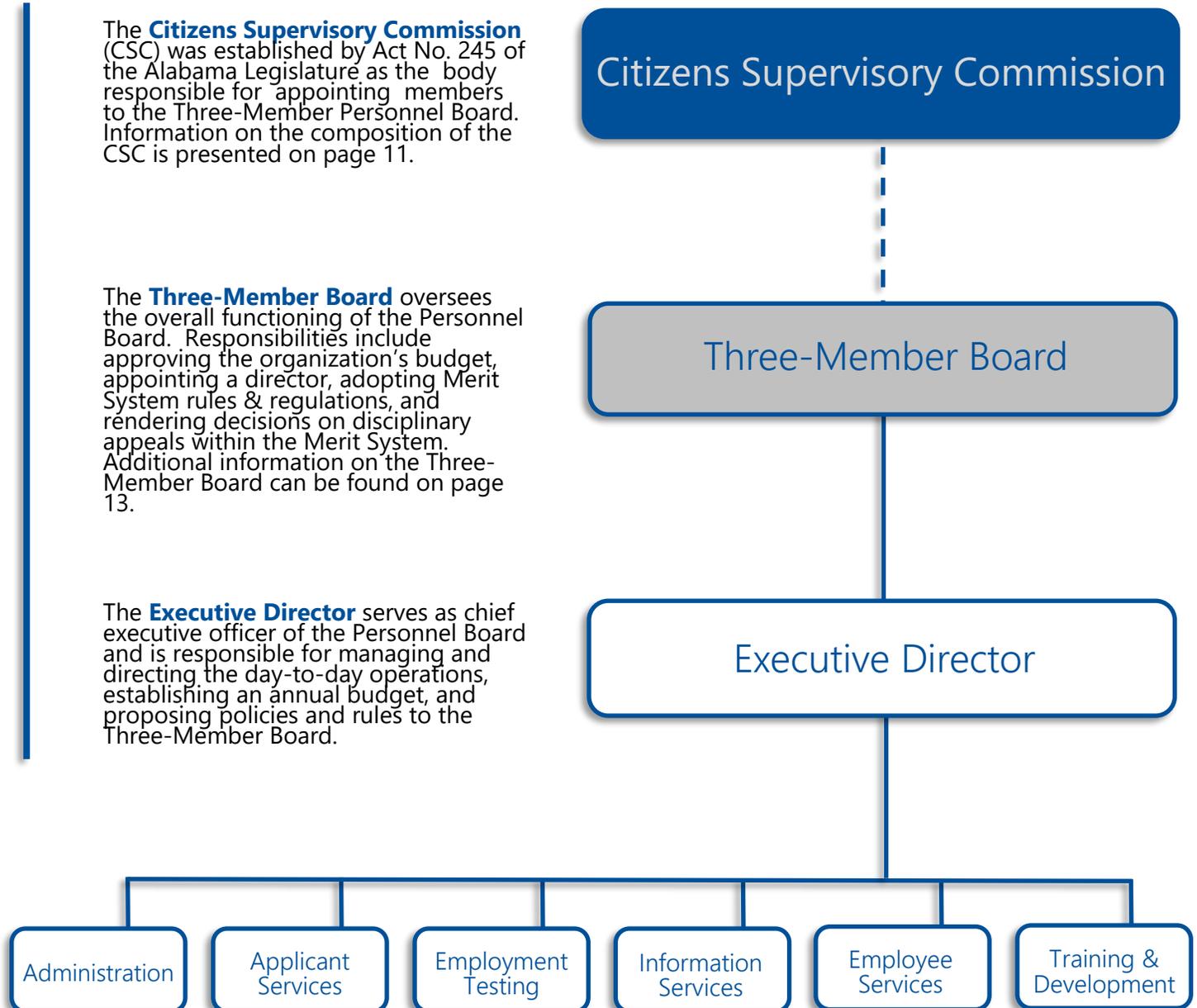


# Governance & Organizational Structure

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 11.

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 13.

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 page 17.



# LEEDS BENCHMARKS IN HISTORY

(Settled circa 1818-1820); (Incorporated 1887)

The War of 1812, geography, geology, and three cultures shaped the history of Leeds. Lying at the crossroads of ancient Indian paths in the center of Alabama, Leeds drew European, Cherokee, and African-American settlers to a land of fertile growing seasons and rich sources of coal and mineral ore. The early settlers built churches and schools and left the influences of Cedar Grove, Oak Ridge, Okanatchee, and Mt. Pleasant abundantly evident in current Leeds. The principal survey of Leeds was entered into Jefferson County Map Book 10, page 21, in 1908. The settlement, dating to 1818 and incorporating in 1887 as Leeds, has existed along the banks of the Little Cahaba River, beside an historic stagecoach road, and along two live railroads for the larger part of American history.

(Continued on other side)

ERECTED BY THE ALABAMA TOURISM DEPARTMENT AND THE CITY OF LEEDS  
SEPTEMBER 2010



# 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 2019, the CSC convened for their semi-annual meetings on May 21st and November 19th. A special meeting was held on September 17th, during which Mr. Guin Robinson was nominated and re-appointed to Position #3 on the Three-Member Board to begin a six-year term effective November 1, 2019.

## 2019 Members

Judge Alan King (Chair)  
County Probate Judge

Mr. William Barnes  
President, Birmingham Urban League

Mr. Keith A. Brown, J.D.  
President, Jefferson State Community  
College

Mr. Daniel Coleman  
President, Birmingham-Southern

Ms. Dorothea Crosby  
President, NAACP Birmingham

Ms. Andrea Griggs  
County Employee Representative

Ms. Marianne Hayward  
President, Central Alabama Labor  
Federation

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

Ms. Bobbie Knight, J.D.  
President, Miles College

Mr. William Lipscomb  
Municipal Employee Representative

Dr. Elizabeth Martin  
President, Jefferson Co. Medical Society

Mr. Fred McCallum  
Interim President, Birmingham  
Business Alliance

Ms. Jan Plyler  
President, Jefferson County Council of  
PTA

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



**JEFFERSON COUNTY  
DEPARTMENT OF HEALTH**  
*Serving Jefferson County Since 1917*

... PURPOSE ...

# Three-Member Personnel 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** was elected to the Three-Member 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.

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*Chief Wm. C. "Billy" Hewitt Park*

DEDICATED MARCH 15<sup>TH</sup>, 2008

*Mayor*

Loxell B. Tuck

*Mayor Pro Tem*

Joe A. Matthews

*Council Members*

W. L. Jenkins Jr.  
Dennis Middlebrooks

Laura Horton  
John Michael Smith

*In Cooperation With The*

*Five Mile Creek Greenway Partnership*

## Personnel Board

# Departments & Services

The Personnel Board is comprised of multiple departments that provide vital services to our member agencies. Presented is an overview of our departments and their primary functions.

**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.

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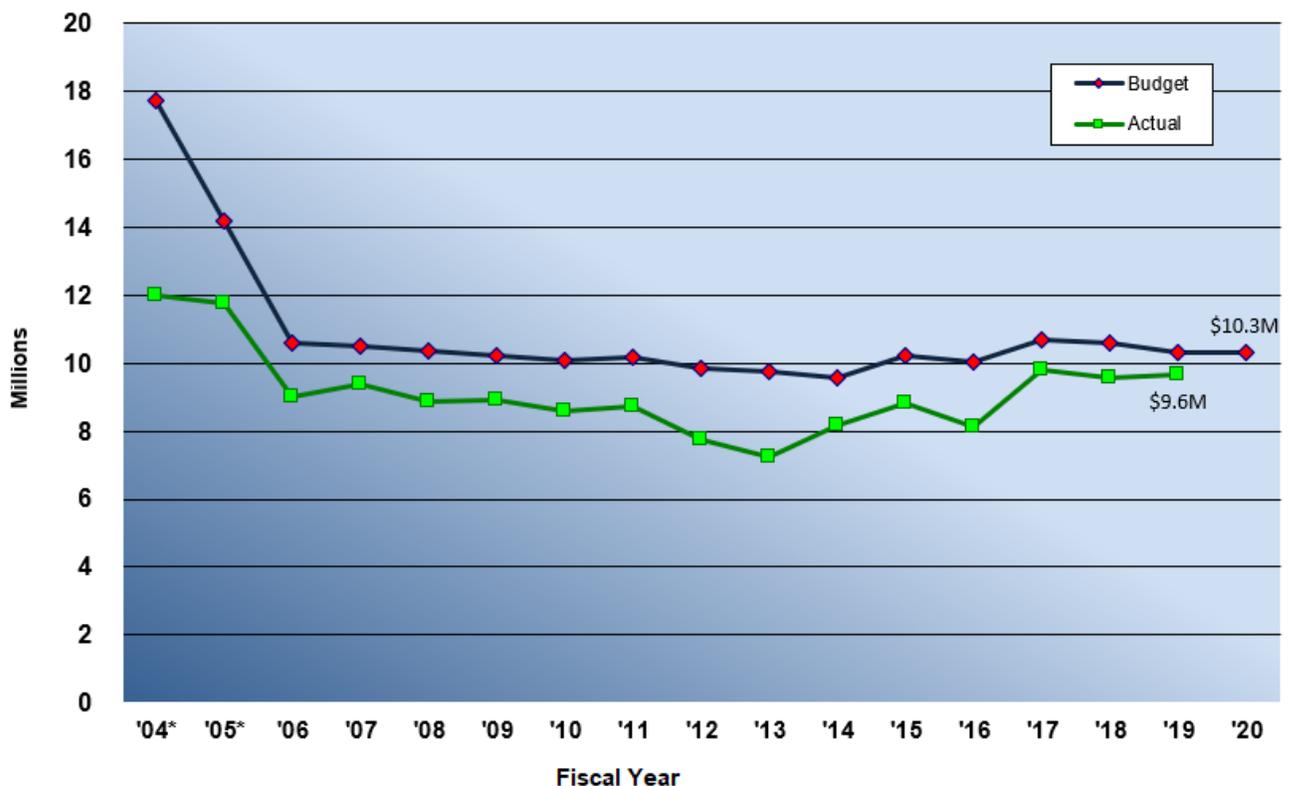
# Financial Report

## Fiscal Year 2019

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 while improving services. On an annual basis, the Personnel Board reviews its strategic plans, initiatives for the upcoming fiscal year, and costs associated with those initiatives. Presented in this section is a financial report for the Personnel Board for fiscal year 2019. The Three-Member Board approved a FY2019 budget in the amount of \$10.3 million, a decrease of over \$243,000 from the preceding year's budget. In addition to the decreased budget, the Personnel Board worked diligently to control expenses and came in approximately \$680,000 under budget, with actual expenditures of \$9.6 million. *Please note that the fiscal year covered the period of October 1, 2018 to September 30, 2019.*

In June 2019, the Executive Director presented to the Three-Member Board the proposed organizational budget for the 2020 fiscal year. The Three-Member Board voted unanimously to approve the proposed budget in the amount of \$10.29 million, a decrease of approximately \$33,000 compared to FY2019 and over \$277,000 less than FY2018. This reflects the third straight year in which the Personnel Board has reduced its operating budget. The chart below presents a year by year tracking of the Personnel Board's budgets and actual expenditures since fiscal year 2004.

### Year by Year Budget & Expenses



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# Fiscal Year 2019 Financial Report (continued)

The Personnel Board FY2019 expenses were \$9,644,449, approximately \$680,000 under budget. The table to the right provides a breakdown of FY2019.

## Fiscal Year 2019 Expenditures

|   |                     |
|---|---------------------|
| Personnel Costs   | \$5,844,268         |
| Employee Benefits   | \$1,528,871         |
| Legislative Allowance (Board Members' compensation)                     | \$3,000             |
| Advertising   | \$115,977           |
| Systems Maintenance (includes hosting fees)                             | \$418,883           |
| Travel (volunteer assessor travel & recruiting travel)                  | \$72,417            |
| Legal Expenses  | \$226,115           |
| Other Professional Services (exam & transcription svcs)                 | \$180,102           |
| Insurance Premiums  | \$33,458            |
| Rental-Facilities (hotel accommodations for volunteer assessors)        | \$97,983            |
| Office Supplies   | \$42,498            |
| Computer Equipment and Software   | \$183,564           |
| Hospitality (meals for volunteer assessors and training special events) | \$22,083            |
| Rent (rental of office space in 2121 building)                          | \$635,363           |
| Other (includes telephone expenses, copier rentals, etc.)               | \$239,868           |
| <b>Total</b>  | <b>\$ 9,644,450</b> |

## Allocation of Expenses

| Agency            | Percentage |
|-------------------|------------|
| Birmingham        | 37.4%      |
| Jefferson County* | 31.0%      |
| Bessemer          | 6.4%       |
| Health Dept       | 4.8%       |
| Homewood          | 3.4%       |
| Vestavia Hills    | 3.0%       |
| Mountain Brook    | 2.4%       |
| Trussville        | 2.3%       |
| Irondale          | 1.5%       |
| Gardendale        | 1.5%       |
| Hueytown          | 1.4%       |
| Leeds             | 0.9%       |
| Tarrant           | 0.9%       |
| Midfield          | 0.7%       |
| Fairfield         | 0.6%       |
| Fultondale        | 0.6%       |
| Pleasant Grove    | 0.6%       |
| Center Point      | 0.4%       |
| 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 left are the percentages of Personnel Board expenses allocated to each agency for fiscal year 2019.



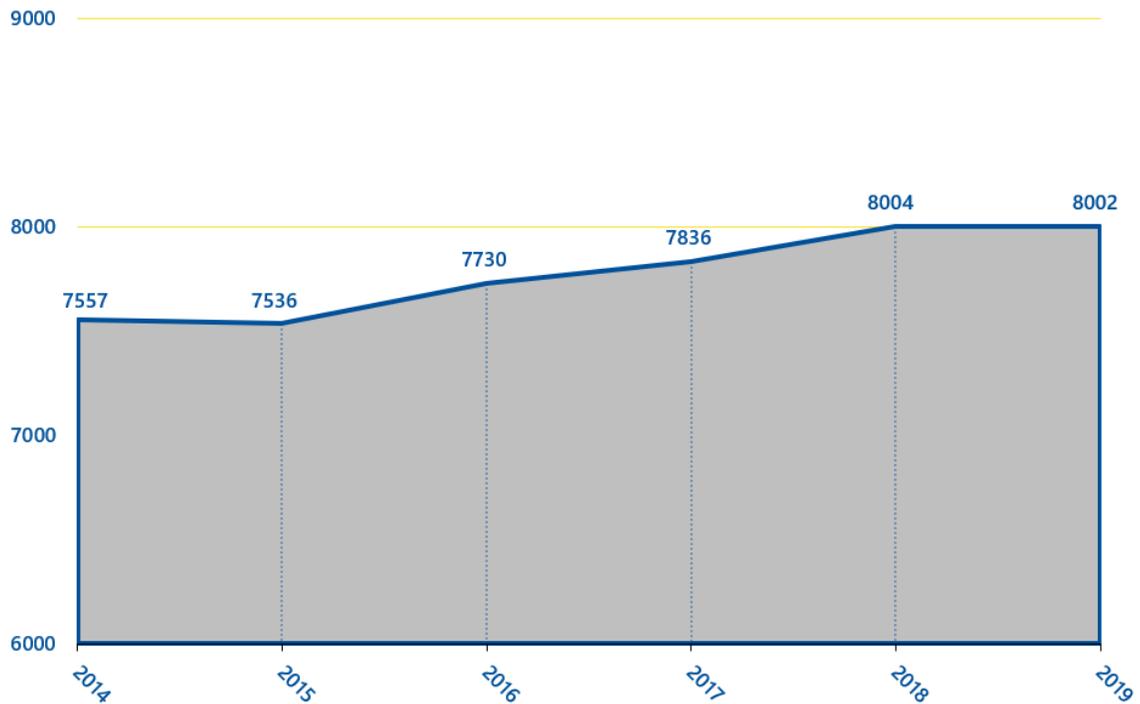
MOUNTAIN BROOK  
FIRE STATION NO. 1

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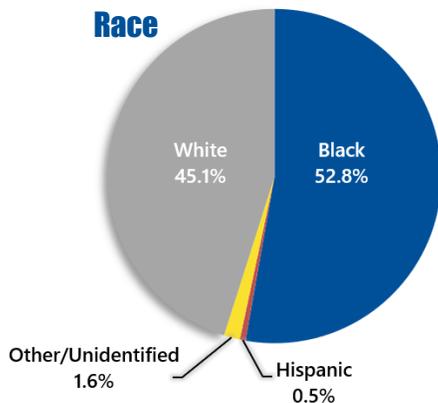
# Workforce Levels & Demographics

Employees are the lifeblood of the Merit System and our members agencies. These 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 is a high level summary of the total number and demographics of our Merit System employees. In 2019, the number of Merit System employees stayed essentially flat compared to 2018, going from 8004 employees in 2018 to 8002 in 2019. This number represents a 7% increase in total Merit System employees over the last five years.

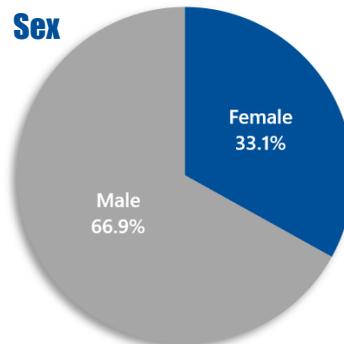
## Merit System Employees by Year



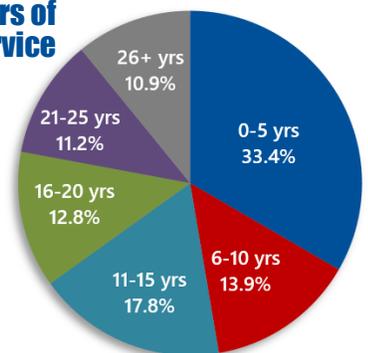
### Race



### Sex



### Years of Service





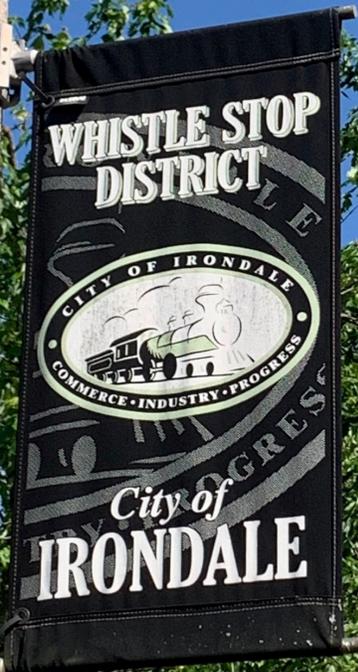
# Recruiting Talent to the Merit System

Recruiting high quality talent to the Merit System is one of the most significant responsibilities of the Personnel Board. In an effort to effectively meet the needs of the agencies it serves; 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.

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.

The Personnel Board's recruiting activities in 2019 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, radio, 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.

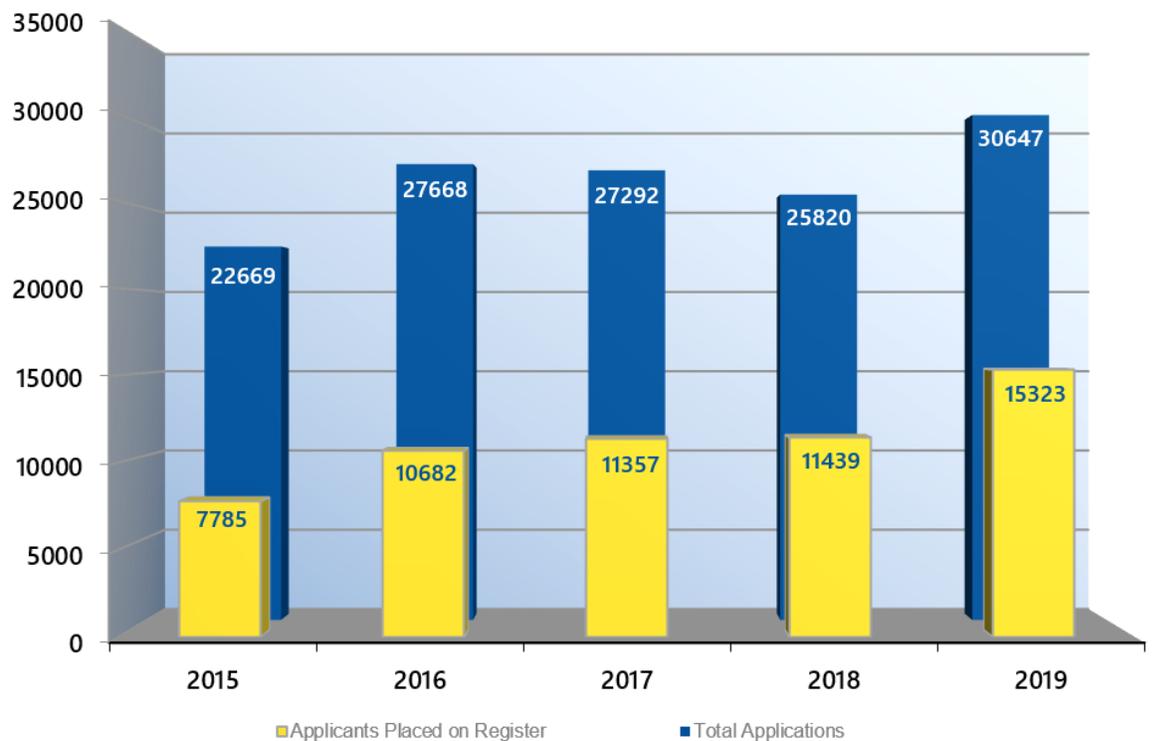
The Personnel Board participated in recruiting events at over 50 colleges and universities throughout Alabama and surrounding states during 2019 to help increase awareness of Merit System opportunities. The Personnel Board strengthened connections with career counselors at area high schools and presented Merit System career information to students at those schools. Additionally, Personnel Board Recruiters participated in numerous career events sponsored by the Trussville Chamber of Commerce, the Birmingham Business Alliance, the Department of Veterans Affairs, the Alabama Department of Rehabilitation Services, the Alabama Department of Human Recourse, the Alabama Career Center System, and Jefferson County District Attorney's Office for formerly incarcerated individuals.



# 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 2019, the Personnel Board received 30,647 employment applications. This number was an approximately 18% increase from 2018. A total of 1,220 hires were made during 2019 including promotions, lateral appointments and new hires.

## Application Activity for the Past Five Years



Presented on the subsequent page is a further breakdown of the application and register activity for the year. Also included is data on certification and hiring activity by agency.

  
**TRUSSVILLE**  
The Town of Trussville  
was named for the Truss Family  
who emigrated from North Carolina in  
the early 1820's.  
Trussville was incorporated in 1947.  
The present City Hall was constructed  
in 1959 on land patented in 1821 by  
Warren Truss.  
ERECTED BY THE DELIA TRUSS ROBERTY ESTATE, 1977

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# Application & Employment Activity (continued)

## 2019 Applications & Certifications

| Agency                                       | Total | Sex   |        |         | Race  |       |                   |
|--|-------|-------|--------|---------|-------|-------|-------------------|
|  |       | Male  | Female | Unknown | Black | White | Other/<br>Unknown |
| Applications Received                        | 30647 | 12418 | 16882  | 1347    | 21195 | 6919  | 2533              |
| Applications Placed on Register <sup>1</sup> | 15323 | 6030  | 8329   | 964     | 10226 | 3563  | 1534              |
| Applications Certified <sup>1</sup>          | 49779 | 27973 | 17623  | 4183    | 28961 | 14804 | 6014              |
| Bessemer                                     | 3782  | 2064  | 1382   | 336     | 2455  | 836   | 491               |
| Birmingham                                   | 13073 | 6762  | 5116   | 1195    | 8332  | 3146  | 653               |
| Center Point                                 | 331   | 148   | 174    | 9       | 268   | 49    | 14                |
| Emergency Mgt Agency                         | 32    | 17    | 15     | 0       | 16    | 16    | 0                 |
| Fairfield                                    | 641   | 467   | 149    | 25      | 355   | 226   | 60                |
| Fultondale                                   | 176   | 32    | 129    | 15      | 125   | 37    | 14                |
| Gardendale                                   | 1434  | 1005  | 366    | 63      | 761   | 565   | 108               |
| Health Department                            | 3263  | 527   | 2350   | 386     | 2237  | 445   | 581               |
| Homewood                                     | 2021  | 1227  | 594    | 200     | 1163  | 593   | 265               |
| Hueytown                                     | 687   | 330   | 297    | 60      | 452   | 160   | 75                |
| Irondale                                     | 2363  | 1731  | 480    | 152     | 1217  | 908   | 238               |
| Jefferson County                             | 5357  | 2018  | 2790   | 549     | 3411  | 1231  | 715               |
| Leeds  | 2025  | 1470  | 397    | 158     | 926   | 848   | 251               |
| Midfield                                     | 1732  | 1081  | 513    | 138     | 1125  | 438   | 169               |
| Mountain Brook                               | 2608  | 1843  | 566    | 199     | 1241  | 1066  | 301               |
| Personnel Board                              | 145   | 23    | 120    | 2       | 124   | 16    | 5                 |
| Pleasant Grove                               | 1289  | 930   | 310    | 49      | 697   | 465   | 127               |
| Sheriff's Office                             | 1367  | 955   | 271    | 141     | 654   | 514   | 199               |
| Tarrant                                      | 962   | 646   | 252    | 64      | 572   | 292   | 98                |
| Trussville                                   | 1606  | 1079  | 433    | 94      | 792   | 657   | 157               |
| Vestavia Hills                               | 4517  | 3380  | 871    | 266     | 1915  | 2137  | 465               |
| Warrior                                      | 363   | 238   | 48     | 77      | 123   | 159   | 81                |

## 2019 Hires & Appointments (Promotions & Lateral Appointments)

| Agency               | Total | Agency           | Total |
|----------------------|-------|------------------|-------|
| Bessemer             | 80    | Jefferson County | 269   |
| Birmingham           | 519   | Leeds            | 28    |
| Center Point         | 10    | Midfield         | 10    |
| Emergency Mgt Agency | 1     | Mountain Brook   | 23    |
| Fairfield            | 23    | Personnel Board  | 3     |
| Fultondale           | 6     | Pleasant Grove   | 5     |
| Gardendale           | 12    | Sheriff's Office | 43    |
| Health Department    | 61    | Tarrant          | 17    |
| Homewood             | 12    | Trussville       | 22    |
| Hueytown             | 23    | Vestavia Hills   | 37    |
| Irondale             | 16    | Warrior          | 0     |



# UNITED CITY HALL



NOTICE  
CITY OF UNITED  
APR 15 2020

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# Annual 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 2018-2019 classification survey evaluated positions in 169 jobs across 6 job families. Of the 630 eligible employees, 70% participated in the survey. A total of 13 positions were recommended for reclassification.

## 2018-2019 Job Families Completed Surveys

Community Services  
Engineering  
Healthcare  
Information Services  
Inspections  
Parks & Recreation

## New Job Classes in 2019

Eighteen new job classes were established by the Personnel Board for use within the Merit System during 2019. The established job classes and their associated pay grades are provided below.

|   |   |
|---|---|
| Land Specialist – G14                       | Water Reclamation Facility Construction Mgr – G31 |
| Principal Real Property Appraiser - G26     | Water Reclamation Facility Maintenance Mgr – G31  |
| Firefighter Paramedic – G19                 | Network Systems Manager – G34                     |
| Tarrant Electric Operations Manager – G32   | Real Property Asset Manager – G31                 |
| Permit Coordinator – G17                    | Terminal Agency Coordinator – G19                 |
| User Support Supervisor – G27               | Municipal Chief Prosecutor – G36                  |
| Help Desk Manager – G30                     | Transportation Design Manager – G30               |
| Economic Development Project Admin – G26    | Organizational Change Manager – G34               |
| Economic Development Sr Project Admin – G29 | Crossplex Venue & Operations Manager – G30        |

The Personnel Board also began the 2019-2020 job analysis and classification survey process during the period covered by this annual report. This process will continue into 2020 and includes 104 jobs across 8 job families (listed to the right).

## 2019-2020 Job Families Being Surveyed

|                    |                    |
|--------------------|--------------------|
| Administrative     | Healthcare         |
| Community Services | Parks & Recreation |
| Engineering        | Public Safety      |
| Fiscal             | Public Services    |

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# 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.

In 2019, the Personnel Board received notification of 289 adverse employment actions. Of those actions, 39% were eligible for appeal in accordance with the Rules & Regulations and Administrative Appeals Procedure. Of those employees who were eligible, 37% exercised their right to appeal. The tables below provide a breakdown of the adverse employment actions and resulting appeals.

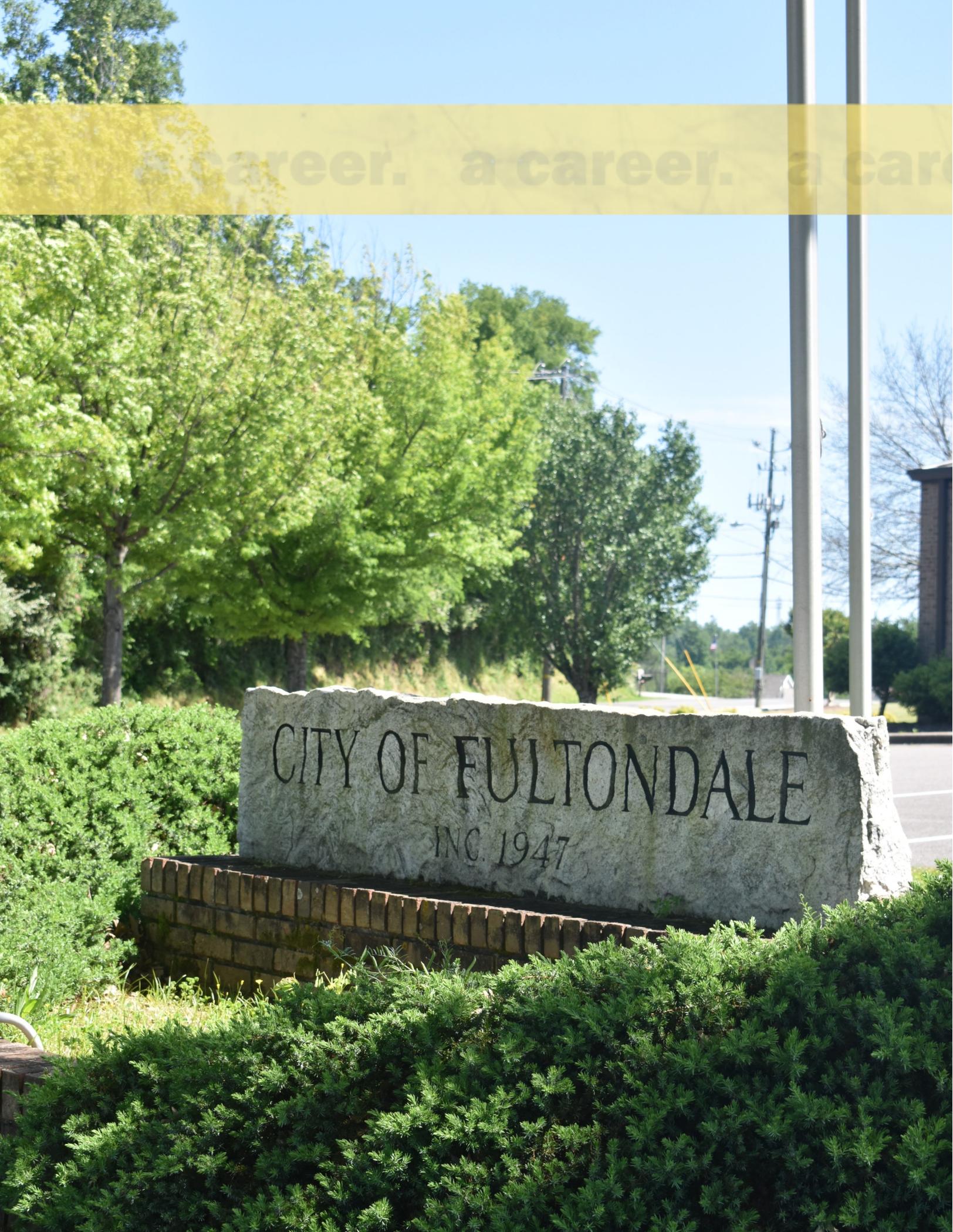
The Personnel Board concluded 38 disciplinary appeal hearings in the 2019 calendar year. The Three-Member Board upheld the Appointing Authority's decision in 13 of the cases, 10 cases were modified, and 15 cases settled during the appeal process. The table below presents a breakdown of the outcome of the appeal hearings. *Note that some hearing decisions rendered in 2019 were based on actions initially filed in an earlier year.*

| Employment Action | Number of Actions | Appeal Not Eligible | Appeal Eligible | Appeal Reviews |
|-------------------|-------------------|---------------------|-----------------|----------------|
| Suspensions       | 210               | 158                 | 52              | 10             |
| Terminations      | 56                | 0                   | 56              | 29             |
| Grievances        | 17                | 17                  | 0               | 0              |
| Demotions         | 6                 | 0                   | 6               | 3              |
| ALWOP             | 0                 | 0                   | 0               | 0              |
| <b>Totals</b>     | <b>289</b>        | <b>175</b>          | <b>114</b>      | <b>42</b>      |

| Action Appealed            | Total     | Upheld    | Modified  | Settled   |
|----------------------------|-----------|-----------|-----------|-----------|
| Suspensions                | 12        | 5         | 3         | 4         |
| Demotions                  | 1         | 0         | 0         | 1         |
| Terminations               | 25        | 8         | 7         | 10        |
| <b>All Appeal Hearings</b> | <b>38</b> | <b>13</b> | <b>10</b> | <b>15</b> |

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# Job Analysis & 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 2019, the Employment Testing Division completed job analyses for 161 separate job classes. This Division also began job analyses for the 104 jobs that are included in the 2019-2020 survey and will be concluded in the first half of 2020.

In 2019, the Board leveraged job analysis data to develop and administer competitive examinations for various Merit System job classes for a total of 4,837 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
- Accounting Assistant II
- Administrative Analyst
- Administrative Clerk
- Business Office Supervisor
- Communications Operator I
- Control Room Operator
- Corrections Officer
- Court Clerk
- Firefighter
- Human Resources Technician
- Juvenile Detention Officer
- Medical Clerk
- Municipal Clerk
- Police Community Relations Assistant
- Police Sergeant
- Police Lieutenant
- Police Captain
- Public Safety Dispatcher I
- Public Safety Dispatcher II
- Skilled Laborer
- Utility Meter Reader



# Employee 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.

The Personnel Board also 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.

**Managing Processes** - The Managing 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.

**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.

**Civil Servant Leadership** – Employees are eligible for the Civil Servant Leadership certificate program if they have completed the other three programs above. This is the capstone certificate for The 360 Degree Leader Program. This cohort-based learning program focuses on servant leadership, lasts 16 weeks, and consists of classroom-based learning, e-learning, assigned readings, group discussions, a service project, and a final presentation.





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# Employee Training

## Certificate Achievement

### 2019 Certificate Achievement

On September 13, 2019, the Personnel Board proudly honored 129 individual Merit System employees for successful completion of our certificate programs in 2019 at its annual Certificate Graduation Ceremony. The 2019 ceremony was held at the Gardendale Civic Center where the Director personally presented each graduate with his/her award of accomplishment. Victor Brown, Vice-President of Business Development for the Birmingham Business Alliance, served as the keynote speaker. Listed on the following pages are graduates of our Leading People certificate (64), Managing Processes certificate (35), Professional Development certificate (39), Civil Servant Leadership certificate (37) and the MPACT Program (19), for a total of 194 certificates among the 129 employees.

### 2019 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. Seventeen Merit System employees (and two employees from our community partner organizations) completed this nine-month program in 2019 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 implemented projects this year include *Enhancing a Police Firearms Training Facility* in the City of Vestavia Hills, *Implementation of a Drone Program* in the City of Mountain Brook, and *Taking Property Auctions Online* in the City of Birmingham. The Merit System participants are listed below.

- Brian Bellenger, Personnel Board
- Jason Carmack, Mountain Brook
- David Everson, Homewood
- Lyndsie Garrett, McWane Science Ctr
- Roscoe Hornbuckle, Birmingham
- Alisha Johnson, Birmingham
- Michael Keller, Vestavia Hills
- Kim Kinder, Personnel Board
- Tamaralyn Lewis, Personnel Board
- Wendell Major, Jefferson Co. Sheriff
- Tiffany McClendon, Birmingham Zoo
- Maurice Myers, Jefferson County
- Brittany Sanders, Department of Health
- Michael Sellers, Birmingham
- Nelvin Short, Birmingham
- Kevin Snow, Hueytown
- Wilhelmina Stubblefield, Jefferson Co.
- Lawanzwa Webb, Jefferson Co.
- Lene Wormley-Lanier, Jefferson Co.

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# Honoring Employee Development

## 2019 Certificate Recipients

The Personnel Board honors and congratulates the 2019 Training Certificate recipients.

*LP = Leading People*

*MP = Managing Processes*

*PD = Professional Development*

*CSL = Civil Servant Leadership*

*MPACT = MPACT Program*

### City of Bessemer

Dustin Alford, LP  
Ranesha Carmichael, LP MP  
Joseph Cunningham, MP  
Janice Holyfield, LP  
Jaye Wilson, PD  
Sharon Woods, LP

### City of Fairfield

Christopher Riddle, MP

### City of Gardendale

Breanna Dunn, CSL

### City of Homewood

David Everson, MPACT  
David Primus, Jr., CSL

### City of Hueytown

Kevin Snow, MPACT  
LaShaun Young, LP MP PD

### City of Mountain Brook

Jason Carmack, MPACT  
Jay Loring, LP MP PD  
LaTorya Mines, MP  
Shanda Williams, MP  
Kevin Wilson, LP

### City of Trussville

Jesse Clifton, LP  
Brandon Jones, LP

### City of Vestavia Hills

Michael Keller, MPACT  
Curtis Peacock, CSL

### City of Birmingham

Stephanie Amerson, LP  
Brian Blakes, LP MP PD  
Sabrina Boyd, LP  
Courtney Braxton, LP  
Lamesa Brooks, MP  
Latoya Brown, LP  
Laqueta Clay, PD  
Cornelius Cleveland, CSL  
Leroy Cook, LP  
Javel Davis, LP MP PD  
Ryan Emery, LP  
Sabrina Franklin, LP MP PD  
Phyllis Gardiner, LP MP  
Lyndsie Garrett, MPACT  
Corinda Harris, PD  
Auburn Hawkins, LP  
Roscoe Hornbuckle, MPACT  
Stayce Ingram, CSL  
Andrea Ishaku, LP  
Kimberly Jackson, CSL  
Alisha Johnson, MPACT  
Natalie Jones, LP MP  
Theresa Kirkwood, CSL  
Zaneta Lamar, CSL  
Lachezra Larkin, LP MP  
Shanika Lawson, LP  
Tamaralyn Lewis, MPACT  
Arnita Maxwell, LP  
Johnny Mickles, MP  
LaQuaylin Parhm, CSL  
Michael Pickett, MP  
Gloria Raspberry, MP  
John Rice, LP  
David Rockett, CSL  
Michael Sellers, MPACT  
Nelvin Short, MPACT  
Brandon Smith, PD  
Debra Summerville, CSL  
April Trammell, LP  
Gary Walker, MP  
Latasha Williams, PD  
Wendie Williams, MP PD  
Mary Wilson, CSL



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# Honoring Employee Development (continued)

## Jefferson County

Michael Adams, LP  
 Veronica Bass, LP  
 Eugene Bennett, MP  
 Devaun Brooks, LP PD  
 Bonita Brown, LP  
 Akirashanti Byrd, LP  
 Talisha Cannon, CSL  
 April Carlisle, CSL  
 John Michael Colburn, CSL  
 Malcolm Cooper, LP  
 Ronnie Craig, LP  
 Dedra Crawford, PD  
 Ladonna Crum, PD  
 Alisa Currington, LP  
 Ebony Dabon, PD  
 Brenda Dees, MP  
 Angelia Douglas, LP  
 Matisha Dunklin, PD  
 Erica Dunning, PD  
 Kenyuana Edwards, CSL  
 Monica Evans, LP  
 Nikki Fancher, PD  
 Dominga Gardner, CSL  
 Kaitlin Giles, CSL  
 David Hinkle, CSL  
 Danyelle Hinton, PD  
 Carolyn Hogan, CSL  
 Deborah Hughes, LP  
 Michael Hymes, LP  
 Jenea James, CSL  
 Mykea Jones, LP  
 Vanessa Jones, CSL  
 Wakneco Jones, LP  
 Anita Jordan, LP PD  
 Cynthia Julius-Mitchell, CSL  
 Nisha Keval, MP  
 Jennifer Lacewell, PD  
 Patricia Larue, LP  
 Tamekia Lee, LP  
 Yolanda Lee, LP MP  
 Dedra Lewis, PD  
 Vanessa Long-Lewis, CSL

Matthew Luetjen, PD  
 Wendell Major, MPACT  
 Samatha Matthews, CSL  
 Leonid Mazur, MP  
 Tiffany McClendon, MPACT  
 LaTanya McDuffie, CSL  
 Jessica Miller, LP PD  
 Regina Mitchell, PD  
 Conessa S. Morris, LP MP  
 Kerry Morris, LP PD  
 Maurice Myers, MPACT  
 Vanessa O'Neal, MP  
 Thomas Parchman III, MP  
 Larry Parrish, MP  
 Coleecia Perryman, MP PD  
 Ian Peters, LP  
 Shelley Raia, CSL  
 Phillip Richards, MP PD  
 LaTonya Samuel, CSL  
 Alan Sconiers, MP  
 Marlene Smith, CSL  
 Viette Smith, PD  
 Gaurav Soni, LP PD  
 Delana Spencer, MP  
 Wilhelmina Stubblefield, MPACT  
 Britney Sudana, PD  
 Benjamin Sullen, LP  
 Dawn Taylor, LP  
 Lakeasha Taylor, PD  
 Dolores Temple, LP  
 Jaline Thomas, PD  
 Nathan Tidmore, PD  
 Jerri Marie Vice, LP  
 Susan Michelle Waldrop, LP  
 Lawanza Webb, MPACT  
 Rosalyne Wheeler-Butts, CSL  
 Remeca Williams, MP  
 Toni Williams, CSL  
 Jennifer Wilson, CSL  
 Lene Wormley-Lanier, MPACT  
 Vera Worthey, CSL

## Department of Health

Tiana Davis, LP MP  
 Michele Gowens, CSL  
 Elizabeth Hill, LP  
 Amber McDaniel, LP  
 Lonnie Pressley, CSL  
 Natasha Pickens Shumpert, LP  
 Christopher Ruffin, LP MP  
 Brittany Sanders, MPACT  
 Alexis Tolbert, LP PD  
 Yolanda Woods, LP MP PD

## Personnel Board

Brian Bellenger, MPACT  
 Trenika Blevins, CSL  
 Drew Brasher, PD  
 Bryant Bush, PD  
 Dale Frey, LP  
 Kim Kinder, MPACT  
 Stacey Lange, PD  
 Terria McDonald, PD  
 Colandus Murray, CSL  
 Ross Scruggs, LP



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## System & Process Enhancements

As reported in the 2018 annual report, the Personnel Board engaged in extensive efforts to modernize and enhance its human resources management systems by configuring and implementing Workday. Workday is an industry leading HCM solution that provided a fully integrated system to replace the Board's former systems, Lawson and PeopleAdmin. During 2019, the Personnel Board engaged in significant activities to complete the Merit System-wide transition to Workday for application acceptance and tracking, submitting requests to fill vacant positions, certifying candidates for employment consideration, and processing of employment-related actions. These efforts have led to a successful implementation for these core services and has allowed the Board explore ways in which Workday can be leveraged to further enhance our processes and services.

During 2019, the Personnel Board also took significant steps to leverage Workday to provide a platform for effective and productive performance management efforts. Within today's work environment, talent and performance management strategies need to be flexible, not only to manage talent transactions but also to provide insights that help drive critical organizational decisions. These strategies must engage employees in their skill and career development. Workday Talent and Performance incorporates employee data into a single system, providing the basis for job-related, competency-based performance assessment, targeted development plans, and alignment of individual and organizational goals. In 2019 the module was configured for implementation and the Personnel Board began preparation for gradual rollout to Merit System agencies starting in 2020.

By leveraging Workday Talent and Performance Management, the Personnel Board can provide Merit System agencies the flexibility to configure core organizational competencies along with job-analysis driven competencies to ensure that employees are evaluated in areas that are important for their job and organizational functioning. Such targeted competencies help provide the ability to develop employees through meaningful and appropriate performance management feedback. Under the Workday Talent and Performance system, the Personnel Board can also configure flexible employee review periods and organizations can implement individual development plans and conduct ad hoc appraisals to help ensure performance deficiencies are effectively addressed.

Performance management works most effectively when an employee is aware of and oriented toward individual goals that align with and support organizational goals. Workday Talent and Performance allows managers to assign specific individual goals to employees and/or cascade departmental and organizational goals to groups of employees through the organizational supervisory structure. Managers can assign additional team goals and develop personal goals at the worker level, and add trackable goal attributes to provide specificity and can evaluate employees on their performance related to assigned goals. Workday Talent and Performance Management also provides robust reporting capabilities to designated security roles to provide executive management access to information on employee overall performance and competency in specific areas to help inform organizational planning and decision making. Reporting can be conducted at the individual and group levels and allow for evaluation of performance management efforts by managers and/or groups to help ensure consistent measurement across managers.

The Personnel Board is excited about this significant enhancement to our service to Merit System agencies. The Board will continue into the coming year to establish effective training practices to help ensure appropriate understanding and use of the system. Pilot testing will be conducted to help ensure any potential configuration and/or implementation issues can be identified and corrected. Roll out of the system and the training will be made on an agency-by-agency basis starting in 2020.

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# Revisions to the Rules & Regulations

From time to time, the Personnel Board finds it necessary or advisable to add to or modify its Rules and Regulations. Such Rules and Regulations, when approved by a two-thirds majority of the Board have the force and effect of law, unless found contrary to the Act.

Since the last meeting of the Citizens Supervisory Commission (i.e., November, 2019), the Personnel Board adopted changes to its Rules and Regulations. In compliance with Rule 2.2, the proposed changes were posted (in red-line format) prior to adoption for review and written public comment from January 14 – 28, 2020 . Notice of the proposed revisions and the comment period was sent by email to classified employees, Appointing Authorities and department heads. The Three-Member Board held a public hearing on February 11, 2020 to receive oral comments on the proposed changes. A few minor changes were made based on the written and oral comments received. These changes were posted on the Personnel Board website from February 18, 2020 through the March Board meeting.

On March 10, 2020, the Personnel Board of Jefferson County adopted the revisions to its Rules & Regulations. These Rules that were subject to those revisions are presented below. A full copy of the adopted rules can be found on our website ([www.pbjcal.org](http://www.pbjcal.org)).

1.3 Definitions (edits to three definitions and adding two definitions)

4.1 Membership

6.1 Exempt Executive Service Positions

6.2 Exempt Executive Service Positions for Jefferson County Commission

7.1 Composition of the Classification Plan

7.5 Maintenance of the Classification Plan (subsections c & e only)

7.6 Distribution of the Classification Plan (Subsection c only)

7.7 Reclassification of Positions (subsections a & b.2 only)

8.1 Preparation of The Pay Plan (subsections a and b only)

8.2 Administration of The Pay Plan (subsections b, c, and e only)

9.8 Rating Examinations (subsections a, b, and c only)

9.12 Review

10.1 Eligibility Lists

10.4 Certification (subsection b only)

10.6 Supplemental Certifications

11.2 Appointments from Certificates of Eligibles (subsection c only)

11.3 Types of Appointments (intro and subsections c and d only)

11.9 Reassignments

11.10 Transfers (subsection a only)

11.12 Reduction in Force (subsection e only)

12.3 Notice and Service (subsections b and c only)

12.10 Citizen Complaints (subsection b only)

12.14 Suspensions Not Exceeding Five Days

13.12 Paid Injury Leave (footnote only)

13.19 Disposition of Leave Upon Resignation or Retirement

14 Efficiency Ratings

15.4 Grievance Procedure (subsection c only)

Formatting changes (capitalization of definitions only) for the following rules: 1.2; 1.3; 1.7; 8.2e; 9.9; 9.13; 10.4; 11.3f; 11.8; 11.10d; 11.12f; 13.4; 13.10d; 16.2.

Personnel Board of Jefferson County  
2121 Reverend Abraham Woods, Jr Blvd  
Birmingham, Alabama 35203

[www.pbjcal.org](http://www.pbjcal.org)

