



# ANNUAL REPORT **2025**



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

## 2025 Annual Report

The content of this report covers the activities of the Personnel Board of Jefferson County for the 2025 calendar year (i.e., January 1, 2025 – December 31, 2025). This report was submitted to the Citizens Supervisory Commission at their semi-annual meeting held on May 19, 2026.

To obtain an electronic copy of this report, please visit the Personnel Board website at: <https://www.pbjcal.org/about/AnnualReports>

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# LETTER FROM THE DIRECTOR

Jeffrey Crenshaw, Ph.D.

*As we reflect on 2025, I am pleased to present this Annual Report highlighting another year of growth, innovation, and dedicated public service across the Personnel Board of Jefferson County Merit System. Throughout the year, the Personnel Board remained committed to supporting the workforce needs of our member agencies and strengthening the Merit System through fair, effective, and professionally grounded human resources practices.*

The Merit System continued to grow in both scale and impact during 2025. With the addition of the City of Kimberly as the 17th municipality within the Merit System, the system now encompasses more than 7800 classified employees serving communities across Jefferson County. These employees perform critical work in public safety, healthcare, infrastructure, administration, public works, technology, and many other essential service areas that directly impact the quality of life of our citizens.

Recruitment and workforce outreach efforts continued to expand during the year as competition remained strong for qualified talent. Through enhanced recruiting strategies, targeted marketing initiatives, expanded community outreach, and agency-specific recruitment campaigns, the Personnel Board received more than 36,000 employment applications during 2025, the highest annual application total on record. In support of public safety recruitment, the Personnel Board also hosted three large-scale BLITZ Law Enforcement Career Fairs that brought together agencies, applicants, and community partners through a centralized recruitment and assessment process.

Our recruitment efforts also received national recognition during 2025. The Personnel Board's law enforcement recruitment television advertisement was honored through the 46th Annual Telly Awards with both a Silver Award for General Recruitment and a Bronze Award for Craft Directing, recognizing excellence in recruitment marketing and public outreach.

Throughout the year, the Personnel Board continued to emphasize employee and leadership development across the Merit System. Through programs such as the 360° Leader initiative, On Deck Leadership, MPACT, and

the John Maxwell Leadership Series, employees across member agencies engaged in meaningful professional development opportunities designed to strengthen leadership, communication, organizational effectiveness, and public service excellence. In total, 179 employees earned 273 professional development certificates during 2025. Additionally, the Personnel Board proudly hosted its third annual WOW! Conference, bringing together HR professionals and leaders from across the Merit System to collaborate, share best practices, and strengthen operational effectiveness.

The Personnel Board also continued to support fair and legally defensible personnel practices through extensive job analysis, classification, compensation, and employment testing activities. During 2025, the Board completed job analyses for 164 job classes, reviewed and updated qualifications for more than 100 positions, administered assessments to more than 4,200 candidates, and supported agencies with a wide range of selection, classification, and employee relations services.

These accomplishments reflect the dedication of the Personnel Board staff, the support of the Three-Member Board and Citizens Supervisory Commission, and the strong partnerships shared with our Merit System agencies. As we look toward the future, we remain committed to innovation, continuous improvement, workforce excellence, and supporting effective public service throughout Jefferson County.

Thank you for your continued partnership and support of the Jefferson County Merit System.



# THE MERIT SYSTEM

## Supporting Fair, Professional, & Effective Public Service

Established in 1945 through Act No. 248 of the Alabama Legislature, the Personnel Board of Jefferson County Merit System was created to promote fair, merit-based public employment and to support effective, professional local government service throughout Jefferson County, Alabama.

Today, the Merit System represents a broad network of public agencies and municipalities working together to serve the residents of Jefferson County. Collectively, the Merit System encompasses more than 7800 classified employees across 23 government agencies and municipalities, all committed to delivering essential public services that strengthen local communities and improve quality of life.

Merit System employees serve in civil service occupations spanning a wide range of professions and technical fields. These careers include public safety, emergency management, healthcare, engineering, public works, public administration, information technology, skilled trades, community services, and many others critical to effective government operations.

## The Merit System At a Glance

**1945** Established  
State Law

**23** Government  
Agencies

**7860** Classified  
Employees

**750** Job  
Classes

## Supporting Public Sector Employees

The Merit System workforce is composed of thousands of public servants dedicated to supporting the daily operations, safety, infrastructure, health, and overall well-being of communities throughout Jefferson County. Across member municipalities and countywide agencies, Merit System employees perform work that directly impacts the lives of residents every day.

Merit System employees serve in more than 750 jobs representing a broad range of professions, technical specialties, skilled trades, and public service careers. From police officers, firefighters, mechanics, and equipment operators to engineers, analysts, nurses, inspectors, and administrative professionals, Merit System employees support nearly every aspect of local government service across our communities. Their work helps maintain safety, reliable infrastructure, responsive public services, and accountable local government.

Whether responding to emergencies, maintaining roads and public infrastructure, supporting law enforcement operations, delivering health services, managing technology systems, or assisting citizens directly, Merit System employees play a vital role in helping local governments provide reliable and responsive public services. Their work supports safer communities, improved public resources, operational accountability, and enhanced quality of life for residents across the County.

### Explore Careers in Public Service

Individuals interested in meaningful and rewarding careers serving the public are encouraged to explore employment opportunities within the Merit System at [JobsQuest.org](https://www.jobsquest.org).



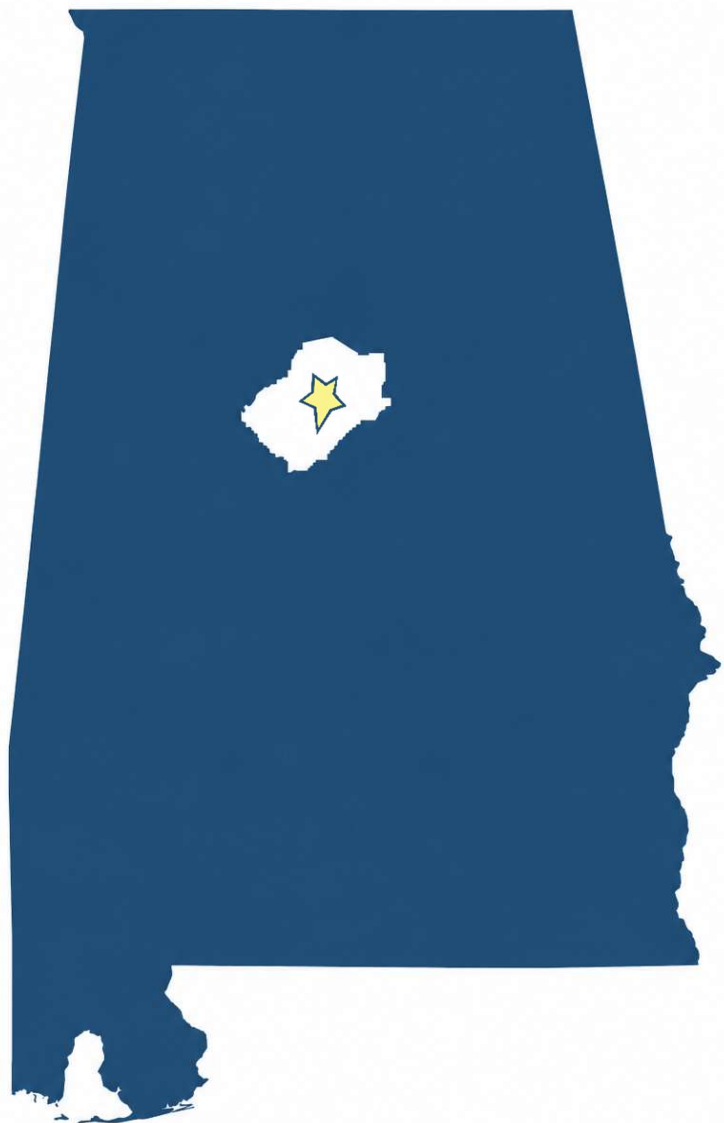
## Serving Our Communities

The Merit System serves a diverse group of public agencies and municipalities, each with unique operational responsibilities and workforce needs. From smaller community-focused municipalities to large urban governments and countywide agencies, Merit System employees contribute to organizations that collectively provide critical services across nearly every area of local government operations.

The Merit System includes both countywide agencies and municipalities ranging from smaller community-focused cities to larger urban centers. Together, these organizations reflect the diversity, complexity, and shared public service mission of government within Jefferson County. To effectively support this broad network of public agencies, the Merit System is founded on principles of merit, fairness, professionalism, and accountability in public employment.

Through these principles, the Merit System helps member agencies attract, develop, and retain a highly qualified workforce capable of meeting the evolving service needs of the communities they serve.

As workforce needs continue to evolve, the Personnel Board remains committed to helping member agencies attract and retain talented individuals dedicated to public service excellence. Through outreach, strategic recruitment and modern hiring practices, the Personnel Board works to connect qualified candidates with meaningful career opportunities that support communities throughout Jefferson County





# Member Agencies

Presented below is a list of member agencies of the Personnel Board of Jefferson County Merit System. Information on each agency is presented on the subsequent pages.

## Municipalities

- |                      |                        |
|----------------------|------------------------|
| City of Bessemer     | City of Kimberly       |
| City of Birmingham   | City of Leeds          |
| City of Center Point | City of Midfield       |
| City of Fairfield    | City of Mountain Brook |
| City of Fultondale   | City of Pleasant Grove |
| City of Gardendale   | City of Tarrant        |
| City of Homewood     | City of Vestavia Hills |
| City of Hueytown     | City of Warrior        |
| City of Irondale     |                        |

## County-wide Agencies

- Jefferson County Commission
- Jefferson County Department of Health
- Jefferson County District Attorney's Office
- Jefferson County Sheriff's Office
- Jefferson County Emergency Management
- Personnel Board of Jefferson County



## City of Bessemer

Appointing Authority: Mayor Kenneth Gulley

Located in southwestern Jefferson County in the Jones Valley at the end of the foothills of the Appalachian Mountains, Bessemer was founded in 1887 as a center for iron and steel production. Covering approximately 40 square miles, Bessemer is the second largest city geographically in the County and sits strategically along Interstates 59/20 and 459. Today, Bessemer is a diverse community of approximately 26,000 residents and is home to several major industries and companies, modern city facilities, and a variety of attractions and historic sites, including the Alabama Splash Adventure water park and the Bessemer Hall of History Museum.



## City of Birmingham

Appointing Authority: Mayor Randall Woodfin

Birmingham was founded in 1871 and rapidly grew into an industrial powerhouse due to its proximity to rich mineral deposits. Today, Birmingham is a thriving city spanning approximately 148 square miles in central and southern Jefferson County. With a population of over 200,000, it stands as the most populous city in Jefferson County and the economic, cultural, and events hub of the greater metropolitan area. Known for its revitalized downtown, nationally acclaimed culinary scene, and welcoming neighborhoods, Birmingham offers an exceptional quality of life for residents and visitors alike. The City boasts a diverse economy, vibrant cultural attractions, world-class universities and medical research centers, major sports facilities, and numerous music and arts venues, making it a cornerstone of growth and innovation in central Alabama.



## City of Center Point

Appointing Authority: Mayor Bobby Scott

Center Point is located in northeastern Jefferson County along Center Point Parkway and Hwy 75. Originally developed as a suburban community in the 1950s and 1960s, Center Point officially incorporated as a city in 2002. Today, the City is home to approximately 16,000 residents within its 6.2 square mile city limits. While continuing to grow and evolve, Center Point maintains a strong sense of community pride and focuses on providing a welcoming environment for families and businesses alike. The City features several parks and recreational facilities, including Center Point Ballpark and Reed-Harvey Park, and offers local shops, restaurants, and annual events such as the Center Point Founders Day festival celebrating the city's history and culture.



## City of Fairfield

Appointing Authority: Mayor Herman Carnes

Fairfield is located in central Jefferson County along Interstate 20/59 and Highway 11. Founded in 1910 as a model industrial city by the Tennessee Coal, Iron and Railroad Company (TCI), Fairfield officially incorporated in 1919. Today, the City is home to just under 10,000 residents within its 3.5 square mile city limits. Since its incorporation, Fairfield has remained a close-knit community with a proud history and a strong sense of identity. The City of Fairfield is home to landmarks such as Miles College, a historically black liberal arts college founded in 1898, and several parks and recreational facilities that provide opportunities for outdoor activities and community gatherings.



## City of Fultondale

Appointing Authority: Mayor Jim Lowery

Fultondale is located in central Jefferson County along Interstate 65 and Highway 31. Founded in the late 1800s under the name Fulton Springs, the community incorporated in 1947 as the City of Fultondale. Experiencing a nearly 40% growth in population since 2005, today the City is home to just under 10,000 residents within its 12.2 square mile city limits. Despite this growth, the City of Fultondale has maintained a commitment to its nickname, the “Friendly City” which visitors and locals alike experience in everyday interactions with its hospitable citizens. Fultondale is home to several parks and recreational areas, including Black Creek Park and the Fultondale City Park, as well as a robust number of local and national restaurants and shops.



## City of Gardendale

Appointing Authority: Mayor Stan Hogeland

Founded in 1825 and incorporated in 1955, Gardendale is located in north central Jefferson County along Interstate 65, covering approximately 22.6 square miles. The City of Gardendale has a rich history, highlighted by numerous historic sites and landmarks, including the Gardendale Historic District, listed on the National Register of Historic Places, and the Gardendale Historical Society Museum. Over the years, Gardendale has experienced steady growth and has evolved into a thriving community offering a wide variety of shopping, dining, and recreational opportunities. The City is home to top-tier event and sports facilities, including the Gardendale Civic Center and the Bill Noble Park & Sports Complex, which attract residents and visitors from throughout the region.



## City of Homewood

Appointing Authority: City Manager Cale Smith

Located just south of Red Mountain between Interstate 65 and Highway 31, Homewood is the third most populous city in the Merit System, with over 26,000 residents. Founded in 1926 and covering just 8.4 square miles, Homewood is the second most densely populated city in Alabama. Since its founding, Homewood has grown into a vibrant community known for its excellent schools, beautiful parks, and thriving downtown filled with local restaurants and shops. The City is also home to Samford University, one of the top-ranked universities in the Southeast, adding to Homewood's reputation as a center of education, culture, and community life.



## City of Hueytown

Appointing Authority: Mayor Steve Ware

The City of Hueytown spans approximately 19.5 square miles just north of Interstate 20/59 in western Jefferson County. Hueytown fosters a close-knit community of over 16,000 residents and offers a variety of shops, restaurants, parks, and attractions, including the Hueytown Historical Society Museum, which showcases the City's rich heritage and longstanding connection to the region's industrial and civic history. City amenities include multiple community centers, beautiful parks and green spaces, neighborhood walking tracks, and abundant opportunities for recreation, hiking, fishing, and other outdoor activities.



## City of Irondale

Appointing Authority: Mayor James Stewart

Founded in 1887, the City of Irondale spans approximately 17.3 square miles along Interstate 20/59 in east-central Jefferson County. The City has experienced significant growth in recent years and is now home to over 13,000 residents, offering a variety of amenities and attractions, including the Irondale Civic Center. Irondale is also home to the Irondale Café, the inspiration for the Whistle Stop Café in the beloved novel and film *Fried Green Tomatoes*. The City fosters a strong sense of community through a variety of annual events such as Irondale National Night Out, the Asian Cultures Festival, Community Trunk or Treat, the Irondale Christmas Parade, and the Whistle Stop Festival, which showcases local artists, musicians, and vendors.



## City of Leeds

Appointing Authority: Mayor Eddie Moore

Founded in 1887, the City of Leeds is home to just over 12,000 residents. Located along Interstate 20 and spanning approximately 22.9 square miles at the eastern border of Jefferson County, Leeds boasts a thriving business and industrial environment alongside a revitalized Main Street district. Experiencing steady population growth over the past several decades, the City has fostered a vibrant mix of local restaurants and shops while also attracting major national retailers. Leeds offers a variety of outdoor activities and attractions, including parks, playgrounds, walking trails, and kayaking at nearby Lake Purdy, as well as hosting annual events and festivals that bring the community together.



## City of Midfield

Appointing Authority: Mayor Terry Adams

Founded in 1928, the City of Midfield is located in west-central Jefferson County just south of Interstate 20/59. Midfield's population has remained steady over the past several decades at just over 5,000 residents. Although geographically the smallest city within the Merit System at 2.6 square miles, Midfield is the third most densely populated city. The City has a rich history and is home to several historic landmarks, including the Midfield Historic District, which is listed on the National Register of Historic Places. Midfield is also known for Midfield City Park, featuring a playground, basketball court, and walking trail, as well as the Midfield Community Center, which hosts a variety of events and activities throughout the year.



## City of Mountain Brook

Appointing Authority: City Manager Steve Boone

Mountain Brook is located just south of Red Mountain in central Jefferson County and encompasses approximately 12.8 square miles. Founded in 1942, the City is home to over 22,000 residents. Mountain Brook is known for its beautiful parks and green spaces, including the Jemison Park Nature Trail, which offers a picturesque hiking experience through wooded landscapes. The City also boasts several other parks, such as Overton Park, Cherokee Bend Park, and Crestline Park. In addition to its natural beauty, Mountain Brook features a vibrant arts and culture scene and five distinctive shopping villages, each offering a variety of local businesses, shops, and restaurants.



## City of Pleasant Grove

Appointing Authority: Mayor Yolanda Lawson

Founded in 1889, Pleasant Grove is located in western Jefferson County and spans approximately 9.9 square miles. Nicknamed "The Good Neighbor City," Pleasant Grove is home to just under 10,000 residents and is known for its small-town charm and close-knit community. The City features a mix of local retail shops and restaurants, along with a variety of recreational and outdoor activities for all ages, supported by excellent recreational facilities, a state-of-the-art athletic complex, and the scenic Pleasant Grove Park. Pleasant Grove is also recognized for its strong public schools, including the highly rated Jefferson County International Baccalaureate School.



## City of Tarrant

Appointing Authority: Mayor Tracie Threadford

Located north of Birmingham-Shuttlesworth International Airport in central Jefferson County, the City of Tarrant has a rich industrial heritage. Founded in 1918 as a company town for the Tennessee Coal, Iron and Railroad Company, Tarrant is now home to just over 6,000 residents. Despite its modest size of 6.4 square miles, the City maintains a strong sense of community and offers a range of amenities for residents and visitors alike. Tarrant features several parks, including Tarrant City Park, which offers a playground, basketball court, and walking trail. The City is also home to multiple community centers, such as the Tarrant Recreation Center, which provides recreational programs and activities for all ages.



## City of Vestavia Hills

Appointing Authority: City Manager Jeff Downes

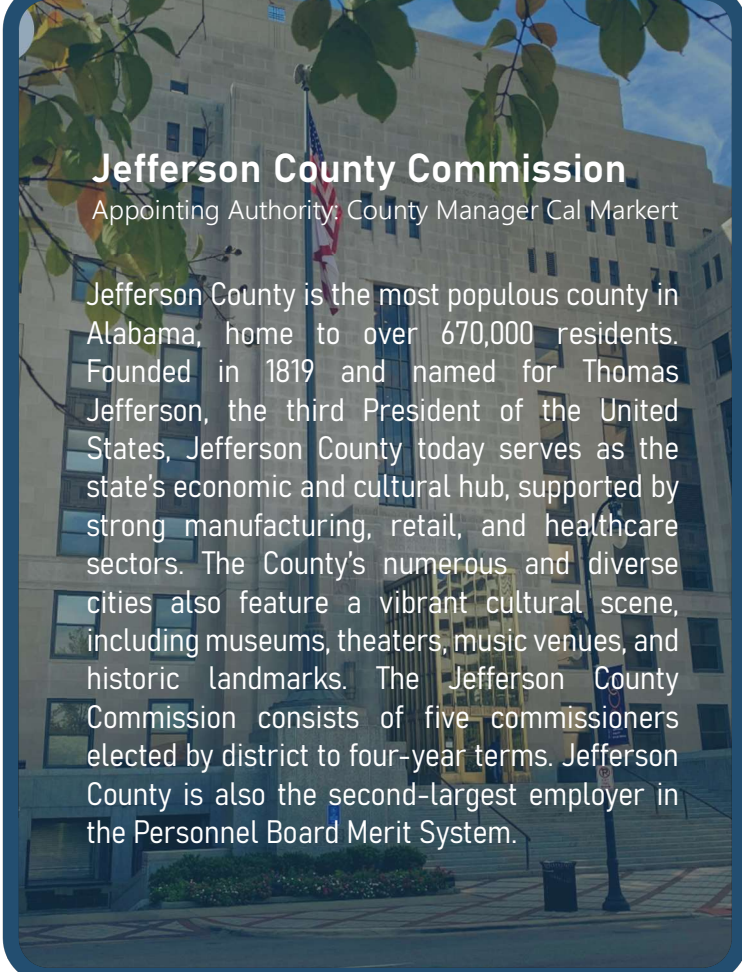
Founded in 1950, Vestavia Hills is located in southern Jefferson County, spanning from Interstate 65 to just west of Highway 280. Over the past three decades, the City has experienced significant growth, both geographically, now covering approximately 19.4 square miles, and in population, which has increased to over 38,000 residents. Vestavia Hills features numerous shopping centers, restaurants, and entertainment venues, along with a wide array of recreational amenities including parks, athletic fields, nature trails, walking paths, community centers, and a civic and event center. With its extensive offerings, Vestavia Hills serves as a regional hub for recreation, business, and entertainment in the Birmingham metropolitan area.



## City of Warrior

Appointing Authority: Mayor Keith Mosely

The City of Warrior is located at the northern border of Jefferson County, just off Interstate 65. Named after the nearby Black Warrior River, Warrior is one of the oldest cities in the Merit System, with incorporation records dating back to 1899. With a population of 3,200 residents, Warrior is the smallest city by population within the Merit System. Originally rooted in coal mining, Warrior has evolved into a small town known for its family-oriented atmosphere. Recent growth in the greater metropolitan area has spurred local development, bringing new restaurants, shops, and retail establishments to the City. Warrior offers the conveniences of suburban living while preserving a quiet, rural charm. The City's participation in the Merit System is limited to its police personnel.

A photograph of the Jefferson County Commission building, a large, multi-story, light-colored stone structure with many windows. An American flag is flying in front of the building. The image is framed with a blue border and rounded corners.

## Jefferson County Commission

Appointing Authority: County Manager Cal Markert

Jefferson County is the most populous county in Alabama, home to over 670,000 residents. Founded in 1819 and named for Thomas Jefferson, the third President of the United States, Jefferson County today serves as the state's economic and cultural hub, supported by strong manufacturing, retail, and healthcare sectors. The County's numerous and diverse cities also feature a vibrant cultural scene, including museums, theaters, music venues, and historic landmarks. The Jefferson County Commission consists of five commissioners elected by district to four-year terms. Jefferson County is also the second-largest employer in the Personnel Board Merit System.

A photograph of the Jefferson County Sheriff's Office building, a modern, multi-story building with a prominent American flag flying in front. The building is surrounded by greenery and a paved walkway. The image is framed with a blue border and rounded corners.

## Jefferson County Sheriff's Office

Appointing Authority: Sheriff Mark Pettway

The Jefferson County Sheriff's Office (JCSO) is committed to providing professional, high-quality law enforcement services to the community while maintaining the highest standards of integrity, respect, and accountability. The JCSO is comprised of several divisions, including patrol, investigations, corrections, and court services. In addition to its law enforcement duties, the JCSO also offers a number of community programs and services, including providing educational programs on topics such as crime prevention, drug awareness, and personal safety. The Jefferson County Sheriff is elected by County residents to four-year terms.

A photograph of the Jefferson County Emergency Management Agency (EMA) control room. The room is filled with computer monitors displaying maps, data, and emergency management software. A person is seated at a desk in the foreground, working at a computer. The image is framed with a blue border and rounded corners.

## Jefferson County EMA

Appointing Authority: EMA Director Jim Coker

The Emergency Management Agency (EMA) is dedicated to enhancing the County's preparedness for, and resilience against all hazards, whether natural, technological, or human-made. Its mission encompasses developing and coordinating emergency plans and procedures in collaboration with city, county, state, and federal agencies; conducting emergency management training programs; assessing potential hazards and providing timely notifications to officials and residents; supporting incident command systems; and assisting in disaster recovery operations. Through these efforts, the Jefferson County EMA aims to safeguard the lives and property of its residents by fostering a culture of preparedness and coordinated response.

A photograph of the Jefferson County Department of Health building, a modern, multi-story building with a prominent American flag flying in front. The building is surrounded by greenery and a paved walkway. The image is framed with a blue border and rounded corners.

## Jefferson Co. Department of Health

Appointing Authority: Dr. David Hicks

The Jefferson County Department of Health (JCDH) is a government agency dedicated to promoting and protecting the health of Jefferson County residents. JCDH delivers a broad range of public health services, including health education, disease prevention and control, environmental health, and clinical care. The agency operates multiple clinics throughout the county, offering affordable and accessible medical services to the community. JCDH also plays a vital role in emergency preparedness, community outreach, and ensuring public health policy compliance across the county while working collaboratively with community partners to improve overall public health outcomes and quality of life for residents.



## City of Kimberly

Appointing Authority: Mayor Richard Dixon

In late 2025, the Three-Member Personnel Board approved City of Kimberly Resolution 2025-11 authorizing the City of Kimberly to become the 17th municipality to join the Personnel Board of Jefferson County Merit System, effective November 1, 2025. Through the resolution, the City acknowledged the Personnel Board's jurisdiction and authorized the inclusion of police department employees, as well as all other eligible non-exempt City positions, within the Merit System in order to promote consistent, efficient, and professionally administered employment practices across municipal operations. The Personnel Board proudly welcomes the City of Kimberly's elected officials, administration, and employees into the Merit System and looks forward to supporting the City's continued commitment to effective public service for its residents and community.

Located in northern Jefferson County near Interstate 65, the City of Kimberly is a growing residential community known for its small-town atmosphere, community pride, and convenient access to the greater Birmingham metropolitan area. According to the 2020 United States Census, Kimberly had a population of 3,841 residents, with available data indicating continued population growth in recent years. The City offers residents a high quality of life through its family-oriented neighborhoods, local parks and recreational opportunities, community events, and strong sense of civic engagement. Kimberly's continued growth and development reflect its appeal as a welcoming community that balances suburban convenience with a close-knit hometown character.

# THE PERSONNEL BOARD

## Mission & Values

The Personnel Board of Jefferson County serves as the central human resources agency supporting the Jefferson County Merit System. Through strategic workforce services, merit-based employment practices, and organizational support, the Personnel Board helps member agencies build and sustain an effective public workforce prepared to meet the evolving needs of the communities they serve.

At the core of the Personnel Board's mission is a commitment to ensuring that public employment decisions are based on qualifications, merit, equity, and job-related standards. Through legally defensible and professionally grounded human resources practices, the Personnel Board helps member agencies attract, develop, and retain qualified employees capable of delivering high-quality public service across Jefferson County.

The Personnel Board's work is guided by a commitment to integrity, public trust, innovation, and service excellence. Recognizing that effective local government depends upon a capable and engaged workforce, the organization remains focused on strengthening the Merit System through fair employment practices, workforce development, organizational effectiveness, and continuous improvement in support of public service across Jefferson County.



### MISSION

To establish and facilitate a model merit system that enhances the employment and development of government employees through innovative, efficient, and effective human resources practices grounded in fairness, professionalism, and public trust.



### VALUES

- **Professionalism**  
Serving with dedication, competence, & efficiency.
- **Integrity**  
Acting ethically, reliably, and with integrity to uphold public trust.
- **Accountability**  
Pursuing the public interest with accountability & transparency
- **Respect**  
Demonstrating respect, compassion, & fairness in all interactions.

## Governance & Oversight

The Personnel Board of Jefferson County operates within a governance structure designed to promote accountability, transparency, fairness, and effective public stewardship of the Merit System. Through oversight, policy leadership, and collaboration among governing bodies, the organization works to ensure that Merit System operations remain aligned with applicable laws, professional standards, and the workforce needs of member agencies throughout Jefferson County.

The Merit System is governed through a multi-level structure that includes the Citizens Supervisory Commission, the Three-Member Personnel Board, and the Executive Director and administrative leadership of the Personnel Board. Together, these bodies provide strategic direction, organizational oversight, and operational leadership in support of the Merit System's mission and long-term effectiveness.

The Citizens Supervisory Commission serves an important oversight role through the appointment of members to the Three-Member Personnel Board. Comprised of representatives from business, education, labor, government, and community organizations, the Commission reflects a broad cross-section of leadership and public interests within Jefferson County.

The Three-Member Personnel Board is responsible for overseeing the administration of the Merit System and establishing policies that support fair and effective public employment practices. Responsibilities of the Board include adopting Rules & Regulations, approving organizational policies and budgets, appointing the Executive Director, and rendering decisions in employee disciplinary appeals and other matters governed by the Enabling Act.

Under the direction of the Executive Director, Personnel Board departments work collaboratively to administer Merit System operations, deliver workforce and organizational services, and support member agencies through professional human resources practices and strategic organizational leadership. Together, this governance structure helps ensure that the Merit System remains responsive, accountable, professionally managed, and focused on supporting effective public service across Jefferson County.

## Citizens Supervisory Commission

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. Presented below is the roster of distinguished members as of October 1, 2025.

**CSC – Chairperson:** Judge Yashiba Blanchard, Jefferson County Probate Judge

### Members:

Dr. Robert Agee, Jr.  
President, Jefferson County Medical Society

Mr. Steve Ammons  
President & Chief Executive Officer  
Birmingham Business Alliance, Inc.

Dr. Cynthia Anthony  
President, Lawson State Community College

Mr. William Barnes  
President/CEO, Birmingham Urban League

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

Ms. Dorothea Crosby  
President, NAACP Birmingham Branch

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

Mr. David Johnson  
City of Birmingham (City Employee Representative)

Ms. Bobbie Knight  
President, Miles College

Ms. Jan Plyler  
President, Jefferson County Council of PTA

Mr. Ross Roberson  
President, Central Alabama Labor Federation

Ms. Patrice Skinner  
Jefferson County Commission (County Employee Representative)

Dr. Beck Taylor  
President, Samford University

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

## Three-Member Board

The Three-Member Board oversees the overall functioning of the Personnel Board of Jefferson County. Responsibilities include approving the organization's budget, appointing a director, adopting Rules & Regulations, and rendering decisions on disciplinary appeals within the Merit System. Board members serve staggered six-year terms.

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

Judge 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 Cutoff. Along with his public service work, Judge Moore also maintains a private law practice.

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### Place #2: Ms. Jacqueline Smoke

The CSC elected Ms. Smoke to Member Place #2 of the Personnel Board in 2017. She is a graduate of the University of Alabama, where she earned a Bachelor of Science 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.

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### Place #3: Ms. Donna Smith

Ms. Smith was elected to Place #3 in January of 2023. She is an experienced human resources executive having retired after 37 years serving in a variety of roles with Southern Company and Alabama Power, including Vice President of Human Resources & Ethics. She is a graduate of Leadership Birmingham and Leadership Alabama and she also serves on the Leadership Alabama Regional Council. Ms. Smith has experience serving on various community boards, including the Kiwanis Club of Birmingham, Teach for America Regional Advisory Board, and the Civic Center Foundation Board, among others. She obtained a Master's in Education from the University of Alabama and a Master's in Business Administration from Samford University.

## Core Services

The Personnel Board provides a comprehensive range of human resources, workforce, and organizational support services designed to help Merit System agencies operate effectively and deliver high-quality public service to the communities they serve. Through specialized departments and collaborative agency partnerships, the Personnel Board supports the employment lifecycle while promoting fairness, accountability, organizational effectiveness, and workforce excellence across the Merit System.

The Personnel Board's core services encompass recruitment and applicant services, employee selection and assessment, classification and compensation, employee relations, training and organizational development, employment records management, system and website administration, and organizational effectiveness and communication. Together, these functions help member agencies attract qualified employees, maintain equitable employment systems, strengthen organizational performance, and adapt to evolving workforce and operational needs.

The Personnel Board's departments work collaboratively to ensure that Merit System agencies are supported by modern, responsive, and professionally grounded human resources services. Whether assisting agencies with workforce planning, developing valid selection systems, administering employee development programs, maintaining technology infrastructure, or supporting fair employment processes, each department plays an important role in strengthening public service throughout Jefferson County.

Guided by principles of professionalism, integrity, innovation, and public accountability, the Personnel Board remains committed to continuous improvement and strategic service delivery in support of both employees and member agencies across the Merit System. Information regarding the services provided by each of the Personnel Board departments is presented within the boxes to the right.



### Administration

Provides executive leadership, financial oversight, policy administration, and operational support services that help ensure the effective management of Personnel Board programs and resources.

Key services:

- Strategic Planning & Leadership
- Financial Management & Budgeting
- Policy & Procedure Administration
- Procurement & Contract Oversight
- Rules & Regulations Administration



### Applicant Services

Serves as the gateway to public service employment by leading recruitment, outreach, applicant support, and certification efforts across the Merit System.

Key services:

- Recruitment & Outreach
- Job Announcements & Application Screening
- Eligibility List Management
- Applicant & Agency Customer Service



## Employee Services

Supports equitable employment practices through classification, compensation, employee relations, and due process services that promote fairness and accountability across the Merit System.

Key services:

- Classification & Compensation
- Position Audits & Job Evaluation
- Employee Disciplinary Appeals
- Employee Grievances
- Rules & Regulations Guidance



## Employment Testing

Analyzes classified jobs and develops and administers valid, fair, and job-related selection systems designed to identify qualified candidates and support legally defensible hiring practices.

Key services:

- Job Analysis
- Structured Interviews
- Work Sample & Skills Testing
- Assessment Centers & Simulations
- Selection System Development



## Training & OD

Supports employee growth and organizational effectiveness through training programs, leadership development, organizational consulting, and performance management services.

Key services:

- Employee & Leadership Training
- Org Development Consulting
- Performance Management Support
- Executive Coaching & Workshops
- Team Development Initiatives



## Information Services

Provides the technology infrastructure, systems support, reporting services, and application development necessary to support Personnel Board operations and Merit System agencies.

Key services:

- HR Information Systems
- Data Reporting & Workforce Records
- Technology Infrastructure & Security
- Application & Website Development
- Workday System Support



## Org Effectiveness

Leads strategic planning, organizational improvement, communications, and public engagement efforts that support transparency, operational effectiveness, and informed stakeholder communication.

Key services:

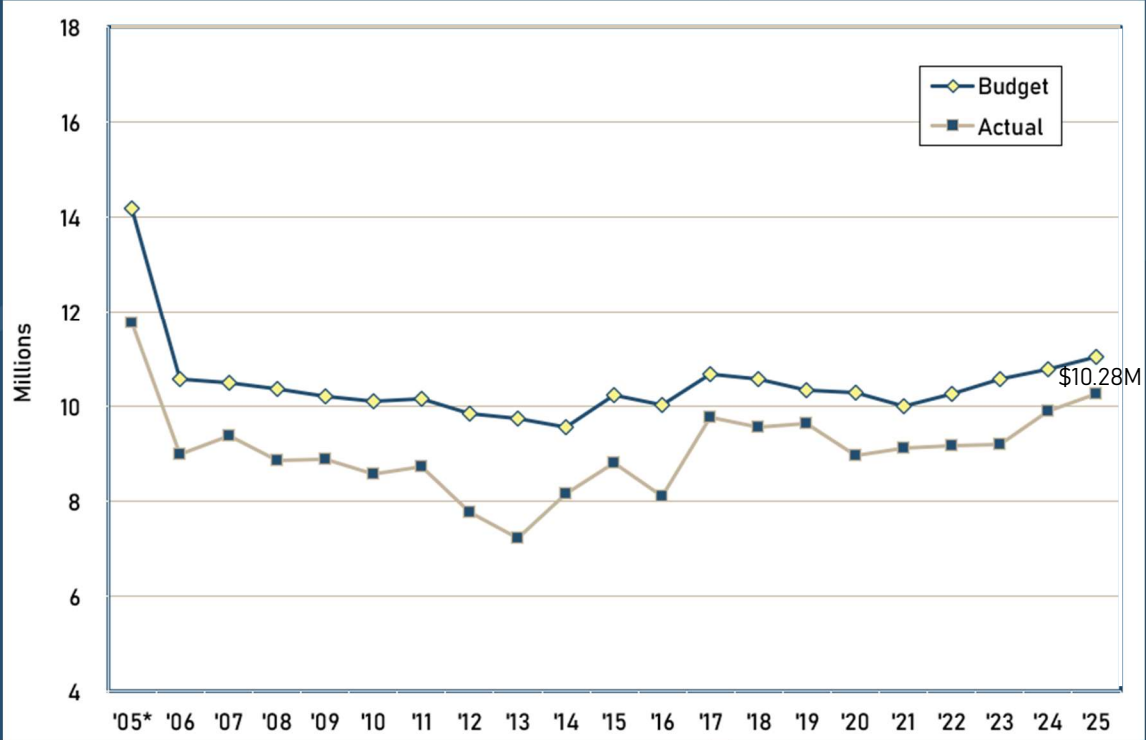
- Organizational Improvement Initiatives
- Internal & External Communications
- Publications & Digital Content
- Public & Stakeholder Engagement

# FINANCIAL REPORT FY2025

The Personnel Board remains committed to fiscal responsibility and the prudent stewardship of public funds. Accountability, transparency, and sound financial management continue to guide the Board’s financial operations and decision-making processes. This section presents the Personnel Board’s financial report for fiscal year (FY) 2025 (October 1, 2024 – September 30, 2025).

The chart below summarizes the Personnel Board’s annual budgets and expenditures over the past 20 years. For FY2025, the Three-Member Board approved a budget of \$11,038,738. Actual operating expenditures totaled \$10,275,558, approximately \$763,000 below the approved budget. Although expenditures remained under budget, FY2025 expenses increased by 3.6% compared to the previous fiscal year. This increase was driven primarily by higher staffing costs associated with filling vacant positions and normal salary progression within the existing workforce.

Personnel Board Budget & Expenses by Year



The Personnel Board utilizes budget codes established by the Jefferson County Commission for tracking and reporting expenditures. The table to the right presents expenditures for FY2025 by budget code. Throughout the fiscal year, operational expenses are paid by the Jefferson County Commission on behalf of the Personnel Board. At the close of each fiscal year, the Commission provides the Personnel Board with an itemized accounting of operational expenses incurred during the year.

Budget Code	Expenses
Personnel Costs	\$6,080,778
Employee Benefits	\$1,630,970
Legislative Allowance	\$2,925
Advertising	\$120,090
Systems maintenance (includes hosting fees)	\$615,570
Travel (professional development & recruiting travel)	\$41,211
Legal Expenses	\$244,980
Other Professional Services	\$323,457
Insurance premiums	\$52,591
Rental-Facilities (accommodations for volunteer assessors)	\$51,015
Office Supplies	\$21,216
Computer equipment and software	\$240,424
Hospitality (meals for volunteer assessors & training events)	\$35,913
Rent & Indirect expenses (rental of office space)	\$784,147
Other (telephone expenses, copier rentals, etc.)	\$30,271
	<b>\$10,275,558</b>

Jurisdiction	No. of Classified Employees	Allocation Percentage	Change from FY24
Birmingham	2894	37.07%	2.07%
Jefferson Co. Commission*	2307	29.55%	-0.25%
Bessemer	483	6.19%	0.09%
Department of Health	425	5.44%	-0.06%
Homewood	299	3.83%	0.03%
Vestavia Hills	283	3.63%	0.13%
Mountain Brook	209	2.68%	0.18%
Irondale	160	2.05%	0.15%
Gardendale	132	1.69%	0.19%
Hueytown	119	1.52%	0.02%
Fultondale	96	1.23%	0.13%
Leeds	91	1.17%	0.17%
Tarrant	77	0.99%	0.09%
Midfield	60	0.77%	0.17%
Center Point	54	0.69%	-0.01%
Pleasant Grove	51	0.65%	0.05%
Fairfield	50	0.64%	0.14%
Warrior	16	0.20%	0.00%

Following review and certification of these expenses, the Personnel Board determines the percentage of costs to be allocated to each Merit System agency and submits the information to the Three-Member Board for approval. Agency cost allocations are based on the number of classified employees in each agency as of September 30 relative to the total classified workforce within the Merit System. Upon approval, the certified allocation information is provided to the Jefferson County Commission for invoicing to member agencies. The table to the left presents the FY2025 expense allocation percentages for each agency.

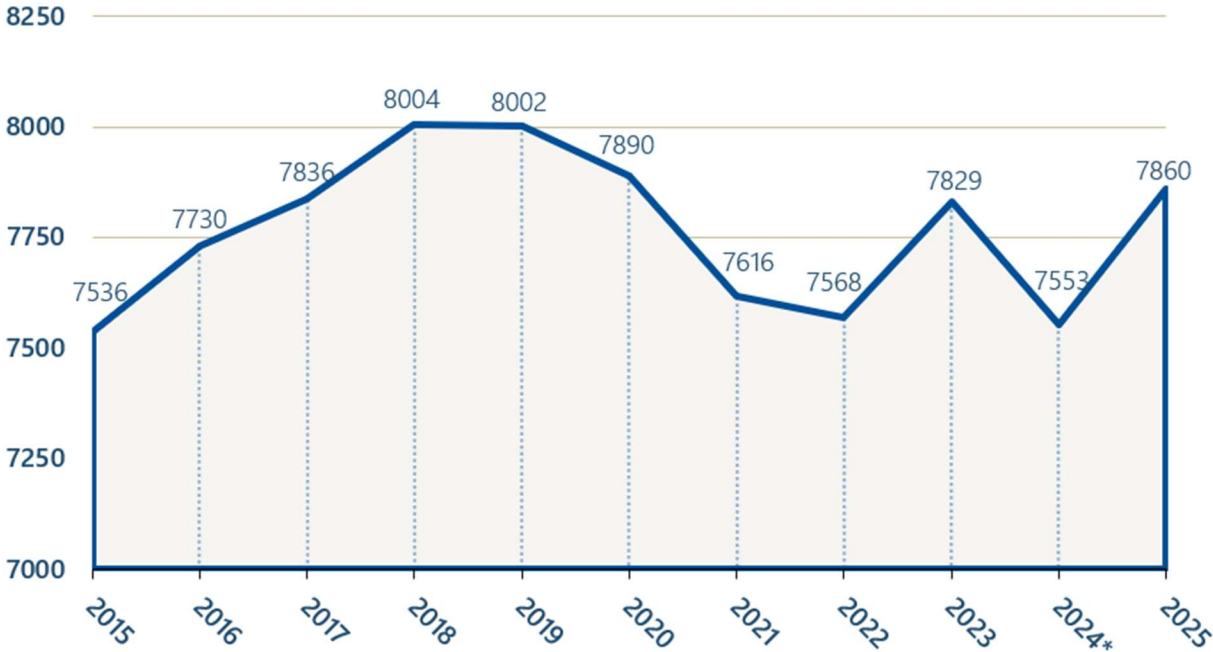
\* Includes Sheriff's Office, Emergency Management, and General Retirement System.  
 Note. Excludes Personnel Board employees (54) and City of Kimberly (20) employees, which joined the Merit System in October of 2025.

# MERIT SYSTEM WORKFORCE

The agencies within the Merit System employ dedicated public servants across a wide variety of careers, who work collectively to ensure the safety of our citizens and the continuity of our governments. In 2025, the Personnel Board continued to engage in extensive recruiting efforts and significantly increased job postings and application activity for the year. Those efforts resulted in 4.1% increase in the number of Classified Employees (307 additional employees) over the previous year, bringing the 2025 total to 7860 classified employees.

**7860** Classified Employees      **↑ 4.1%** Compared to 2024

Classified Employee Totals by Year



\* The City of Trussville exited the Merit System in 2024 resulting in a decrease in the number of Classified Employees.

# Employees by Agency

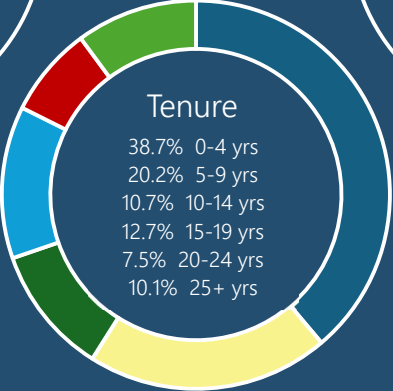
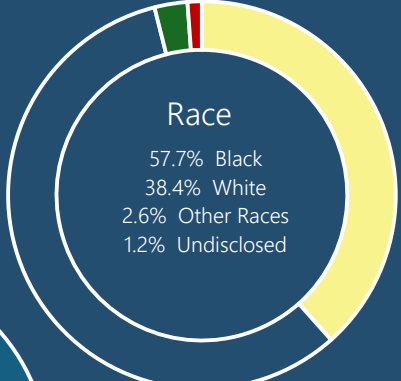
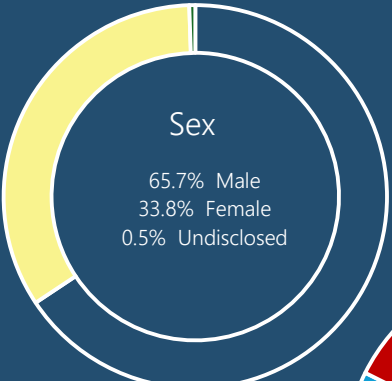
Agency	Employee Total	Agency	Employee Total
Birmingham	2894	Fultondale	96
Jefferson Co. Commission*	2307	Leeds	91
Bessemer	483	Tarrant	77
Department of Health	425	Midfield	60
Homewood	299	Center Point	54
Vestavia Hills	283	Personnel Board	54
Mountain Brook	209	Pleasant Grove	51
Irondale	160	Fairfield	50
Gardendale	132	Kimberly	20
Hueytown	119	Warrior	16

\* Includes Jefferson County Sheriff's Office, Emergency Management Agency, and General Retirement System



## Merit System Employee Demographics

The Merit System continues to employ a diverse workforce, representative of the communities and the citizens it serves, that strives to provide excellent service to our communities and citizens. Presented below is a visual representation of the demographic makeup of the Merit System workforce and a breakdown of the employees' years of service within the System.



# TALENT SOURCING & RECRUITING

## Recruitment & Outreach

Attracting high-quality talent to the Merit System and supporting agencies in hiring well-qualified employees remains central to the Personnel Board's mission. To meet evolving workforce needs, recruiting and marketing strategies are designed to:

- Increase awareness of civil service career opportunities
- Position Merit System agencies as employers of choice in Jefferson County
- Expand and strengthen a skilled and diverse applicant pool

Although competition for talent remained challenging throughout 2025, the Personnel Board continued to expand its multi-method recruitment and outreach efforts to engage candidates across a broad range of occupations and experience levels. These efforts resulted in 36,222 applications received during the year, an 11% increase over FY2024 and the highest annual application total in more than a decade. Key recruitment and outreach initiatives included:

- Participation in nearly 80 in-person recruiting events, including career fairs, community events, veteran outreach activities, and school-based recruitment efforts across Alabama
- Expanded use of targeted social media recruitment through platforms such as LinkedIn, Instagram, YouTube, and Facebook
- Advertising opportunities through professional association job boards, specialized career centers, and industry-focused online groups
- Partnership with WBRC to host a public safety recruitment phone bank and community awareness campaign featuring law enforcement personnel
- Increased use of agency-specific recruitment campaigns tailored to the hiring needs of individual Merit System agencies
- Continued participation on professional advisory boards and workforce development organizations, including the Alabama Association of Colleges and Employers and the University of Alabama at Birmingham Career Services Advisory Board
- Sponsorship of First Responders Night with the Birmingham Barons at Regions Field to promote public safety careers
- Hosting three career fairs focused specifically on public safety recruitment

Collectively, these efforts strengthened awareness of Merit System career opportunities and enhanced the Board's ability to connect qualified candidates with public service careers throughout the County.

## Spotlight on Recruiting:



### The *BLITZ* Law Enforcement Recruiting & Career Fairs

In response to the continued need for qualified law enforcement applicants, the Personnel Board organized three large-scale public safety recruiting events branded as The *BLITZ*: Law Enforcement Career Fair; two hosted at the Birmingham CrossPlex and one at the Bessemer Activity Center.

The events brought together representatives from Merit System law enforcement agencies, public safety support departments, and Personnel Board staff to provide candidates with a centralized, one-stop recruiting experience. Attendees were able to:

- Learn about career opportunities across multiple agencies
- Submit employment applications
- Complete the WorkKeys assessment
- Participate in physical ability testing
- Engage directly with law enforcement personnel regarding agency culture, career paths, and job expectations

To maximize public awareness and participation, the initiative was supported through a coordinated multi-channel marketing campaign that included:

- Collaborative social media promotion with Merit System agencies and law enforcement departments
- Digital advertising and physical signage throughout Jefferson County
- Community outreach conducted directly by participating departments and officers

The *BLITZ* initiative streamlined portions of the recruitment and assessment process while significantly expanding outreach to individuals interested in public safety careers. Based on the success of the events, the Personnel Board plans to host *BLITZ* recruiting events on a semiannual basis.

## National Recognition for Recruitment Campaigns

The Personnel Board's and Eleven Production's innovative law enforcement recruitment campaign received national recognition during the 46th Annual Telly Awards, one of the premier international honors recognizing excellence in video and television content across all screens, receiving a Silver Award for General Recruitment and a Bronze Award for Craft Directing. Established in 1979, the Telly Awards receive more than 13,000 entries globally from advertising agencies, television stations, production companies, and organizations representing all 50 states and multiple continents.

The award-winning campaign featured two recruitment commercials centered on the theme of teamwork, discipline, and service. One commercial followed a male athlete training and practicing as part of a football team while paralleling his development as a law enforcement officer. A companion commercial featured a female flag football athlete making the same transition into law enforcement. Both commercials emphasized the shared values of preparation, teamwork, commitment, and purpose found in athletics and law enforcement careers. The law enforcement recruitment commercials can be viewed on our law enforcement recruitment site – [police.jobsquest.org](http://police.jobsquest.org).

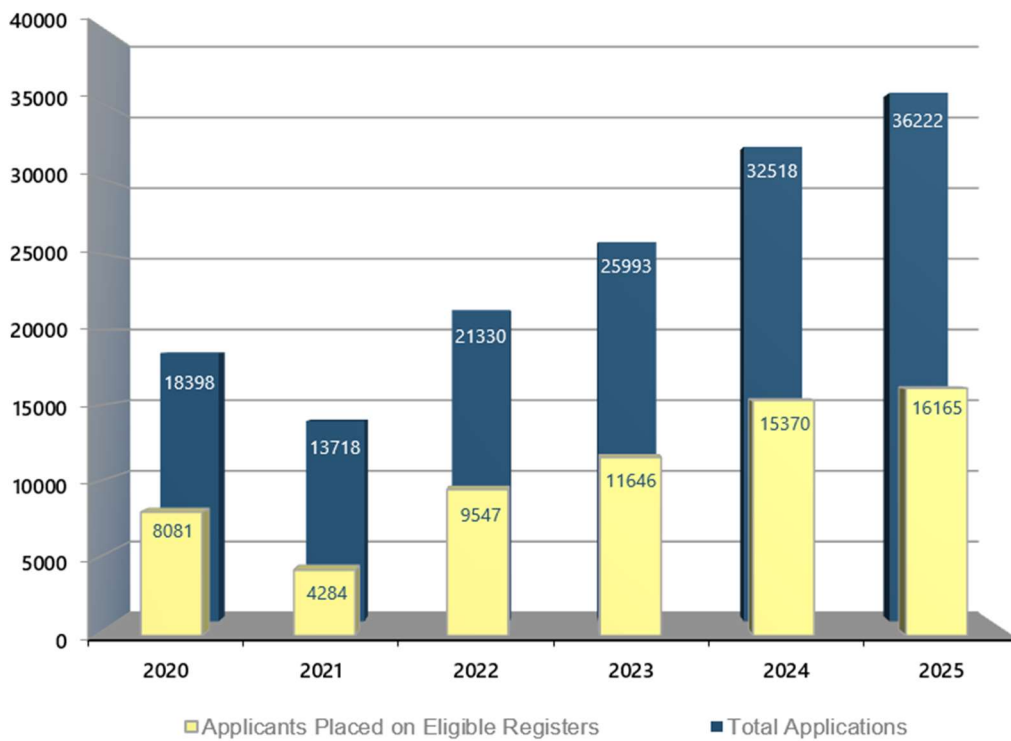


## Application Activity & Hiring Outcomes

The Personnel Board continued to experience significant recruiting activity throughout FY2025. During the year, the Board:

- Posted 428 job opportunities
- Processed and reviewed more than 36,000 applications
- Issued more than 1,000 certification lists to member agencies
- Supported 1,687 Merit System appointments

The chart below illustrates application activity over the past five years and reflects the continued growth in candidate interest in Merit System employment opportunities.



**36.2K** Applications Received **↑11.1%** Compared to 2024

Highest annual application submission total in over 25 years

# CLASSIFICATION & COMPENSATION

The Personnel Board maintains and administers a comprehensive classification and compensation system designed to support fair, equitable, and legally defensible personnel practices across the Merit System. Through ongoing job analysis, classification review, and market compensation analysis, the Board works to ensure that positions are appropriately classified and competitively compensated in support of effective public service operations.

## Annual Classification Survey

Job classification is the process of analyzing assigned duties and responsibilities and aligning positions with appropriate job classes based on established job descriptions and related positions throughout the Merit System. Maintaining an accurate and consistently applied classification structure is essential to supporting equitable compensation, organizational effectiveness, and effective human resources administration.

The Personnel Board currently administers more than 750 job classes covering over 7800 positions throughout the Merit System. To maintain the integrity of this structure, the Board conducts ongoing job analyses, annual classification surveys, and targeted position audits to ensure positions remain properly classified. As part of this effort, approximately 20% of positions are reviewed annually so that all positions are evaluated at least once every five years. More than 950 employees participated in the survey process during the audit period, with additional surveys completed for supplemental job analysis purposes. Survey responses were evaluated to identify positions potentially performing duties outside their assigned job class. Results indicated that more than 99.5% of reviewed positions were appropriately classified, with only two positions recommended for reclassification.

In 2025, the annual classification survey included 143 job classes and nearly 3,000 positions across the following occupational areas:

- Accounting
- Appraisal and Taxation
- Architecture and Design
- Audit
- Civil Engineering
- Communications
- Elections
- Emergency Communications
- Engineering Inspection
- Environmental Protection
- Finance Management
- Fire Protection and EMS
- Planning
- Public Works Operations
- Public/Business Administration
- Surveying

## Position Audits

In addition to the annual classification survey process, the Personnel Board conducts off-cycle working out-of-class audits to evaluate positions alleged to be performing duties inconsistent with their assigned job class. These reviews include interviews, direct job observations, and structured survey instruments completed by both employees and supervisors. Information collected through

the audit process is compared against the assigned job class specification and related positions throughout the Merit System to determine whether the position remains properly classified. When a position is determined to be misclassified, the appropriate class is identified and the employing agency may reclassify the position to that job or rescale assigned duties to align with the current job.

During 2025, the Personnel Board received 21 out-of-class audit requests. Of those requests, 11 positions (52%) were determined to be performing substantial duties outside of their assigned job classification and were recommended for reclassification.

## Market Pay Analysis

The Personnel Board is committed to maintaining fair, equitable, and competitive compensation practices throughout the Merit System. To support this commitment, ongoing market pay analyses are conducted to evaluate alignment with external labor market conditions and support recruitment and retention efforts. In 2025, the Personnel Board reviewed compensation data for 144 job classes across a broad range of occupational areas, including Accounting & Audit, Communications, Community & Economic Development, Dental Services, Elections, Finance, Medical Laboratory, Mental Health, Nursing, Nutrition Services, Pharmaceutical Services, Public Health, Public/Business Administration, Social Work, Stores/Purchasing, and Zoning Enforcement positions.

Additional analyses were conducted for positions experiencing recruitment and retention challenges. While most reviewed pay grades remained appropriate, compensation adjustments were recommended and approved for 14 job classes during the year.

## New Job Classes

Although the Personnel Board maintains an extensive classification structure, evolving operational needs occasionally require the development of new job classes to address emerging functions and specialized professional responsibilities. When requests for new job classes are received, the Personnel Board conducts a comprehensive analysis to confirm that the proposed duties are not adequately represented within an existing class. If necessary, the Board develops a new job description, establishes an appropriate pay grade, and defines minimum qualifications. During 2025, the Personnel Board established 20 new job classes:

- Administration and Innovation Director
- Assistant Finance Director
- Assistant Fire Chief I
- Bessemer Utilities Asst Operations Manager
- Breastfeeding Peer Counselor (WIC)
- Business Intelligence Reporting Analyst
- Chief Electrical Engineer
- Clinical Services Director
- Communications Director
- Crime Intelligence Analyst
- Digital Forensic Examiner
- Fleet Maintenance Manager
- Golf Course Greens Superintendent
- Helicopter Pilot - Sworn
- Plumbing Supervisor
- Police Inspections Specialist
- Population Health Manager
- Prevention and Wellness Director
- Senior Disease Intervention Specialist
- Senior Environmental Health Specialist

# EMPLOYMENT TESTING

## Job Analyses

Job analysis is a cornerstone of human resources management, providing critical insight into a position’s duties, responsibilities, and the knowledge, skills, and abilities (KSAs) required for successful performance. It also serves as the foundation for key HR functions, particularly employment selection and other legally defensible personnel practices.

To ensure job information remains accurate and current, the Personnel Board conducts comprehensive job analyses for each job class at least once every five years, typically in conjunction with the classification survey process. Job analyses include:

- Background research
- On-site observations and interviews with incumbents
- Focus group discussions with employees and supervisors
- Surveys assessing job duties, tasks, and critical KSAs

During 2025, the Personnel Board completed job analyses for 164 Merit System job classes. This research-driven process helps ensure the continued accuracy of information used for classification, recruitment, testing, and other personnel decisions.

164  
Job Analyses  
Completed

22%  
Of Merit System  
Job Classes

102  
Job MQs  
Updated

## Minimum Qualifications

The Personnel Board plays a critical role in supporting fair and effective hiring by establishing and maintaining minimum qualifications (MQs) for Merit System positions. These qualifications are developed through job analyses and consultation with subject matter experts, including incumbents and supervisors, to ensure alignment with actual job requirements and essential KSAs.

Minimum qualifications serve as a foundational screening tool to identify candidates who meet baseline job requirements while promoting consistency, fairness, and job-relatedness in the hiring process. Qualifications for all Merit System job classes are reviewed and revalidated at least once every five years in accordance with HR best practices.

In 2025, the Personnel Board reviewed and updated qualifications for 102 job classes based on 164 completed job analyses, ensuring continued legal defensibility and alignment with evolving operational needs.

## Employment Test Administration

The Personnel Board administers employment selection procedures designed to evaluate applicants' qualifications and job-related competencies while ensuring selection practices remain valid, job-relevant, and legally defensible.

Although minimum qualifications provide an initial screening mechanism, many positions require additional assessments to evaluate candidates' knowledge, skills, and abilities more effectively. In response to evolving workforce conditions and a competitive labor market, the Personnel Board continues to modernize testing processes to improve efficiency while maintaining fairness and validity.

In 2025, employment tests were administered to 4,274 candidates for a variety of Merit System positions using:

- Online skill assessments
- Structured interviews
- Multi-exercise assessment centers

**4274**  
Candidate  
Assessments

Positions tested included administrative, financial, clerical, skilled labor, public safety, and supervisory classifications, including Police Officer, Firefighter, Public Safety Dispatcher, and multiple law enforcement and fire promotional positions.

The Personnel Board also continued serving as an authorized administrator of the ACT WorkKeys assessment, required by the Alabama Peace Officers Standards and Training Commission for Police Officer applicants without a college degree. In partnership with the Recruiting Division, WorkKeys testing was offered more than 40 times during 2025, including select Saturdays, with 460 candidates completing the assessment during the year.

Additionally, the Personnel Board assisted agencies with specialized selection and promotional processes. In 2025, support was provided to the Birmingham Police Department for Police Officer and Crime Intelligence Analyst assessments, to Birmingham Fire and Rescue Service for multiple promotional processes, and to the City of Vestavia Hills for fire promotional testing and Master Police Officer candidate evaluations.

# EMPLOYEE RELATIONS

## Disciplinary Appeals

Due process is fundamental to fairness in civil service, ensuring impartiality, protecting employee rights, and promoting accountability and transparency in employment matters.

As the administrative agency for the Merit System, the Personnel Board supports these principles by administering a formal disciplinary appeal process for employees subject to certain adverse employment actions. This process provides an independent forum in which appeals are heard by a third-party Hearing Officer, who reviews the case and submits findings and recommendations to the Three-Member Board.

In 2025, the Personnel Board received 43 appeals of disciplinary actions under the Rules & Regulations. During the year, the Personnel Board concluded 44 administrative appeal hearings, including several initiated prior to January 2025. Of those matters, 39% were ultimately settled in advance of a Board final decision; for matters that proceeded to a Board decision, the Three-Member Board upheld 88% of the disciplinary actions.

## Employee Grievances

An effective employee grievance process promotes a respectful and productive workplace by providing employees with a structured mechanism for addressing workplace concerns.

The Personnel Board facilitates this process by providing a forum for open communication between employees and management aimed at resolving complaints informally. When resolution cannot be achieved at the agency level, Rule 15 of the Personnel Board Rules & Regulations provides for an administrative hearing in cases involving a substantial term or condition of employment.

In 2025, employees initiated 24 grievance processes. Of those cases, 16 were resolved at the agency level, five were dismissed for failing to meet Rule 15 hearing requirements, two were withdrawn by the employee, and one grievance was substantiated through an administrative hearing in which a remedy was granted to the employee.



- 73% Termination
- 23% Suspension
- 2% Demotion
- 2% Leave without pay



- 54% Upheld
- 39% Settled
- 7% Overturned



- 67% Resolved at agency
- 21% Dismissed
- 8% Withdrawn
- 4% Substantiated

# SOCIAL MEDIA

While the Personnel Board has maintained a presence on social media for several years, 2025 marked continued advancement toward a more strategic and results-oriented communication approach. Building on the centralized communication model established under the Organizational Effectiveness & Communication Department, the Board strengthened its ability to deliver consistent messaging, enhance public engagement, and support recruitment initiatives across the County.

Throughout the year, communication efforts remained focused on the Board’s core objectives to Educate, Inspire, Promote, and Recruit. Content strategies increasingly emphasized audience engagement through employee highlights, community outreach features, recruitment campaigns, and short-form video content designed to better connect with diverse audiences and job seekers.

The Board maintained an active presence across Facebook, Instagram, and LinkedIn to share job opportunities, promote events, highlight public service careers, and provide timely information to the community. In 2025, the Board’s digital outreach experienced substantial growth and engagement. Social media content generated more than 1.18 million views and nearly 120,000 audience interactions, while the Board’s audience grew by 52 percent across platforms. More than 1,100 pieces of content were published, reflecting a significant increase in communication activity and community engagement.

Targeted advertising and recruitment campaigns also continued to evolve through improved audience segmentation and performance tracking. These efforts enhanced the Board’s ability to promote hard-to-fill positions, increase applicant engagement, and strengthen recruitment effectiveness. High-performing recruitment campaigns and public safety outreach initiatives demonstrated strong community interest and helped position the Personnel Board and its jurisdictions as employers of choice within the region. These outcomes reflect not only increased visibility, but also a stronger connection with the public and a more intentional approach to workforce communication and community engagement.

1.2M  
Views

↑ 52%  
Audience  
Growth



# TRAINING & ORG DEVELOPMENT

Effective employee training and development are essential to improving both individual performance and organizational effectiveness. Training equips employees with the knowledge, skills, and competencies needed to adapt to changing demands, strengthen leadership capacity, and deliver high-quality public service.

The Personnel Board remains committed to supporting the professional growth of Merit System employees through a broad range of leadership, management, and professional development opportunities. Signature programs offered during 2025 are described below.

## Leadership Development Programs

### *John Maxwell Leadership Series*

The John Maxwell Leadership Series is an open-enrollment leadership program designed to strengthen communication, influence, and intentional leadership development. Based on the work of John C. Maxwell, the series allows employees to attend individual courses or complete the full program over time.

Courses are delivered over two consecutive days and emphasize discussion, reflection, and practical application. Topics include:

- Everyone Communicates, Few Connect
- Good Leaders Ask Great Questions
- The 15 Invaluable Laws of Growth
- The 21 Irrefutable Laws of Leadership
- The 5 Levels of Leadership
- Today Matters

### *On Deck Leadership*

On Deck Leadership is an intensive six-month cohort program designed for newly promoted leaders. Through experiential learning, leadership exercises, group problem-solving activities, and facilitated discussions, participants strengthen practical leadership skills while addressing real-world organizational challenges.

### *MPACT*

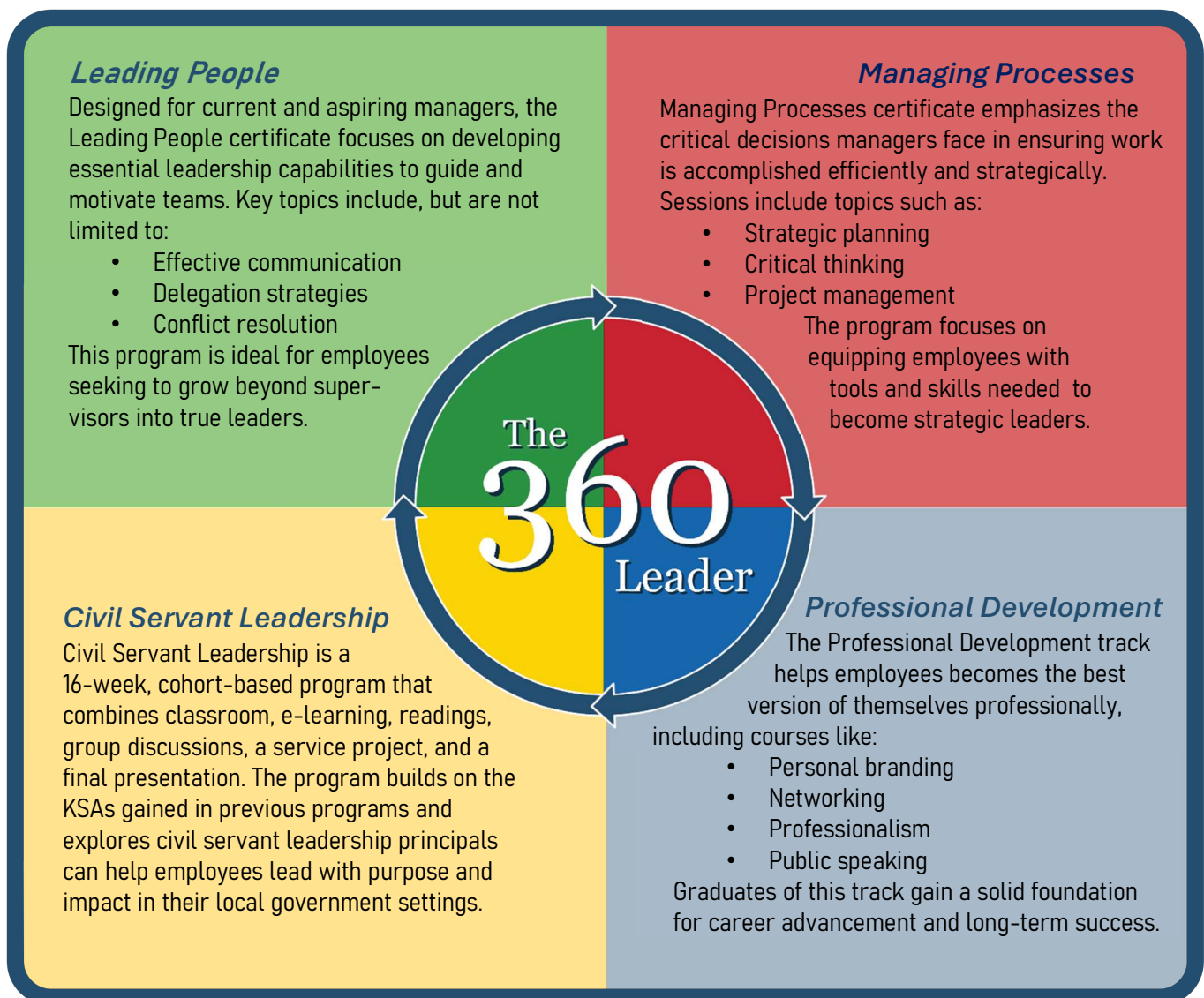
MPACT (Managers Performing All Competencies Today) is a nine-month, cohort-based leadership development program for upper-level managers. Participants engage in extensive classroom instruction, applied learning exercises, peer collaboration, guest speaker sessions, and organizational improvement projects focused on leadership effectiveness, accountability, communication, trust, and change management.

## *360° Leader Certificate Programs*

The Personnel Board developed the 360° Leader Program to meet the evolving needs of Merit System employees and agencies. The program's goal is to cultivate well-rounded, capable public sector leaders employees who can lead people, manage complex projects, understand their own growth needs, and position themselves for advancement in a dynamic, technology-driven environment. The program includes four distinct but complementary certificate tracks:

- Leading People
- Managing Processes
- Professional Development
- Civil Servant Leadership

Together, these programs include over 50 courses in technical and non-technical areas. Participants who complete all four certificates earn the distinction of 360° Leader, recognizing their comprehensive growth in leadership and professional effectiveness.





# 2025 ANNUAL CONFERENCE

In May 2025, the Personnel Board hosted its third annual Working on Workday (WOW!) Conference at The Spark Learning Center. The full-day conference brought together HR professionals and hiring managers from across the Merit System to strengthen their understanding of Personnel Board services and enhance their use of the Workday human capital management system.

Feedback from participants was overwhelmingly positive, with 98% of attendees rating the conference as beneficial or highly beneficial.

Conference sessions, led by Personnel Board staff and subject matter experts, addressed topics including:

- Fairness First
- Navigating the disciplinary process
- Professionalism in the workplace
- Leveraging social media
- Creating defensible secondary interviews
- Artificial intelligence overview
- What's New in Workday

The conference also featured a panel discussion with representatives from multiple jurisdictions who shared best practices for leveraging Workday to improve operational efficiency and service delivery.

Beyond formal training sessions, WOW!2025 provided valuable opportunities for networking, collaboration, and the exchange of ideas across Merit System agencies.



## Performance Management

An effective performance management system is essential for aligning employee performance with organizational goals, fostering development, and driving both individual and agency-wide success. By setting clear expectations, providing regular feedback, and recognizing accomplishments, the performance appraisal process supports productivity, promotes accountability, and builds a high-performing workforce.

In recent years, the Personnel Board has worked to modernize the Merit System's performance appraisal process through the implementation of Workday Talent, Workday's performance management module. Through a strategic, phased rollout across member agencies, the Board is transitioning from a rudimentary, task-based evaluation form to a more robust, competency-based appraisal system. This new approach focuses on assessing employees' skills, knowledge, and behaviors against clearly defined competencies that are aligned with job roles and organizational objectives.

Key benefits of the competency-based approach include:

- Broader evaluation criteria: Competency-based appraisals assess a wider range of performance factors—such as communication, teamwork, and problem-solving—providing a more comprehensive view of employee effectiveness.
- Focused development: By identifying both strengths and areas for growth, the system supports targeted development efforts that encourage continuous learning and adaptability.
- Strategic alignment: Agencies can integrate core organizational competencies into the evaluation process, ensuring individual performance contributes to broader strategic goals.
- To support successful implementation, the Personnel Board established a tailored rollout plan for each Merit System agency. This individualized approach enables:
  - Collaboration with agency leadership to align the process with unique operational needs
  - Customization of competencies and evaluation structures
  - Scheduling of on-site training and planning sessions to facilitate a smooth transition

By the end of 2025, Workday Talent had been successfully implemented in 80% of Merit System agencies, with continued expansion planned in 2026.

# 2025 TRAINING GRADUATES

On September 26, 2025, the Personnel Board proudly recognized 179 Merit System employees from fifteen agencies for their successful completion of one or more employee development certificate programs during the year. The celebration, held at the Bill Harris Arena at the Birmingham Crossplex, marked a significant milestone in professional growth across the Merit System.

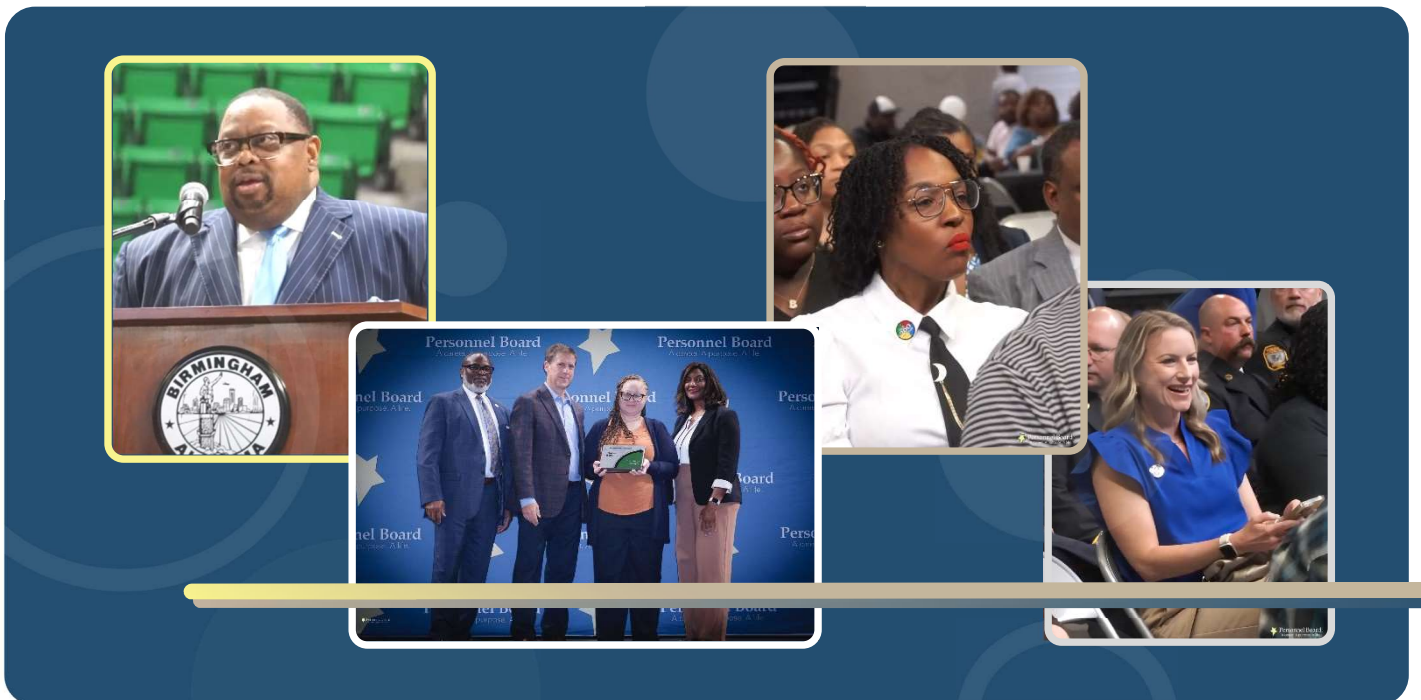
Each graduate was presented with a commemorative plaque in recognition of their achievement. The event was further highlighted by a keynote address from Birmingham Municipal Court Judge Andra Sparks, who spoke on the importance of leadership, public service, and lifelong learning.

In total, these 179 employees earned 273 certificates across several signature programs, reflecting the breadth and depth of professional development throughout the Merit System. The Personnel Board commends each of these individuals for their commitment to continuous learning and professional excellence.

The following pages list the 2025 graduates of:

- Leading People – 65 certificates
- Managing Processes – 50 certificates
- Professional Development – 57 certificates
- Civil Servant Leadership – 57 certificates
- On-Deck Leadership (ODL) – 22 certificates
- MPACT (Managers Performing All Competencies Today) – 22 certificates

Congratulations to the 2025 Certificate Graduates!



## Graduates by Agency

### City of Bessemer

Aleria Harper (CSL)  
Stenson Lawyer (CSL)  
Chris Walls (LP)  
Kendra Ward-Young (CSL, ODL)

### City of Birmingham

Angel Armstrong (CSL)  
Kiyana Bell (LP)  
Steven Brownlee (MP, PD, CSL)  
Stephanie Cade (LP, MP)  
Karla McPherson Calvert (CSL)  
Michael Chisem, Sr (PD)  
Kenneth Cole (MP)  
Jonathan Danzer (ODL)  
Shaun Deane (LP, MP, PD)  
Demetrius Derico (CSL)  
Quanita Eskridge (LP, PD)  
David Eubanks (CSL)  
Janard Feggins (LP)  
Sharonda Gary (MPACT)  
Courtney George (LP)  
Sebastian Goldman (CSL)  
Alecia Hardy (CSL)  
Candace Harris (LP, CSL)  
Corinda Harris (CSL)  
Charlicia Heard (CSL)  
Terrell Hendon (MP, CSL)  
Lee Hollis (MPACT)  
D'Ana Holmes (LP)  
Roosevelt Howard (LP, MP, PD)  
Cedric Hunt (LP, MP, PD)  
Tanirah Johnson (LP, PD, CSL)  
LaKiedra Jones (LP, MP)  
Levonda Kent (ODL)  
William Kilgore (MPACT)

### Birmingham Public Library

Emily K. Allee (CSL)  
William Anthony (PD)  
Pamela Jessie (LP, CSL)  
Kenyata Rodgers (CSL)  
Vincent Solfronk (LP, PD, CSL)

Tammy Lane-Wynn (MPACT)  
Jevon Larkins (ODL)  
Charles Lewis, Jr (PD)  
Cody Marsh (LP, MP, PD, CSL)  
Robbie Martin (MPACT)  
Vare Maze (ODL)  
Keiara Middleton (PD, CSL)  
Jennifer Moore-Calhoun (CSL)  
Trey Morrison (PD, CSL)  
Field Morton (LP, MP, PD)  
Keona Nixon (MPACT)  
Kenneth Olive (PD)  
BreAnna Paige (MP, PD)  
Laquan Phillips (LP)  
Tonya Pittman (LP, MP, PD)  
Benjamin Poe (ODL)  
Andromeda Rhodes (ODL)  
Jon Rodriguez (ODL)  
Emanuel Rosato (CSL)  
Vita Smith (MPACT)  
Morgan Strode (ODL)  
Matisha Taylor (CSL)  
Erin Valentine (LP)  
Arvetrice Wade-Jones (LP)  
Robert Welshans (LP, MP, PD, CSL)  
Becky White (LP, MP, PD)  
Corigann White (MPACT)  
Latasha Williams (LP, MP, CSL)

**City of Center Point**

DeDarius Pierce (MP)

**City of Irondale**

Brian Anderton (CSL)

David Brasher (CSL)

Elbert Burt (LP)

Gregory Colby (PD)

Shannon Dillashaw (MP)

Cortez Dyess (LP)

Brandon Garner (LP)

Jason Hill (CSL)

Christa Holifield (LP, MP, CSL)

Dana Horsley (MP)

Shawn Maglothin (ODL)

Joshua McDaniel (LP, MP, PD)

Dakota Putnam (LP)

David Salter (LP)

Terry Smith (ODL)

Robert Thompson (LP, MP, PD)

Mike Toliver (MP, PD)

David Vance (PD)

**Jefferson County Department of Health**

Kendra Bolden (LP, MP, PD)

Jannese Covington (MPACT)

Sherona Ingalls-Watkins (CSL)

Bronze Johnson (ODL)

Samesha Jones (LP)

Micah Madsen (LP)

Natasha Pickens Shumpert (CSL)

Kenneth Wills (PD)

**City of Homewood**

Katherine Harper (LP)

Rebecca York (ODL)

**City of Leeds**

Christopher Courington (MPACT)

Marquetta Willis (MPACT)

**City of Pleasant Grove**

Daniel Reid (LP, MP, PD, CSL)

Josh Williamson (LP, MP, PD, CSL)

**City of Tarrant**

Michael Lucious (MP, PD, CSL)

**City of Vestavia Hills**

Joseph Dease (MPACT)

Kristin Harding (ODL)

**Personnel Board**

JoAnn Burnett (LP)

Stacey Lange (MP)

Becky Lopez (LP, CSL)

Terria McDonald (ODL)

Lauren Peters (MP, PD, ODL)

### **Jefferson County Commission**

Yvette Allen (CSL)  
Eugene Bennett (ODL)  
Jeff Boland (LP, PD)  
Kenya Bridget (MP, PD)  
Tamika Brown (CSL)  
Lisa Carson (MPACT)  
Julie Cohen (MP)  
Michelle Cole (PD, CSL)  
Zipporah Coleman (LP)  
Matthew Collums (LP, MP, PD)  
Tasha Cooley (LP, MP, PD)  
Brea Covington (LP, MP, PD)  
Lisa Davenport (CSL)  
Meihesha Echols (ODL)  
Latoya Everett (LP)  
Corleen Farley (CSL)  
Terrica Hinton (LP, MP)  
MaLisa Harris (PD, CSL)  
Kanisha Hollis-Sanders (LP, MP, PD)  
Michael Hymes (PD)  
Tiffany Johnson (CSL)  
Viktor Johnson (PD)  
Valarie Jones (LP)  
Natasha Kathiany (MPACT)  
Barry Kennamer (MPACT)

Theresa Kirkwood (MPACT)  
Dave Lively (CSL)  
Sonya Moore (MP)  
Jasmine Morris-Bolden (LP, MP, PD)  
Valarie Nealey (CSL)  
Thomas Parchman III (PD, CSL)  
Leticia Parker (LP)  
Brandy Payne (LP)  
Patience D. Perry (MP, PD)  
Ray Randle (LP)  
Alan Sconiers (PD)  
VonShelia Small (LP, MP)  
Sandrika Smith (ODL)  
Delana Spencer (LP)  
Phyllis Swanson (LP, MP)  
Brittany Thomas (MP, PD)  
Ronald Thomas (MPACT)  
Grace Whatley (LP, MP, PD, CSL)  
Quiana Williams (LP, MP)  
Darrick Williams (CSL)  
Rosherrren Williams (LP, MP)  
Carlos Windham (ODL)  
Santayana Woods (CSL)  
Phyllis Wright (PD)  
Lela Wright (LP)

### **Jefferson County Sheriff's Office**

Ryley Canter (LP, MP, PD)  
*Dorothy Childress (PD)*  
Anthony Dotson (MPACT)  
Matthew Garrett (MP, PD, CSL)  
Tanehia Godwin (CSL)  
Kimberly Grant (LP, MP, PD)  
Neal Green (LP)  
Kay Hallingquest (CSL)  
Sha'Warren Haynes (CSL)

Brandy Holmes (ODL)  
Mike House (CSL)  
Lance Huffstutler (LP, MP, PD, CSL)  
Michael Jackson (MPACT)  
David Lawrence (MP, PD, CSL)  
Mary Marcum (PD, CSL)  
George McCreless (MPACT)  
Jason Pilkington (LP)  
William Powell (PD)

# World Police & Fire Games

## June 27, 2025 – July 6, 2025

Personnel Board employees proudly volunteered their time over a ten-day period between late June and early July to support the 2025 World Police and Fire Games hosted in Birmingham, helping showcase the dedication and professionalism of Merit System public safety employees on an international stage. The Games brought together public safety professionals from 72 countries for a week of competition, camaraderie, and community engagement that highlighted the important role of first responders and public servants in communities around the world. More than 8,750 registered competitors participated in the Olympic-style events, including large international contingents representing countries such as the United States, Canada, Brazil, and India.

The event was supported by several Founding Partners, including Merit System agencies such as the City of Birmingham, Jefferson County Commission, and Jefferson County Emergency Management Agency, along with the Birmingham Fire and Rescue Service, Birmingham Police Department, and the Jefferson County Sheriff's Office, all of whom played an important role in the successful execution of the Games. Numerous Merit System employees also participated as competitors, proudly representing their agencies, municipalities, and the citizens they serve across a wide range of athletic and public safety events.



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# Personnel Board

A career. A purpose. A life.