

Personnel Board

of Jefferson County

2016 Annual
Report



Report Contents

The content of this report covers the 2016 calendar year (i.e., January 1, 2016 – December 31, 2016). This report was submitted to the Citizens Supervisory Commission at their semi-annual meeting held on May 16, 2017.

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>

Table of Contents

Letter from the Executive Director	5
Personnel Board Merit System	6
Merit System Agencies.....	7
Mission & Values.....	8
Governance & Organizational Structure.....	9
Three-Member Board	10
Citizens Supervisory Commission.....	11
Departments & Services	12
Financial Report	14
Workforce Demographics	16
Merit System Salary Rates.....	18
Recruiting Talent to the Merit System.....	20
Application & Certification Activity	22
Annual Classification Survey.....	24
Employee Relations & Appeal Hearings.....	26
Employment Testing	28
Training & Development.....	30
Honoring Employee Development	32

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Letter from the Executive Director

Dear Citizen Supervisory Commission:

On behalf of the employees and members of the Board, it is with great pride and pleasure I present to you this 2016 annual report of the Personnel Board of Jefferson County. I believe you will see that 2016 was a busy and productive year and I hope you enjoy and take pride in the accomplishments of the Personnel Board.

As you will find later in this report, the Personnel Board has continued its efforts to minimize the financial impact of the Merit System by reducing our budget and overall expenditures from 2015 to 2016. Despite this decrease, the staff worked effectively and diligently to improve our services and increase efficiency. Additionally, I am happy to report that the Personnel Board completed major initiatives during the reporting period, while still closing out the fiscal year significantly under budget. We take our fiscal responsibilities very seriously and are keenly aware of the impact that our expenditures on our member agencies.

Within the pages of this report, I believe you will find valuable information about the Merit System in 2016. Most notably may be that 2016 experienced a significant increase in the total number of employees within the Merit System, the first notable increase in the last six years. This activity was met with a 22% increase in the number applications to the Merit System over the previous year, the highest level since 2010, and a 27% increase in the number of hires over 2015.

In addition to Personnel Board financial information and Merit System workforce data, this report provides updates on the operational activities of our departments and significant initiatives undertaken during the year. With these efforts the Personnel Board continues to move toward becoming a model human resource agency in all service areas.

I greatly appreciate your support of and commitment to the Merit System. Thank you for taking the time to review the contents of this report and I look forward to continuing to work to make the Personnel Board a model personnel system.

Sincerely,

Lorren Oliver

Executive Director, Personnel Board of Jefferson County

Personnel Board Merit System



The Personnel Board of Jefferson County Merit System includes over **7000 employees** from **22 municipalities and government agencies** who devote their efforts to serving the public.

Employees within the Merit System work within in a wide variety of exciting fields and meaningful professions. From careers in public safety, city management, information technology, 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.



MERIT SYSTEM Agencies

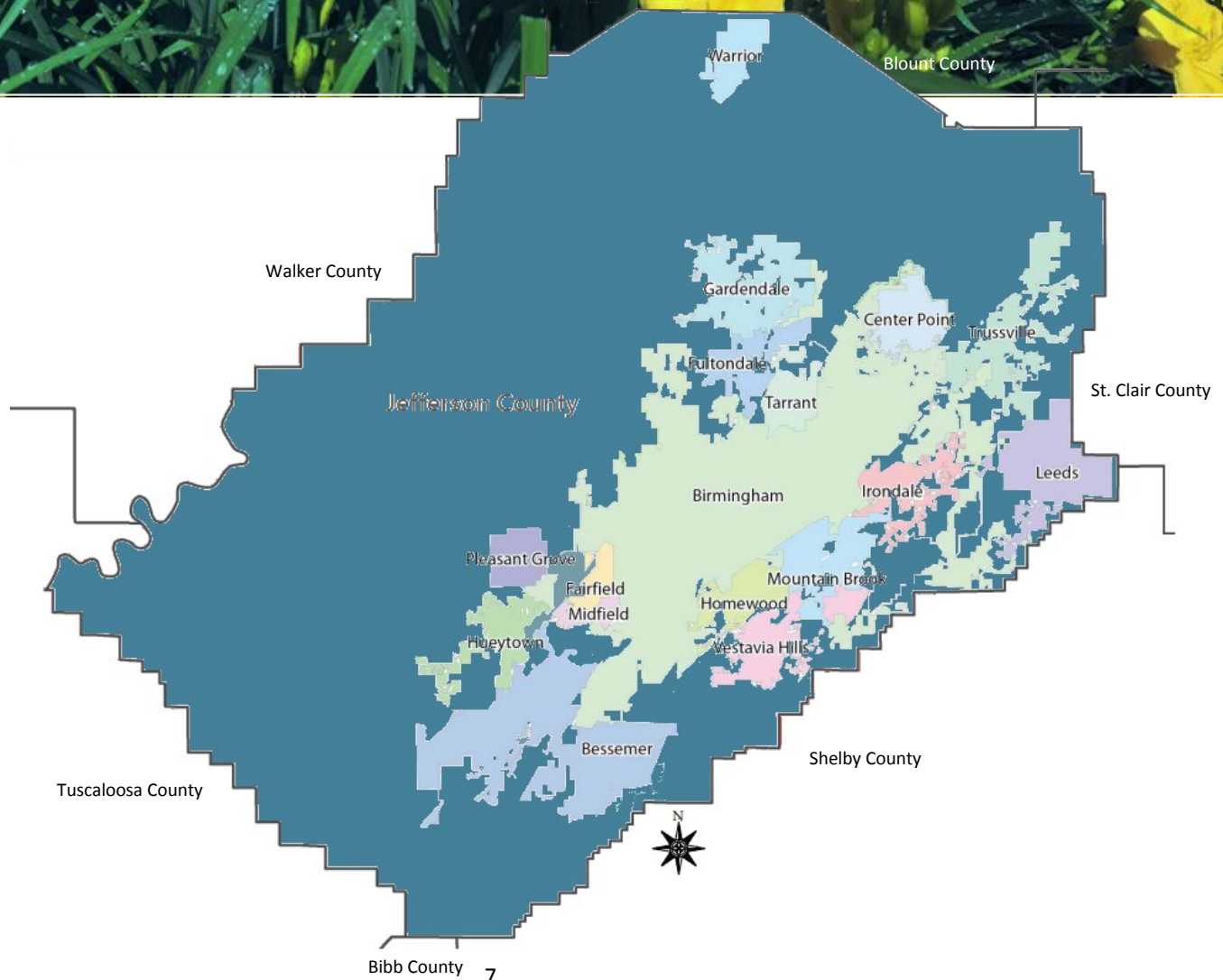
The Personnel Board Merit System includes a wonderfully **diverse** set of city governments, ranging from smaller, **community-minded towns** to **vibrant, bustling cities**. Also, included are the Jefferson County government and four county-wide agencies providing **critical public services** to our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

Municipalities

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

County-wide Agencies

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



Merit System Mission & Values



MISSION

To establish and facilitate a model merit (civil service) system that enhances the employment and development of government employees through innovative, efficient, and effective human resources practices that firmly uphold the values and principles of civil service and comply with applicable laws.

VALUES

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

- **Civic values**

Pursue public interest with accountability and transparency.

- **Professional values**

Serve professionally with dedication, competence, and efficiency.

- **Ethical values**

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

- **Human values**

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



Governance & Organizational Structure

Citizens Supervisory Commission

Three-Member Board

Executive Director

Administration

Applicant Services

Employment Testing

Information Services

Employee Services

Training & Development

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

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

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

Staff within the departments of the Personnel Board provide a variety of services to Merit System agencies and carry out the day-to-day responsibilities of the organization. Specific information on the services and responsibilities of each department are provided on pages 12-13 of this report.

Three-Member Board



The Three-Member Board serves as the primary governing body overseeing the Merit System of Jefferson County and is appointed by the Citizens Supervisory Commission for staggered six-year terms (except when filling unexpired terms of previous place holders).

Judge L. Kenneth Moore has served on the Board since 2006 and is currently the Board Chair. He is a graduate of Auburn University and received his law degree from Samford University. He has had a long career in public service, including serving in the administrations of Governor Albert Brewer and Senator John Sparkman. Currently, Judge Moore serves as Municipal Judge for Hueytown, Criminal Prosecutor for the Adamsville, and sits as the Alabama State Bar Commissioner for the Bessemer Cut-off. Along with his public service work, Judge Moore also maintains a private law practice in the Bessemer area.

Judge Lonnie Washington has served on the Board since 2010. He is a graduate of Alabama State University, earned his law degree from Samford University and maintains a diverse law practice, that concentrates in the areas of public interest litigation, mass tort, estate planning, consumer protection and product safety. Judge Washington concurrently sits as the Municipal Judge for the cities of Brighton and Lipscomb, Alabama. In 2014, he was appointed by Governor Robert Bentley to the Alabama State University Board of Trustees.

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



Citizens Supervisory Commission



The Alabama legislature created the **Citizens Supervisory Commission (CSC)**, a group of community leaders, including heads of local colleges, universities, and civic groups, in order to assure the appointment of an apolitical Three-Member Board to oversee the Merit System in Jefferson County. In 2016, the CSC convened for their semi-annual meetings on May 17, 2016 and November 15, 2016.

2016 CSC Representatives

Judge Alan King, Chair

Presiding Judge, Jefferson County Probate Court

Lt. Donald Baker

Municipal Employee Representative

Mr. William Barnes

Interim President, Birmingham Urban League

Mr. Keith Brown,

Interim President, Jefferson State Comm. College

Ms. Barbara Campbell

President, Jefferson County Council of PTAs

Mr. David Clark

President, Central Alabama Labor Federation

Dr. Linda Flaherty-Goldsmith

President, Birmingham-Southern College

Dr. George French, Jr.

President, Miles College

Mr. Brian Hilson

President, Birmingham Business Alliance, Inc.

Pastor E.O. Jackson

President, Interdenominational Ministerial Alliance of Greater Birmingham

Mr. Hezekiah Jackson, IV

President, NAACP Birmingham Branch

Ms. Vickie Townes

Jefferson County Employee Representative

Dr. Roxanne Travelute

President, Jefferson County Medical Society

Dr. Perry Ward

President, Lawson State Community College

Dr. Ray Watts

President, University of Alabama at Birmingham

Dr. Andrew Westmoreland

President, Samford University

Departments & Services



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

Administration

Administration is comprised of the Director, Deputy Director, Personnel Division Managers & Business Office. Administration is responsible for executive oversight of all Personnel Board functions and operations, and for developing and ensuring organizational compliance with laws, rules, and organizational policies. Additionally, the department is responsible for creating financial operating policies and procedures; establishing and monitoring organizational contractual agreements; preparing the annual operating budget and developing budgets for major initiatives, and processing payroll for Board employees.

Applicant Services

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.

Training & Organizational Development

Training & Organizational Development provides opportunities for employees to develop their personal and professional knowledge, skills, and abilities through a wide array of course offerings. In all, the department offers over 50 courses in both technical and non-technical fields for Merit System employees. Courses include communications, customer service, computer skills, diversity, ethics, legal issues, management, and leadership, and are always free of charge to employees of the Merit System.



Employment Testing

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 jurisdictions for the hiring of high quality employees. The types of selection systems developed and administered include structured interviews, computer-based skills assessments, high-fidelity job simulations, work samples, and assessment centers. The division strives to maximize the efficiency and effectiveness of large-scale test administrations by leveraging technology to enhance and facilitate the administration process.

Information Services

Information Services consists of Business Processing, Systems & Reporting, Information Technology, and Application Development. Information Services serves as a technical hub for the Personnel Board and the central operations unit responsible for processing personnel actions, maintaining employee history, troubleshooting functional system issues, training and assisting system users, creating management reports, maintaining systems authorization, calculating seniority and eligibility, network system maintenance and support, and web-based and desktop application development. The department also provides technical assistance to the agencies using the Board's information systems.

Employee Services

Employee Services is comprised of Classification & Compensation and Employee Relations. Classification & Compensation is responsible for ensuring employees are properly assigned to job classes and appropriately assigning salary grades to job classes. The department administers the annual classification survey, conducts job audits, reviews independent contractor services, and collects and analyzes labor market data to assure the competitive positioning of Merit System jobs. Employee Relations is the workforce compliance arm for the Merit System, tasked with ensuring that the Rules and Regulations of the Personnel Board and the Enabling Act are adhered to in the administration of the grievance and disciplinary appeals processes. Employee Relations team members interact daily with employees, supervisors, and department heads to provide guidance on the interpretation and application of the Rules and Regulations. Additionally, Employee Relations advisors facilitate the administrative hearing process, a quasi-judicial forum where disciplinary appeals are heard by a third-party Hearing Officer, who renders a report and recommendation to the Three-Member Board.





Financial Report

In alignment with our Merit System values, the Personnel Board of Jefferson County works to ensure the efficient utilization and judicious accountability of all resources within our control, to include finding ways to add value and increase the return on investment for all our stakeholders. Presented in this section is a financial report for the Personnel Board for fiscal year 2016. *Please note that the fiscal year covered in this report spans the period of October 1, 2015 through September 30, 2016.*

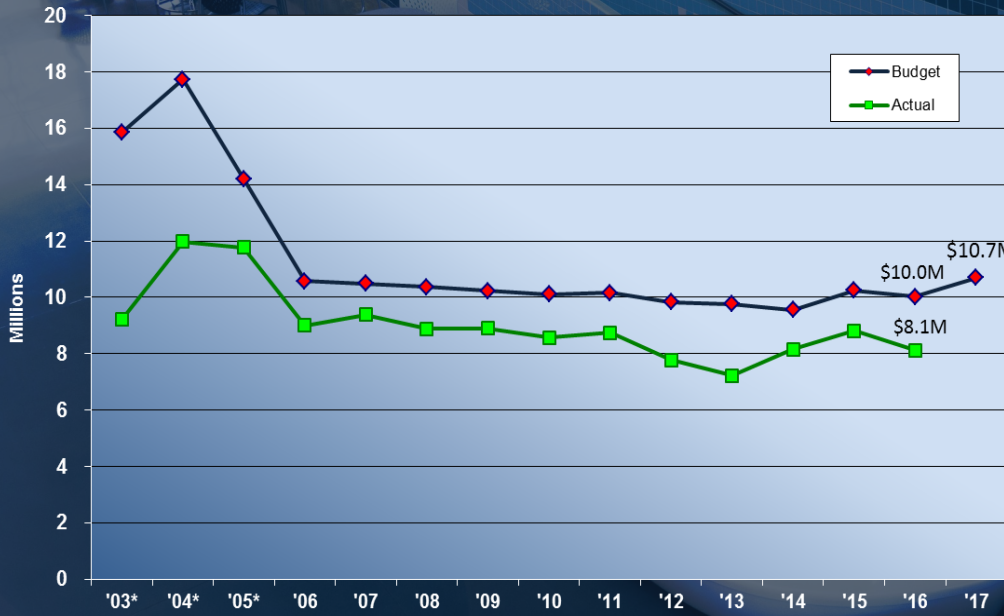
For fiscal year 2016, the Personnel Board budgeted approximately \$10.0 million to fund all services and initiatives. At the end of the fiscal year, the Board's actual expenditures totaled \$8.1 million. The table below provides a breakdown of those expenses.

FISCAL YEAR 2016 EXPENDITURES

Personnel Costs	\$4,799,917
Employee Benefits	\$1,035,844
Legislative Allowance (Board Members' compensation)	\$3,500
Advertising	\$152,269
Systems Maintenance (includes hosting fees)	\$319,812
Travel (volunteer assessor travel & recruiting travel)	\$109,061
Legal Expenses	\$163,717
Other Professional Services (exam & transcription services)	\$513,821
Insurance Premiums	\$32,835
Rental-Facilities (hotel accommodations for volunteer assessors)	\$81,192
Office Supplies	\$30,509
Computer Equipment and Software	\$61,303
Hospitality (meals for volunteer assessors)	\$20,611
Rent (rental of office space in 2121 building)	\$635,363
Other (includes telephone expenses, copier rentals, etc.)	\$153,618
TOTAL	\$8,113,372

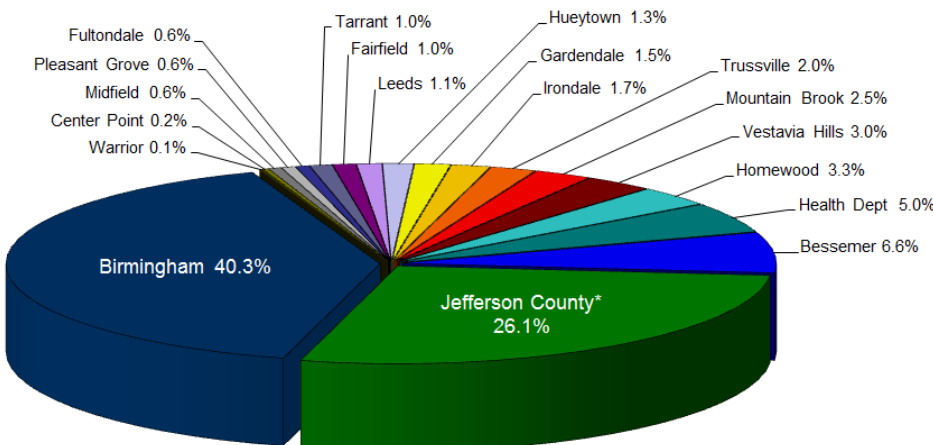


Each year, the Personnel Board takes a critical review of its strategic plans and needs for the upcoming fiscal year in order to prepare an operating budget that is based on our values of accountability and transparency. In June of 2015, the Executive Director presented the proposed organizational budget for the October 1, 2016—September 30, 2017 fiscal year. The Three-Member Board voted unanimously to approve the proposed budget in the amount of \$10,690,396.00.



The Personnel Board’s expenses throughout the fiscal year are paid by Jefferson County. At the conclusion of the fiscal year, Jefferson County submits to the Personnel Board the itemized expenses for Personnel Board operations. The Personnel Board Director certifies the expenditures and the allocation of expenses to be billed to the member agencies and submits the information to the Three-Member Board for approval. Presented is the percentage of Personnel Board expenses allocated to each agency for fiscal year 2016.

Agency	Percentage
Birmingham	40.3%
Jefferson County*	27.6%
Bessemer	6.7%
Health Dept	5.0%
Homewood	3.3%
Vestavia Hills	3.0%
Mountain Brook	2.5%
Trussville	2.0%
Irondale	1.7%
Gardendale	1.5%
Hueytown	1.3%
Leeds	1.1%
Fairfield	1.0%
Tarrant	1.0%
Fultondale	0.6%
Pleasant Grove	0.6%
Midfield	0.6%
Center Point	0.2%
Warrior	0.1%



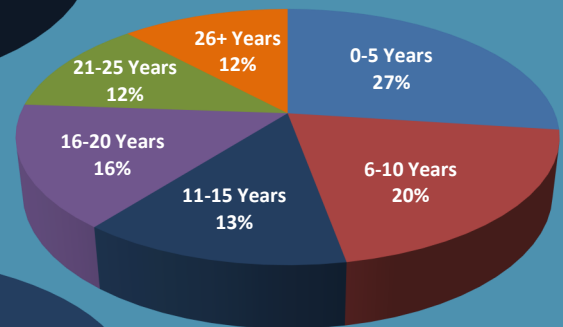
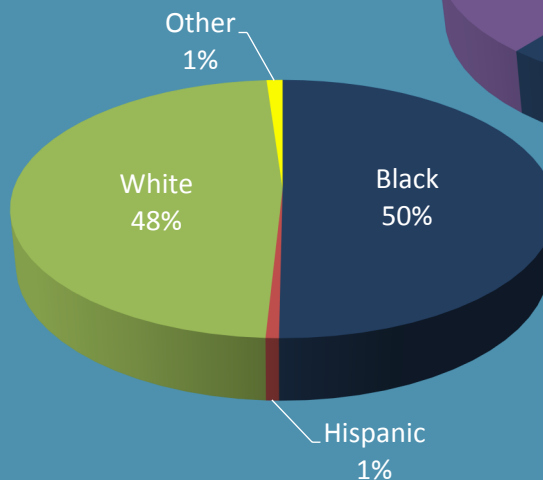
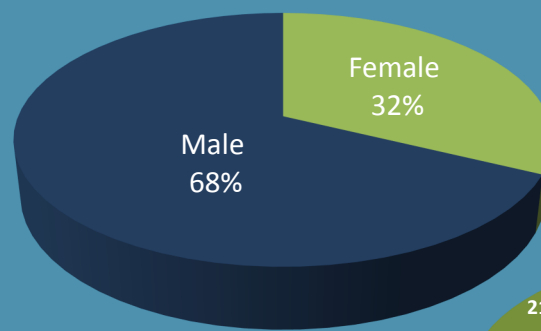
* Includes EMA and GRS (Pension Board)



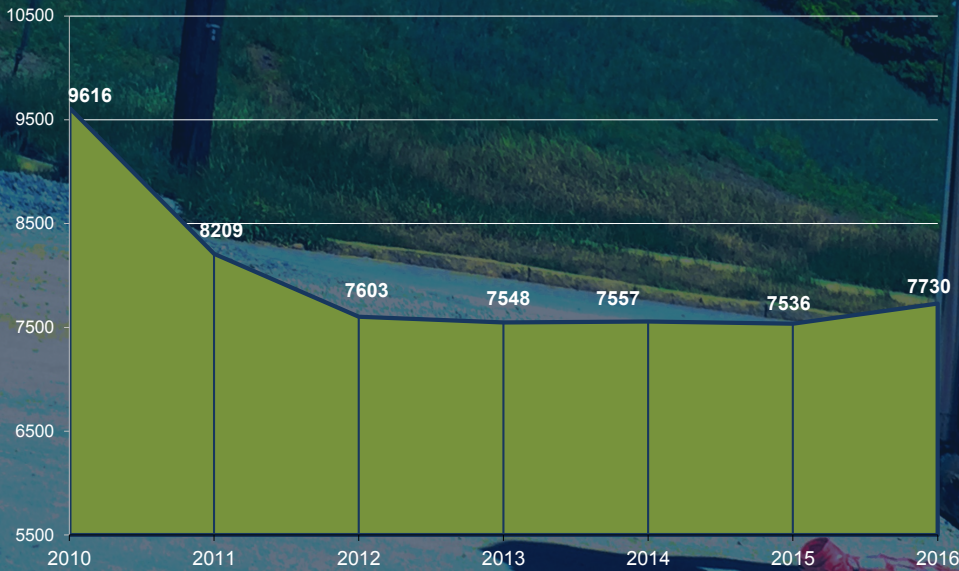
In 2016, the Merit System consisted of 7,730 classified employees, across all 22 municipalities and agencies. The table and charts below illustrate the demographic make-up of those employees by race, sex, and years of service within the Merit System.

Race	# of Employees
Black	3,727
Hispanic	53
White	3,679
Other/Unidentified	77
Sex	# of Employees
Female	2,404
Male	5,132
Years of Service	# of Employees
0-5 Years	1,847
6-10 Years	1,693
11-15 Years	1,152
16-20 Years	1,217
21-25 Years	841
26+ Years	786

Workforce Demographics



There was a notable increase (3.4%) in the total number of employees in the Merit System from 2015 to 2016. The tables and graphs below present the employment pattern within the Merit System from 2010 through 2016 for the system as a whole, as well as by individual agency.



Agency	Number of Employees by Year							% Change 1 Year	% Change since '10
	2016	2015	2014	2013	2012	2011	2010		
Bessemer	511	482	475	470	442	439	457	6%	12%
Birmingham	3089	3070	3082	3074	3022	3098	3611	1%	-14%
Center Point	18	18	13	14	13	10	13	0%	38%
Fairfield	77	97	94	93	89	93	102	-21%	-25%
Fultondale	47	50	50	51	50	48	45	-6%	4%
Gardendale	118	110	116	105	106	107	110	7%	7%
Health Dept	384	395	400	416	402	405	501	-3%	-23%
Homewood	253	258	267	266	261	260	274	-2%	-8%
Hueytown	102	102	106	105	100	103	98	0%	4%
Irondale	129	125	123	121	114	119	116	3%	11%
Jefferson County	2116	1904	1973	1954	2173	2686	3440	11%	-38%
Leeds	83	80	76	84	75	81	77	4%	8%
Midfield	43	44	37	38	38	37	36	-2%	19%
Mountain Brook	191	185	186	184	179	178	177	3%	8%
Personnel Board	61	58	57	55	49	54	61	5%	0%
Pleasant Grove	46	47	48	49	52	52	51	-2%	-10%
Tarrant	74	74	73	83	78	80	83	0%	-11%
Trussville	151	146	140	143	130	132	127	3%	19%
Vestavia Hills	226	219	218	217	205	208	217	3%	4%
Warrior	11	9	12	11	10	11	12	22%	-8%
Total System	7730	7473	7546	7548	7603	8209	9616	3.4%	-19.6%



Merit System Salary Rates

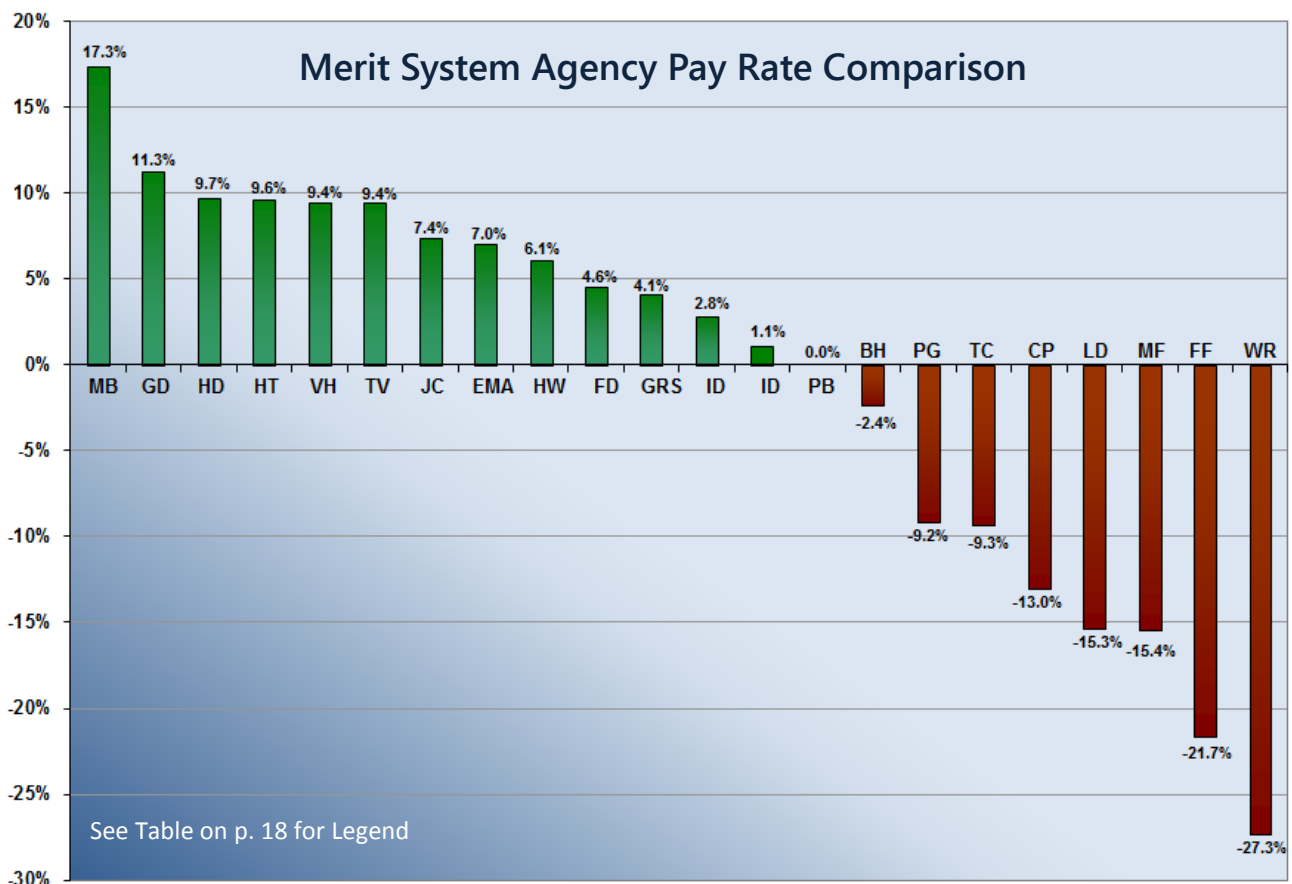
The Personnel Board’s pay philosophy is to remain competitive with the relevant labor market by establishing salary ranges where the midpoint is representative of the market and steps below and above the midpoint allow for compensation based on experience; however, each agency establishes its own salary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

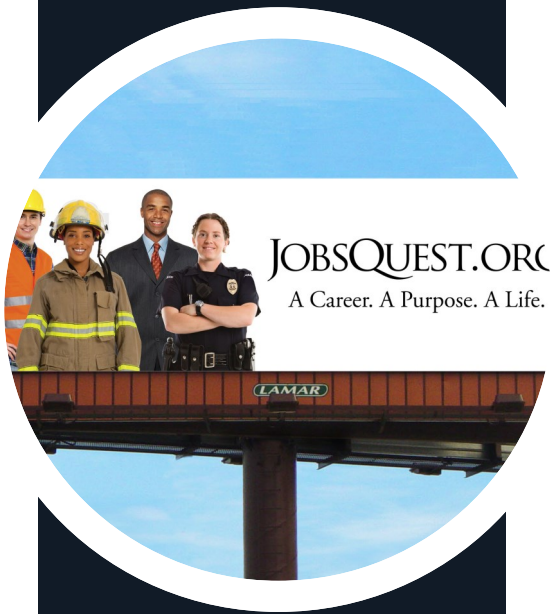
Cost of Living Adjustments (COLAs) by Year

Jurisdiction	FY2012	FY2013	FY2014	FY2015	FY2016
Bessemer (BS)	0.0%	4.0%	2.0%	3.0%	2.0%
Birmingham (BH)	0.0%	0.5%	1.0%	0.0%	2.0%
Center Point (CP)	0.0%	0.0%	0.0%	0.0%	5.0%
Emergency Mgt (EMA)					2.0%
Fairfield (FF)	0.0%	0.0%	2.0%	0.0%	0.0%
Fultondale (FD)	3.0%	3.0%	1.0%	1.0%	2.0%
Gardendale (GD)	2.0%	2.0%	1.7%	1.5%	1.5%
General Retirement Sys (GRS)					2.0%
Health Dept (HD)	3.0%	0.0%	0.0%	3.0%	0.0%
Homewood (HW)	0.0%	1.5%	2.5%	0.0%	1.5%
Hueytown (HT)	2.0%	2.0%	2.0%	0.0%	1.0%
Irondale (ID)	3.0%	2.0%	2.0%	2.0%	2.0%
Jefferson Co. (JC)	0.0%	0.0%	2.0%	2.0%	2.0%
Leeds (LD)	0.0%	4.0%	0.0%	0.0%	0.0%
Midfield (MF)	0.0%	0.0%	0.0%	3.0%	0.0%
Mountain Brook (MB)	2.5%	1.5%	1.0%	1.5%	1.5%
Personnel Board (PB)	0.0%	0.0%	2.5%	2.0%	2.0%
Pleasant Grove (PG)	0.0%	2.0%	0.0%	1.0%	0.0%
Tarrant City (TC)	0.0%	3.0%	0.0%	0.0%	0.0%
Trussville (TV)	2.5%	0.0%	0.0%	1.0%	0.0%
Vestavia Hills (VH)	0.0%	0.0%	2.0%	2.0%	1.5%
Warrior (WR)	0.0%	0.0%	2.0%	2.0%	1.5%



Merit System agencies maintain and adjust the pay rates applied to the pay grade and step structure established by the Personnel Board. The chart below reflects a comparison of the 2016 *base* salary (excluding non-salary benefits) for of each of the agencies within the Merit System. This comparison reflects pay rates after application of any cost of living adjustments made by the agencies during 2016. The data reflects each agency's rate of pay in relation to the Personnel Board's pay rates. The Personnel Board gathers compensation data from a cross-section of comparable labor markets and sets its salary schedule consistent with these markets. In this graph, those jurisdictions falling to the left (in green) of the Personnel Board (PB) pay at the indicated percentage above the Personnel Board. Those falling to the right (in red) of the Personnel Board pay at the indicated percentage below the Personnel Board.





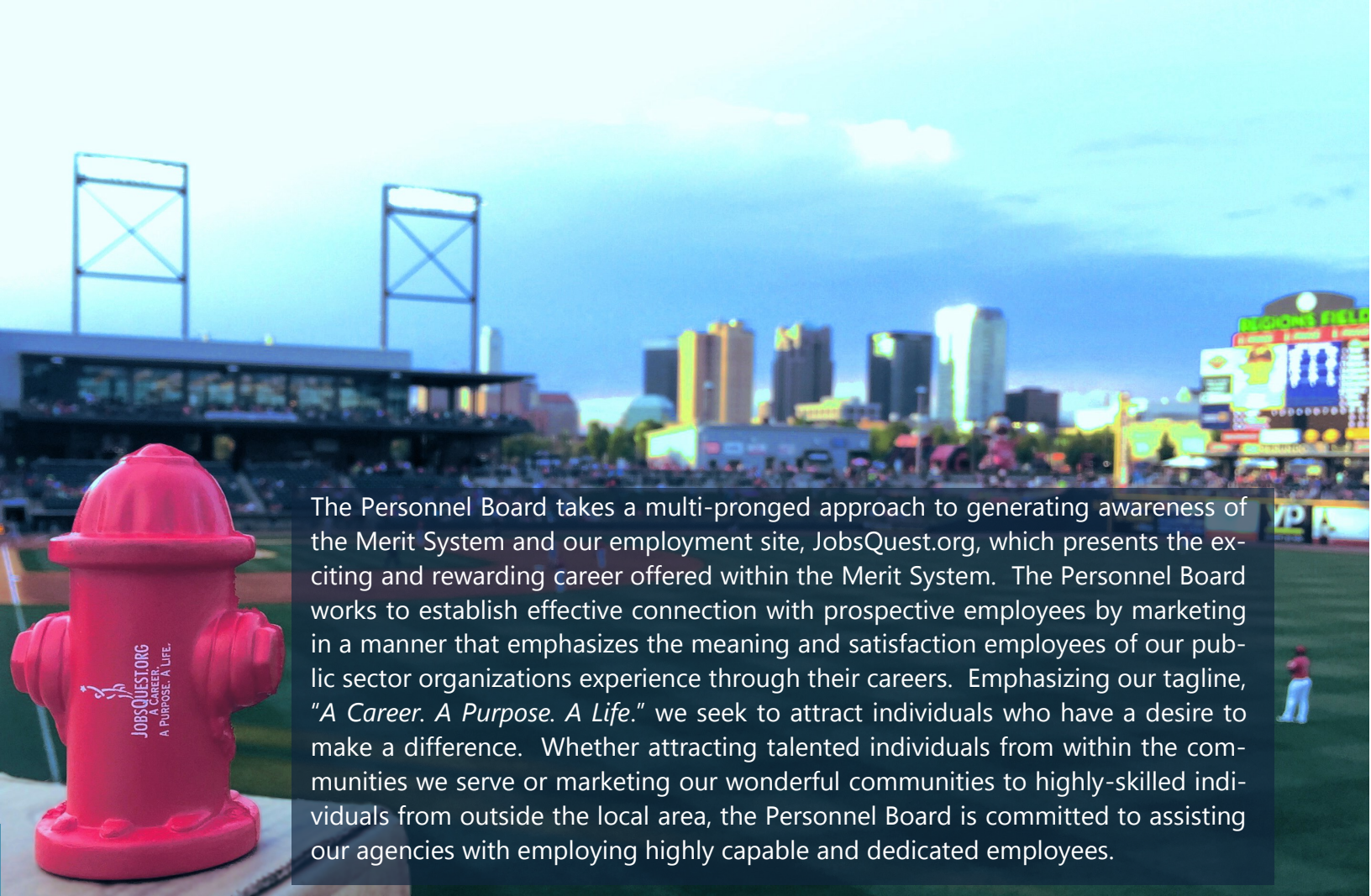
Recruiting Talent To the Merit System

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

The Personnel Board participated in over 40 recruiting and career events during 2016, visiting nearly all of the major universities, colleges, and technical schools in Alabama as well as several schools in Georgia and Tennessee. Schools visited include:

- Alabama A&M University
- Alabama Fire College
- Alabama School for the Blind & Deaf
- Alabama State University
- Athens State University
- Auburn University
- Auburn University Montgomery
- Bevill State Community College
- Birmingham Southern College
- Bishop State Community College
- City Schools of Birmingham
- Faulkner University Birmingham
- Faulkner University Mobile
- Faulkner University Montgomery
- Gadsden State
- Herzing College
- Huntington College
- Jacksonville State University
- Lawson State Community College
- Miles College
- Oak Grove High School
- Pizitz Middle School
- Samford University
- Snead State Community College
- Springhill College
- Stillman College
- Troy State University
- Tuskegee University
- University of Alabama at Birmingham
- University of Alabama
- University of Alabama Huntsville
- University of North Georgia
- University of South Alabama
- University of West Georgia





The Personnel Board takes a multi-pronged approach to generating awareness of the Merit System and our employment site, JobsQuest.org, which presents the exciting and rewarding career offered within the Merit System. The Personnel Board works to establish effective connection 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 within 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.

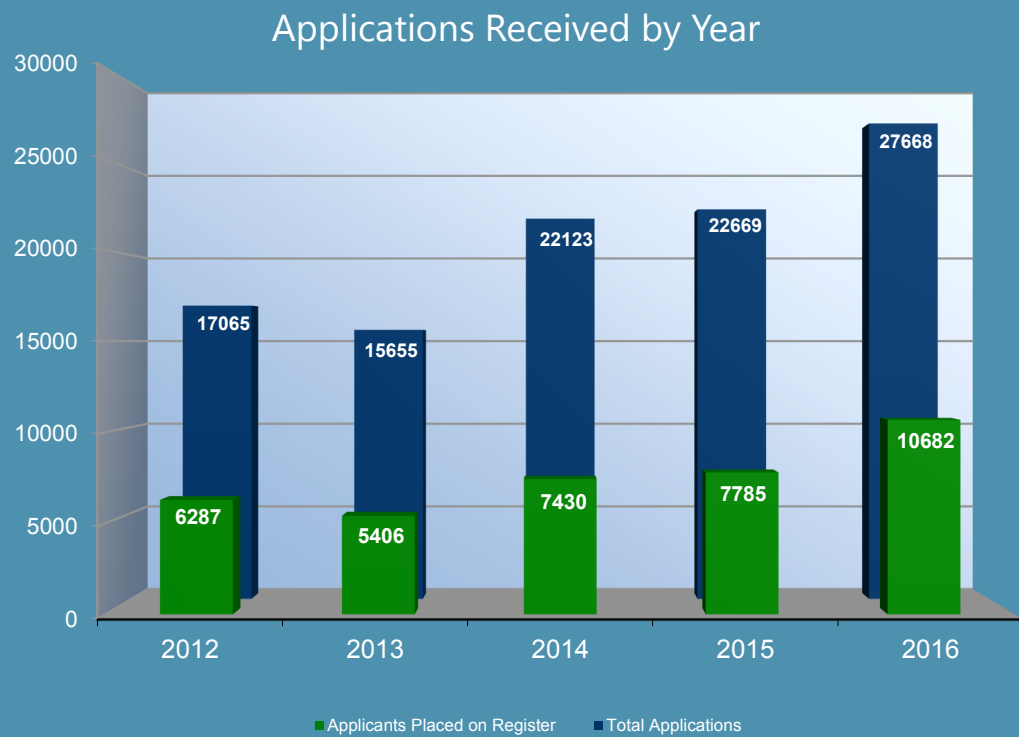
Our 2016 marketing and branding campaigns included the sponsorship of "First Responders" night with the Birmingham Barons; Regions Field stadium advertisements; sponsorship of the Alabama High School Athletic Association State Basketball Championship Tournament; participation in university, college, and high school career fairs; advertising on billboards in high traffic areas; advertising through JobsQuest commercials on local radio stations and radio interviews with recruiting staff; involvement with professional and career development associations; hosting career workshops; and partnerships with local agencies that have employment-centered missions.

In addition to marketing and branding of the Merit System and JobsQuest.org, the Personnel Board makes strategic and targeted recruitment efforts to fill many Merit System positions. By leveraging social media networks (e.g., LinkedIn, Twitter, and Facebook), posting within professional association job boards, facilitating employee referrals, and having employee involvement on employment and professional Boards of Directors (e.g., Alabama Association of Colleges and Employers) the Personnel Board is able to identify and engage talent for positions at all levels of government.



Application & Certification Activity

The Personnel Board is responsible for processing requests to fill employment vacancies (referred to as certification requests) and issuing lists of eligible candidates (referred to as certification lists) to agencies and departments throughout the Merit System in order to facilitate hiring. In 2016, the Personnel Board received 27,668 employment applications, a 22.1% increase in the number of applications received over the previous year and the highest number of applications received in one year since 2010. The Board also experienced a 61.9% increase in the number of applicants certified for employment and 26.8% increase in the number of hires in the Merit System. The graph below and table on p. 23 provides a breakdown of that activity for each agency.



Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/ Unknown
Applications Received	27668	13256	13871	541	18238	7450	1980
Applications Placed on Register ¹	10682	5252	5166	264	6339	3529	814
Applications Certified ¹	48221	26523	20824	874	29188	15627	3406
Bessemer	3330	2042	1217	71	2019	1071	240
Birmingham	15950	9486	6189	275	10531	4449	970
Center Point	170	111	57	2	105	55	10
Emergency Mgt Agency	39	1	38	0	21	16	2
Fairfield	1184	749	414	21	766	328	90
Fultondale	912	685	212	15	408	432	72
Gardendale	270	160	108	2	148	108	14
Health Department	3185	394	2712	79	2103	773	309
Homewood	2943	1650	1236	57	1753	980	210
Hueytown	1304	800	484	20	716	501	87
Irondale	1067	576	479	12	617	382	68
Jefferson County	7573	3059	4388	126	4745	2284	544
Leeds	1137	834	281	22	481	560	96
Midfield	1306	757	524	25	849	360	97
Mountain Brook	1930	1078	807	45	985	786	159
Personnel Board	265	123	140	2	166	75	24
Pleasant Grove	1303	891	386	26	711	509	83
Tarrant City	1601	1131	450	20	886	604	111
Trussville	745	558	170	17	309	371	65
Vestavia Hills	1919	1361	522	36	844	926	149
Warrior	88	77	10	1	25	57	6
Applicants Hired	1205	707	465	33	704	411	90
Bessemer	105	82	20	3	71	28	6
Birmingham	432	290	134	8	320	91	21
Center Point	5	4	1	0	3	1	1
Emergency Mgt Agency	2	0	2	0	2	0	0
Fairfield	11	9	2	0	8	2	1
Fultondale	7	6	1	0	0	7	0
Gardendale	4	3	1	0	0	3	1
Health Department	55	10	43	2	34	14	7
Homewood	50	39	9	2	9	37	4
Hueytown	11	9	2	0	2	8	1
Irondale	11	8	3	0	3	6	2
Jefferson County	383	159	216	8	228	125	30
Leeds	19	15	3	1	4	12	3
Midfield	5	3	2	0	5	0	0
Mountain Brook	41	29	10	2	3	34	4
Personnel Board	9	1	7	1	6	3	0
Pleasant Grove	6	5	1	0	1	5	0
Tarrant City	10	8	2	0	3	7	0
Trussville	11	10	0	1	1	8	2
Vestavia Hills	26	16	5	5	0	19	7
Warrior	2	1	1	0	1	1	0

Annual Classification Survey



The Personnel Board is statutorily required to review the positions of all employees in the Merit System at least once every five years to assure that each position is properly classified in the correct job class in accordance with the Board's Salary Administration and Classification Plan. The Personnel Board utilizes an annual classification survey process to make an assessment as to whether the duties performed by any specific employee are consistent with his or her class, or more consistent with another class in the Merit System. The 2015-2016 survey concluded in May of 2016 and the 2016-2017 survey began in September of 2016.

The 2015-2016 classification survey evaluated positions in the Fiscal, Accounting, Engineering, and Fire job families, among others. Of the 2386 eligible employees, 46% participated in the survey. A total of 31 positions were recommended for reclassification.

Job Families Surveyed 2015-2016

- Fiscal
- Communications
- Stores and Purchasing
- Accounting/Fiscal Control
- Taxation
- Data Processing
- Property Appraisal
- Planning
- Civil Engineering
- Traffic Engineering
- Sub-Professional Engineering
- Environmental Engineering
- Miscellaneous Engineering
- Drafting/Graphic Arts
- Fire Protection
- Building Inspections
- Zoning Enforcement
- Miscellaneous Inspection

2015-2016 Summary

Number of Jobs Studied	181
Employees in Target Jobs	2386
Employees Completing Survey	1102
Percentage of Participation	46%
Job Audits Conducted	61
Positions Recommended for Reclassification	31





2016-2017 Survey

The 2016-2017 classification survey began in September of 2016 and continues into 2017. This annual survey consists of 244 target jobs in 18 job families. A total of 3275 employees are eligible for 2016-2017 survey and final classification determinations on these positions will be made to the Three-Member Board in May of 2017. Jobs within the following job families are included in the 2015-16 classification survey:

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

New Job Classes in 2016

In 2016, eight new job classes were established by the Personnel Board for use within the Merit System. The established job classes and their associated pay grades are provided below.

- Chief Deputy Clerk Probate Court – Grade 26
- Clinical Psychiatric Social Worker – Grade 23
- Health Services Manager – Grade 32
- Head Golf Professional – Grade 24
- Historic Preservation Manager – Grade 28
- Oncology Nurse Practitioner – Grade 33
- Park Equipment Operator – Grade 13

Employee Relations Appeal Hearings



An essential function of the Personnel Board is to ensure that Merit System employees in *Regular* status who have been subject to certain disciplinary actions or adverse employment actions are provided an avenue for due process, if they wish to appeal the action. The Board administers the disciplinary appeal and hearing process, a quasi-judicial forum where employee appeals are evaluated by a third-party Hearing Officer who renders a recommendation to the Three-Member Board for a final ruling.

In 2016, the Personnel Board received notification of 275 adverse employment actions. Of those actions, 23% were eligible for appeal in accordance with the Rules and Regulations and Administrative Appeals Procedure. Of those employees who were eligible, 66% exercised their right to appeal. The table below provides a breakdown of the adverse employment actions and the resulting appeals

Employment Action	Number of Actions	Appeal Not Eligible	Appeal Eligible	Appeal Reviews
Suspensions	204	172	32	11
Terminations	51	22	29	29
Grievances	17	17	0	0
Demotions	0	0	0	0
ALWOP	3	2	1	1
Totals	275	213	62	41





The Personnel Board conducted 23 disciplinary appeal hearings in the 2016 calendar year. The Three-Member Board upheld the Appointing Authority’s decision in 10 of the cases, modified the Appointing Authority’s disciplinary decision in 2 cases, and 11 cases settled during the appeal process. The table below presents a breakdown of the outcome of the appeal hearings. *Note that some hearing decisions rendered in 2016 were based on actions initially filed in an earlier year.*

Action Appealed	Total	Upheld	Modified	Settled
Suspensions	7	3	1	3
Demotions	1	1	0	0
Terminations	15	6	1	8
All Appeal Hearings	23	10	2	11

Employment Testing



The Personnel Board is charged with assessing the qualifications and relevant job skills of applicants for employment to ensure the hiring of well-qualified employees into Merit System positions. To this end, the Board is responsible for the administration of valid and legally defensible testing and selection procedures. In 2016, the Board administered competitive examinations for various Merit System job classes for a total of 6,450 individual assessments. These assessments included structured interviews, multi-stage assessment centers, computer-based skills tests, high-fidelity job simulations, work samples, and written tests. The Personnel Board's examination included prominent jobs such as those listed below.

Police Officer/Deputy Sheriff	Firefighter
Public Safety Dispatcher I	Fire Apparatus Operator
Public Safety Dispatcher II	Fire Lieutenant
Parole & Probation Aide	Fire Captain
Legal Secretary	Heavy Equipment Operator
Administrative Clerk	Construction Equipment Operator
Medical Clerk	Skilled Laborer
Court Clerk	Accounting Assistant I
Administrative Assistant	Accounting Assistant II
Administrative Supervisor	

In addition to administering employment exams, the Personnel Board works diligently to conduct job analyses of each Merit System job class at least once every five years. In 2016, the **Employment Testing Department completed job analyses for over 200 jobs**. The job analysis process is a detailed evaluation of the job conducted with extensive input from incumbents, supervisors, and/or other subject matter experts. During the job analysis, the staff perform on-site job observations and interviews, focus group meetings, administer surveys, and analyze job data. The job analysis process drives the development of minimum qualifications, the content of performance appraisals, and the development of employment selection examinations.





Personnel Board Selected to Host 2017 IPAC Conference

The Personnel Board is pleased to announce that, in September of 2016, it was selected as the host organization for the International Personnel Assessment Council's (IPAC) 2017 Annual Conference. IPAC is a professional organization focused on best practices in employment testing and assessment. Members of IPAC include HR directors and managers, specialists in staffing, recruiting, and organizational performance management, psychologists, attorneys, management consultants, academic faculty and students, and others. They come from the private sector, nonprofits, and the public sector, where members range from local to federal government. All share professional interests and expertise in the development and effective use of HR selection and assessment methods.

The annual conference will be held in July of 2017 and will attract testing and assessment professionals from across the country who engage in employee selection and assessment. The annual conference typically includes approximately 150 participants for a four-day conference with workshops, presentations, best-practices training sessions, and networking events. The Personnel Board will host many of these activities in the SPARK Learning Center and its Testing Administration Facility.



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

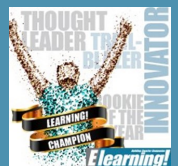
Training & Development


276 Classes and Course Offerings

4,471 Training Participants

Over 20 Agency-specific Trainings

180 Earned Program Certificates





Personnel Board of Jefferson County Training & Organizational Development continues to garner national attention as one of the premier training departments in the country. Listed below are summaries of 2016 awards presented to the Personnel Board by HR.com, Training Magazine and ELearning!

Leadership Excellence Award Winner

In February, 2016, HR.com and Leadership Excellence announced the 2016 Leadership Excellence Award winners. Among the proud ***Leadership Excellence Award*** recipients was the **Personnel Board Training & Organizational Development** department. This prestigious leadership award salutes the world's best leadership practitioners and highlights their roles in the industry. The Leadership Excellence Awards showcase "the world's most effective, leading edge, and highly valuable programs and individuals," states Debbie McGrath, CEO of HR.com. The Personnel Board received the Leadership Excellence Award in all three categories in which it was nominated and was ranked within the Top 15, from over 500 organizational nominees, in each category. The Personnel Board's awards and rankings included:

- Best Corporate University – Top 10 Nationally
- Best Use of Traditional and Classroom Training – Top 10 Nationally
- Best Experienced / Senior Leaders Program – Top 15 Nationally

Training Top125 Award

The Training Top125 Award is a worldwide ranking of organizations that excel at training and human capital development and, in its first year of submission, the **Personnel Board Training & Organizational Development** department was named a **2016 Training Top 125 Award** winner. Each year, *Training* magazine presents its Training Top 125 Award to the organizations with the most successful learning and development programs in the world.

Training magazine recognized the 2016 Top 125 winners with crystal awards at their 2016 Conference & Expo in Orlando, FL. "The 2016 Training Top 125 winners set the bar high on employee training and development," notes Lorri Freifeld, editor-in-chief of *Training* magazine. "They consistently design and implement effective programs that engage their employees AND yield demonstrable business outcomes. These organizations are a testament to the power of strategic training and development." The Top 125 ranking is determined by assessing a range of qualitative and quantitative factors, including financial investment in employee development, the scope of development programs, and alignment to business goals and objectives.

Learning! Champion

Recognizing his extraordinary accomplishments impacting the larger learning industry, **Pete Blank, Personnel Board Training & Organizational Development Manager**, was named a **2016 Learning! Champion** by ELearning! Magazine. The Learning! Champion award is given annually to high performers who drive organizational change through learning. Pete was recognized at the Enterprise Learning! Conference in Anaheim in June 2016 and featured in the May/June 2016 issue of *Elearning!* and *Government Elearning!* magazines.



Honoring Employee Development

On July 29, 2016, the Personnel Board proudly honored 145 individual Merit System employees for successful completion of our certificate programs in 2016 at its annual Certificate Graduation Ceremony. The 2016 ceremony was held at the Bessemer Civic Center where the Director personally presented each graduate with their award of accomplishment. Dr. Mark Nelson, Dean of the College of Communication and Information Sciences at the University of Alabama served as the keynote speaker. Listed below, are graduates of our Leading People certificate (67), the Leading Processes certificate (36), the Technical Development certificate (23), Professional Development certificate (34) and the MPACT Program (20), for a total of 180 certificates among the 145 employees.





2016 MPACT Graduates

The MPACT (Manager Preparing to Accomplish Change Today) program is the newest leadership training program provided by the Personnel Board. Participants apply for inclusion in the program and participate as a cohort. Participants completed this nine-month program by attending 65 hours of training classes on trust, communication, accountability, and more. They also posted management issues on an electronic forum, interacted with guest speakers, visited local businesses, and completed a project designed to improve their department and agency.

- Marty Alber, PBJC
- Rance Allman II, Jefferson County
- Brian Davis, Vestavia Hills
- Deborah Dubose, Birmingham
- Johnny Harris, Mountain Brook
- Tari Holt, Jefferson County
- Noah Johnson, Mountain Brook
- Terry Lane, Jefferson County
- Edith Major, Birmingham
- David McKee, Hueytown
- Adrienne Merritt, Jefferson County
- Curtis Mitchell, Jr., Birmingham
- Cathy Moore, McWane Science Center
- Colandus Murray, PBJC
- Barbara Newman, JCDH
- Yumika Patton-Terrell, PBJC
- Mark Pearson, Vestavia Hills
- Julie Quigley, Birmingham
- Darrell Reid, Jefferson County
- Joe White, Jefferson County

Honoring Employee Development



2016 Certificate Recipients

The Personnel Board honors and congratulates the 2016 Training Certificate recipients. The graduates are presented on the following pages by Merit System agency.

Bessemer

- Alexia Bruister, Police, Sergeant (LPL)
- Druecilla Cooper, Cooperative Ext Office, Accounting Asst I (TECH)
- Henry Edwards, Police, Sergeant (LPL)
- Janiece Gaines, Building & Inspection Services, Admin Clerk (PROF)
- Patrick Little, Cooperative Ext Office, Administrative Clerk (TECH)
- Bronda McKisson, Police, Lieutenant (LPRO/PROF)
- Alethia Tate, Police, Sergeant (LPL)
- Shadrick Williams, Police, Officer (LPL)
- Angela Wilson, Cooperative Ext Office, Administrative Clerk (TECH)
- Thomas Wright, Police, Sergeant (LPL)

Fultondale

- Clifford H. Davis, Police, Officer (LPRO)

Hueytown

- David McKee, Fire, Captain, (MPACT)
- Jason Rose, Fire, Firefighter, (LPL/LPRO)
- Kevin Scoggins, Fire, Lieutenant, (LPL)

Mountain Brook

- Joshua Belcher, Fire, Apparatus Operator (LPL)
- Daniel Davis, Public Works, Construction Equip. Oper. (PROF/TECH)
- Johnny Harris, Public Works, Public Works Supervisor (MPACT/TECH)
- Daniel Steven Hicks, Fire, Firefighter (LPL)
- Noah Johnson, Fire, Lieutenant (MPACT)

Trussville

- Frank Jones, Public Works, Public Works Supervisor (PROF/TECH)
- James H. Moore, Fire, Captain (LPL)

Vestavia Hills

- Gregory Ackley, Fire, Apparatus Operator (LPL)
- Brian C. Davis, Public Services, Director of Public Services (MPACT)
- Scott Hunter, Fire, Lieutenant (LPL)
- Jacob S. Jones, Fire, Apparatus Operator (LPL)
- William Pearson, Fire, Captain (MPACT)





Jefferson County Department of Health

- Beverly M. Brown, Administration, Assistant Director of Clinical Services (LPL)
- Marilyn Davenport, Adult Health, Nurse (LPL)
- Michele Gowens, Community Assessment, Environmental Health Specialist (LPL)
- Lisa Holland, Environmental Health, Environmental Health Specialist (TECH)
- Jason Howanitz, Environmental Health, Senior Air Pollution Control Engineer (LPL)
- Stephen L. Knox, Information Tech, Network Systems Administrator II (LPL)
- Shila McKinney, Emergency Preparedness and Response, Sr. Admin Analyst (LPL)
- Melissa Nelson, Specialty Clinic, Disease Intervention Specialist (LPL)
- Barbara Newman, Environmental Health, Program Supervisor, (MPACT)
- Lonnie Finley Pressley, Environmental Health, Environmental Health Specialist (PROF/TECH)
- Lesley Reynolds, WIC, Nutrition Consultant (LPRO)
- LaTonya Samuel, Human Resources, Personnel Analyst II (LPRO/PROF)
- Brittany Chandler Sanders, Specialty Clinic, Lead Nurse Practitioner (LPL)

Personnel Board of Jefferson County

- Martinique Alber, Employment Testing, Test Administration/Assessment Coordinator (MPACT)
- Sherese Armstrong, Applicant Services, Personnel Tech (LPRO/PROF)
- Trenika Blevins, Information Services, Application Developer (LPL/LPRO)
- Leonette Evans, Bus Sys Processing, Business Systems Specialist (PROF)
- Megan Krueger, Employment Testing, Assessment & Development Specialist (LPL)
- Barbara Lee, Information Services, HR Project Coordinator (LPRO)
- Colandus Murray, Information Services, Network Systems Admin II (MPACT)
- Yumika Patton, Applicant Services, Personnel Analyst II (MPACT/PROF)
- Rozel Revell, Information Services, PC Network Technician (LPL)

2016 Certificate Recipients (continued)

Birmingham

- Melia Allen, Museum of Art, Senior Accountant (LPRO)
- Doug Amison, Data Processing, User Support Specialist (TECH)
- Carol W. Bryant, Police, Public Safety Dispatcher III (LPL)
- Robert Buchanan, Fire, Apparatus Operator (LPL)
- Kevin G. Chaney, Fire, Firefighter (LPL)
- Anthony Clark, Police, Officer (PROF)
- Deborah Dubose, Public Works, Env Code Enf Spvsr (MPACT)
- Cheryl Dunklin, Municipal Court, Administrative Assistant (TECH)
- Charles Everhart, Fire, Lieutenant (TECH)
- Lori Gardner, Fire, Administrative Assistant (TECH)
- Stephanie M. George, Library, Senior Accountant (LPL/LPRO)
- Herman Harris, Police, Sergeant (PROF)
- Stayce Ingram, Fire, Firefighter (LPL)
- James D. Isom, Fire, Firefighter (LPL)
- Michael Israel, Fire, Lieutenant (LPL)
- Spencer Justice, Police, Detective (LPL)
- John Kelly, Fire, Apparatus Operator (LPL)
- Latoria Kenniebrew, Community Development, Acctg Asst II (LPL)
- Erica Kimbrough, Planning, Eng. & Permits, Principal Acct (LPL)
- Matthew H. LaMonte, Fire, Captain (PROF/TECH)
- Edith Major, Library, Personnel Officer (MPACT)
- Karen McAdams, Fire, Health Information Services Technician (LPL)
- Deborah McCluney, Fire, Fire Inspector (LPL)
- Curtis Mitchell, Police, Lieutenant (MPACT/PROF/TECH)
- Christy Mixon, Crossplex, Event Manager (LPRO)
- Julia Moon, Data Processing, User Support Specialist (LPL)
- Cathy Moore, McWane Science Center, Director (MPACT)
- Michelle Moore, Police, Sergeant (LPRO/PROF)
- Ann Murphy, Finance, Principal Accountant (LPL)
- La'Quaylin Parhm, Police, Officer (LPRO/PROF)
- Antonio Payne, Fire, Lieutenant (LPL/LPRO)
- Julie Quigley, Police, Captain (MPACT)
- Emanuel Rosato, Police, Officer (LPRO/PROF)
- John Smith, Police, Officer (LPL)
- Wilhelmina Stubblefield, Finance, Senior Accountant (LPL)
- Debra Summerville, City Attorney's Office, Admin Clerk (PROF)
- Dianne Swann, Fire, Administrative Clerk (TECH)
- Leon Thompson, Fire, Firefighter (LPL)
- Phillip A. Thrasher, Fire, Lieutenant (LPL/LPRO/TECH)
- Tiffany Turner, Fire, Administrative Clerk (TECH)
- Wilford Varner, Municipal Court, Bailiff (LPL)
- Otisa Walker, Community Development, Sr Admin Analyst (LPL)
- Jason D. Walton, Sr., Traffic Engineering, Meter Technician (LPL)
- Mary Wilson, Info Management Services, Admin Supervisor (LPL)

Honoring Employee
Development



Jefferson County

- Rance Allman II, Human Resources, Senior Assessment and Development Specialist (MPACT)
- Katrina Broaders, Family Court, Principal Court Clerk (LPL/LPRO/PROF)
- LaTonya R. Cain, Sheriff's Office, Accounting Assistant II (LPRO)
- Morris Calvin, Cooper Green Mercy Hospital, Housekeeping Assistant (TECH)
- Angela Coleman, District Attorney-Bessemer, Administrative Clerk (LPRO/PROF)
- Lenora Davis, Revenue, Accounting Assistant I (TECH)
- Kimberly Dillard, Revenue, Accounting Assistant II (LPL)
- Dominga Gardner, Information Services, Application Developer (LPL/LPRO)
- Setedria Givner-Pickett, Family Court, Court Clerk (PROF)
- Keith Gulledge, Information Services, Network Systems Administrator II (LPL)
- Nicole Hall, Probate Court, Court Clerk (PROF)
- Alan Herald, Sheriff's Office, Sergeant (LPL)
- Katherine Hill, Revenue, Administrative Assistant (LPL)
- David Hinkle, Board of Equalization, Property Appraiser (LPL)
- Carolyn Hogan, Family Court, Administrative Clerk (LPRO)
- Tari Holt, Environmental Services, Environmental Coordinator (MPACT)
- Linda Jackson, Environmental Services, Shift Supervisor (PROF/TECH)
- Vanessa Jones, Family Court, Administration (LPL/PROF)
- Cynthia Julius-Mitchell, Revenue, Accounting Assistant I (PROF)
- Ursula Q. Kimbrough, Environmental Services, Administrative Clerk (PROF)
- Terrence Lane, Environmental Services, Supervisor (MPACT)
- Erin Mass, Human Resources, Assessment and Development Specialist (LPL/LPRO)
- Wendell Major, Sheriff's Office, Lieutenant (LPL/LPRO)
- Laloria Marsh, Revenue, Accounting Assistant II (LPL)
- Samantha Matthews, Revenue, Senior Accountant (LPRO)
- Ethel McCarroll, Revenue, Accounting Assistant I (LPRO/PROF/TECH)
- LaTanya McDuffie, Finance, Accounting Assistant II (PROF/TECH)
- Tamika McGee, Family Court, Administrative Clerk (PROF)
- Adrienne Merritt, Family Court, Principal Probationary Officer (MPACT)
- Regina Mitchell, Revenue, Accounting Assistant I (LPL/LPRO)
- Phyllis Moore, Information Services, Computer Operator III (LPL)
- Anthony Pippen, Sheriff's Office, Captain (LPL/LPRO)
- ShaRon Pruitt, Information Technology, Administrative Supervisor (PROF)
- Richard Reid, Sheriff's Office, Sergeant (MPACT)
- Tiffany Roper, Family Court, Probation Officer (LPRO)
- Lauren Sanders, Family Court, Administrative Clerk (PROF)
- Stephanie Scoggins, Probate Court, Principal Court Clerk (LPL/LPRO)
- Denise Shelton, Roads and Transportation, Chief Land Acquisition Agent (LPRO/LPL)
- Marlene Smith, Probate Court, Accounting Assistant II (LPL)
- Adrilisa Steele, Family Court, Probation Officer (LPRO)
- Denise Trimmier, Information Services: Geographic I, Community Coord. (PROF)
- Alicia Waldrop, Family Court, Court Clerk (PROF)
- Rosalyne Wheeler-Butts, Land Planning & Development Services, Zoning Inspector (LP/PROF)
- Joseph White, Information Technology, Technical Infrastructure Manager, (MPACT)
- Stacia Williams, Revenue, Accounting Assistant II (LPL/LPRO)
- Lakitia Wright, Family Court, Chief Court Clerk (LPL/LPRO/PROF)

