



2023 Annual Report



Personnel Board
A career. A purpose. A life.

Report Contents

The content of this report covers the 2022 calendar year (i.e., January 1, 2022 – December 31, 2022). This report was submitted to the Citizens Supervisory Commission at their semi-annual meeting held on May 16, 2023.

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: <https://www.pbjcal.org/about/AnnualReports>

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Letter from the Director

Dear Citizen Supervisory Commission:

It is with great pleasure that I present to you this report on the activities of the Personnel Board of Jefferson County and its Merit System for the 2022 calendar year. I am proud to represent the employees and the members of the Personnel Board and I am extremely grateful for the support and commitment they have shown to the organization and the Merit System throughout the year.

The 2022 calendar year was productive time in the Merit System. It was a notable year in that the organization was able to return to a sense of normalcy in its operations, as the concerns and threats associated with the covid pandemic, which greatly impacted the previous years, substantially subsided. Although operations were able to return to normal, it does not mean that the effects of the pandemic are no longer being felt within the Merit System. As with every industry, employment numbers within our member agencies have been significantly impacted due to employee retirements and separations that occurred during the pandemic, and the resulting tight labor markets have made it challenging to quickly return to pre-covid employment levels. To battle the tight labor market, the Personnel Board engaged in extensive recruiting efforts and increased submitted applications by 55% in 2022 compared to 2021, reaching the highest application numbers since 2019. The number of appointments (hires and promotions) made in 2022 exceeded pre-covid annual levels by over 40% and although we experienced the highest number of appointments of any time in the past decade, the overall number of Merit System employees remained essentially level with 2021 and still approximately 5% below pre-covid levels. The Board will continue to seek new and enhanced ways of meeting Merit System employment needs as we move into 2023.

From a fiscal perspective, the Personnel Board has continued its efforts to minimize the financial impact of its operations. Although the Board established its budget for fiscal year 2022 at a level comparable to pre-covid fiscal years, the Board was able to maintain tight control over expenses and finished the year substantially under budget and essentially flat compared to fiscal year 2021. Overall expenses remained approximately 5% below pre-covid annual expenses. During 2022, the Board also passed its budget for fiscal year 2023 with a 2.8% increase compared to the budget for 2022.

In addition to the overall workforce and financial reports, within this Annual Report, you will find updates on the operational activities of our departments, information regarding initiatives and efforts to enhance the efficiency and effectiveness of our services, along with other valuable information about the Merit System in 2022.

I truly appreciate your commitment to the Citizen Supervisory Commission (CSC) and your time in reviewing the contents of this report. With the support of the CSC and our Board, the staff and I look forward to continuing our efforts to improve the operations of the Personnel Board and enhance our services to our member agencies.

Sincerely,



Jeffrey Crenshaw, Ph.D.
Executive Director, Personnel Board of Jefferson County



BESSEMER

Located in southwestern Jefferson County in the Jones Valley at the end of the foothills of the Appalachian Chain, Bessemer was founded in 1887 as a center for iron and steel production. Covering an area of 679.8 square miles, Bessemer is the second largest geographic city in the County and sits strategically along Interstate 59/20 and Interstate 459. Today Bessemer is made up of a diverse community of over 26,000 residents and is home to several major industries and companies, high-level city facilities and a number of attractions and historic sites, including the Alabama Splash Adventure water park and the Bessemer Hall of History Museum.

Appointing Authority: Mayor Kenneth Gulley

Merit System Employees: 461

The Merit System

The Personnel Board of Jefferson County Merit System includes over 7500 employees from 23 municipalities and government agencies who devote their efforts to serving the public. Employees within the Merit System work within in a wide variety of exciting fields and meaningful professions. Working in careers ranging from public safety, city management and information technology, to public works, medical services and engineering, just to name a few, our Merit System employees are making a difference in the communities that they serve.

The Personnel Board is dedicated to effectively supporting the employment needs of our over 700 civil service occupations and establishing a model civil service system for our communities. Individuals interested in establishing a career in the public service can explore our many exciting opportunities at JobsQuest.org.

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

Member agencies are listed below and brief descriptions of each agency are provided alphabetically throughout this report.

Municipalities

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

Countywide Agencies

- Jefferson County Commission
- Emergency Management Agency
- General Retirement System
- Jefferson County Department of Health
- Jefferson County Sheriff's Office
- Personnel Board of Jefferson County

BIRMINGHAM HAM

The image features the word 'BIRMINGHAM' in large, bold, dark blue capital letters. Below it, the letters 'HAM' are also in large, bold capital letters, but in a lighter blue color. The background is a photograph of a city skyline at dusk or dawn, with stadium lights visible. The sky is a mix of light blue and white. The city buildings are silhouetted against the sky. In the foreground, there are stadium lights and advertisements, including one for 'REGIONS FIELD' and another for 'BUDGET'.

Birmingham was founded in 1871 and quickly grew into an industrial center due to its location near rich mineral deposits. With a population of over 200,000, Birmingham is the most populous city in Jefferson County and the hub of the greater metropolitan area. Today, Birmingham is a thriving city, covering 1424 square miles in central and southern Jefferson County. With a diverse economy, a vibrant cultural scene, world-class universities and medical research facilities, high-level sports complexes, and numerous music and art venues, Birmingham serves as the economic, event, and cultural capital of central Alabama.

Appointing Authority: Mayor Randall Woodfin

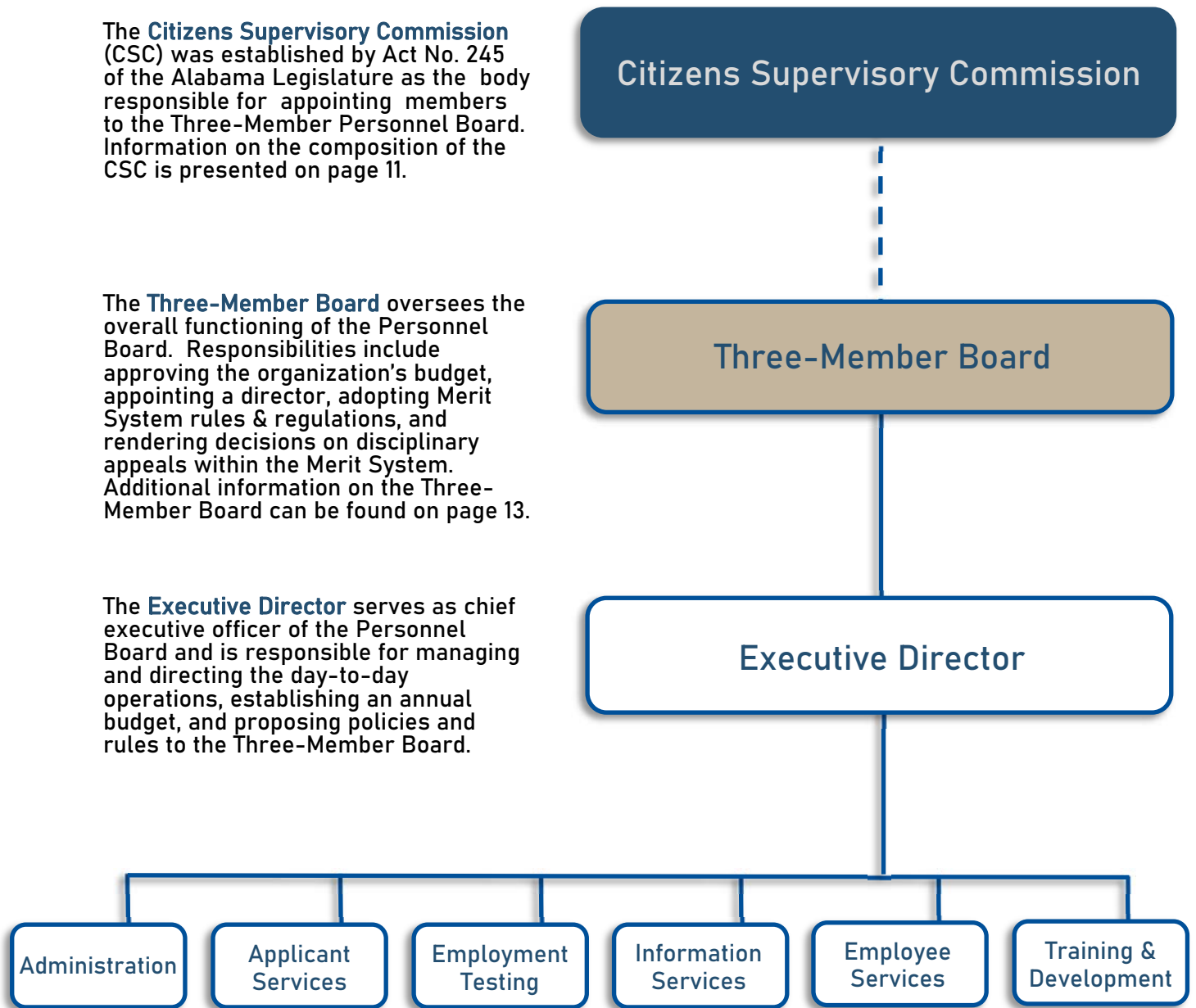
Merit System Employees: 2587

Governance & Organizational Structure

The **Citizens Supervisory Commission (CSC)** was established by Act No. 245 of the Alabama Legislature as the body responsible for appointing members to the Three-Member Personnel Board. Information on the composition of the CSC is presented on page 11.

The **Three-Member Board** oversees the overall functioning of the Personnel Board. Responsibilities include approving the organization's budget, appointing a director, adopting Merit System rules & regulations, and rendering decisions on disciplinary appeals within the Merit System. Additional information on the Three-Member Board can be found on page 13.

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



Staff within the departments of the Personnel Board provide a variety of services to Merit System agencies and carry out the day-to-day responsibilities of the organization. Specific information on the services and responsibilities of each department are provided on page 17.



CENTER POINT

Center Point was incorporated in 2002 and is home to approximately 16,000 people. Located on 6.1 square miles in northeastern Jefferson County, residents enjoy a variety of outdoor activities, including hiking and fishing at nearby lakes and parks. Center Point also provides residents and visitors the opportunity to enjoy many restaurants and shops; a historical event center in the Hillcrest Manor; sports, athletic, and recreation fields and centers; and several annual events, such as the Center Point Founder's Day festival celebrating the city's history and culture.

Appointing Authority: Mayor Bobby Scott

Merit System Employees: 44

Citizens Supervisory Commission

The Alabama legislature created the Citizens Supervisory Commission (CSC), a group of community leaders, in order to ensure the appointment of an apolitical Three-Member Board to oversee the Merit System in Jefferson County. In 2022, the CSC convened for their semi-annual meetings on May 17th and November 17th. A special meeting was held on December 6th.

2022 Members

Judge James P. Naftel
CSC Chairperson, Probate Judge

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

Dr. Cynthia Anthony
President, Lawson State Community College

Dr. Scott LeCroy
President, Jefferson County Medical Society

Mr. William Barnes
President/CEO, Birmingham Urban League

Ms. Ashley Oliver
City of Trussville - Revenue Division
Municipal Employee Representative

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

Mr. Thomas W. Parchman, III
Jefferson County Commission-Tax Collector
County Employee Representative

Mr. Daniel B. Coleman
President, Birmingham-Southern College

Ms. Jan Plyler
President, Jefferson County Council of PTA

Ms. Dorothea Crosby
President, NAACP Birmingham Branch

Dr. Beck Taylor
President, Samford University

Ms. Emily Jerkins Hall
CEO, Birmingham Business Alliance, Inc.

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

Ms. Marianne Hayward
President, Central Alabama Labor Federation

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



FAIRFIELD

Fairfield is located in central Jefferson County bordering Interstate 20/59 to the south. Founded in 1910, the city has a rich history, having been a center of industry during the early 20th century. The City of Fairfield occupies a geographic area of 3.5 square miles and, with a population of approximately 10,000 people, it is the most densely populated city in Alabama. Fairfield is home to many shops, restaurants, and Miles College, a Historically Black College and University (HBCU) founded in 1898.

Appointing Authority: City Manager Mary Roberson
Merit System Employees: 37

Three Member Board

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

Place #1: Judge L. Kenneth Moore

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 Cut-off. Along with his public service work, Judge Moore also maintains a private law practice in the Bessemer area.

Place #2: Ms. Jacqueline Smoke


Ms. Smoke was elected to Associate Member Place #2 in 2017. She is a graduate of the University of Alabama, where she earned a Bachelor of Science degree in Electrical Engineering and a Juris Doctorate from the School of Law. Ms. Smoke's career has included extensive experience in engineering operations with Alabama Power and Bessemer Utilities and a diverse law career that includes working within the Tuscaloosa and Jefferson County District Attorney's offices, the Montgomery County Probate Court, private law firms, and establishing her own civil and criminal law practice, with a major focus on consumer protection and product safety, appellate and probate matters.

Place #3: Mr. Guin Robinson (resigned December, 2022)

Mr. Robinson was elected to the Three-Member Board in September of 2018 as Associate Member Place #3. Mr. Robinson is currently the Associate Dean of Economic Development for Jefferson State Community College. During his career he has been extensively involved in community and professional organizations having served as Executive Director of Region 2020; Chair of the Birmingham Regional Transit Authority and Regional Planning Commission of Greater Birmingham, among others. Mr. Robinson was also the first full-time mayor of Pell City, Alabama. He has a Bachelor of Science Degree in Public Administration from Auburn University and a Masters in Education Leadership from UAB. Mr. Robinson resigned as a Board member effective December 31, 2022.

Place #3: Donna Smith (elected January, 2023)

The Citizens Supervisory Commission elected Ms. Donna Smith to fill the remainder of the term for Place #3 effective January of 2023. Ms. Smith is an experienced executive having retired after 37 years working 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, a graduate of Class XXVII of Leadership Alabama and serves on the Leadership Alabama Regional Council. She has served and is currently serving on various community boards, such as the Kiwanis Club of Birmingham, Teach for America Regional Advisory Board, and the Civic Center Foundation Board. Ms. Smith obtained a Master's in Education from the University of Alabama and a Master's in Business Administration from Samford University.



FULTON DALE

WELCOME
TO
FULTONDALE
"A FRIENDLY CITY"

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.

Appointing Authority: Mayor Larry Holcomb

Merit System Employees: 84

Mission & Values

Mission

The Personnel Board's mission is to establish and facilitate a model merit (civil service) system that enhances the employment and development of government employees through innovative, efficient, and effective human resources practices that firmly uphold our values, promote fairness and equity, and comply with applicable laws.

Values

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

Professional Values

Serving professionally with dedication, competence, and efficiency.

Civic Values

Pursuing public interest with accountability and transparency.

Ethical Values

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

Human Values

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

GARDENDALE

DALE

Founded in 1825 and incorporated in 1955, Gardendale is located in northcentral Jefferson County along Interstate 65 covering a geographic area of 22.6 square miles. The City of Gardendale has a rich history, with numerous historic sites and landmarks, including the Gardendale Historic District, which is listed on the National Register of Historic Places, and the Historical Society Museum. Over the years, Gardendale has experienced steady growth and has become a City that offers many shopping and restaurants options, as well as a range of top-notch event and recreation amenities and facilities, including the Gardendale Civic Center and Bill Noble Park & Sports Complex, that attract locals and visitors from throughout the region.

Appointing Authority: Mayor Stan Hogeland

Merit System Employees: 115

Departments & Services

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

Applicant Services is responsible for developing recruiting and marketing strategies that encourage individuals to consider careers in civil service and promote the Merit System as an employer of choice in Jefferson County. The department is committed to providing equal opportunity in the recruitment process regardless of race, creed, color, national origin, religion, age, disability, or veteran status to the full extent protected by the law. Work within this department includes announcing the acceptance of applications for Merit System jobs, implementing targeted recruiting efforts for hard to fill positions, reviewing and screening applications, receiving requests to fill vacancies for our member agencies, and issuing certification lists containing application information for individuals eligible for hire.

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

Training & Organizational Development provides opportunities for employees to develop their personal and professional knowledge, skills, and abilities through a wide array of training and development offerings. In all, the department offers over 50 training programs in both technical and non-technical areas; including leadership, management, communications, customer service, computer skills, and ethics, among many other critical job competency areas. These training opportunities are always provided free of charge to employees of the Merit System. Beyond these programs, the department also provides customized training based on the individual needs of our Merit System customers.

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

Employment Testing facilitates the hiring of well-qualified and successful employees into Merit System positions through valid and legally defensible employee selection processes. To accomplish this, the department performs thorough job analyses on Merit System jobs and develops selection tests that are fair, valid, and that relate to the job. The types of selection systems developed and administered include minimum qualifications, structured interviews, computer-based skills assessments, high-fidelity job simulations, work samples, and assessment centers. The department strives to maximize the efficiency and effectiveness of large-scale test administrations by leveraging technology to enhance and facilitate the test administration and candidate evaluation process.

HOMESTEAD



Located just south of Red Mountain between Interstate 65 and Highway 31, Homewood is the third largest City in Jefferson County with a population of over 26,000 people. Founded in 1926 and covering just 8.4 square miles, the City is the second most densely populated City in the State of Alabama. Since its founding, Homewood has since grown into a vibrant community known for its excellent schools, beautiful parks, and thriving downtown area with local restaurants and shops. Homewood is also home to Samford University, one of the top Christian universities in the South-east.

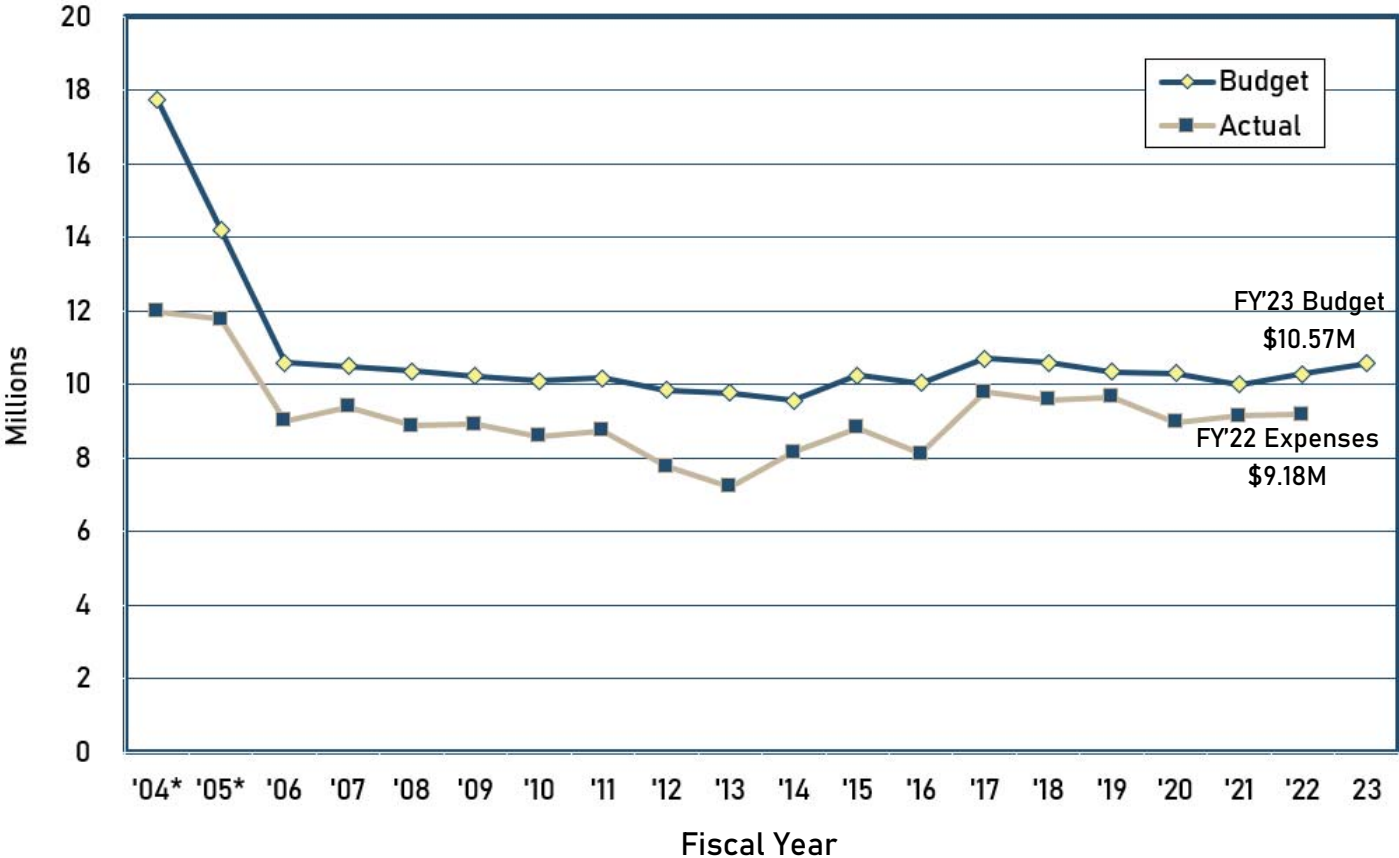
Appointing Authority: Mayor Patrick McClusky
Merit System Employees: 283

Financial Report

The Personnel Board takes its fiscal responsibility very seriously and continuously works to be good stewards of public funds. The Board views working with accountability and transparency in its fiscal operations as core to its mission and fundamental to its values. Presented in this section is a financial report for the Personnel Board for fiscal year 2022 (i.e., October 1, 2021 to September 30, 2022) and presents information regarding the adopted budget for fiscal year 2023 (i.e., October 1, 2022 through September 30, 2023).

The chart below presents a summary of the Personnel Board’s yearly budget and expenses for the past 20 years. Overall expenses for fiscal year 2022 totaled \$9,179,048, approximately \$1.1 million under budget and in line with the expenses under the previous two years. In June of 2022, the Executive Director presented to the Three-Member Board the proposed organizational budget for the 2023 fiscal year that was based on expectation of expenses returning to pre-covid levels. The Board voted unanimously to approve the proposed budget in the amount of \$10.6 million, an increase of \$294,000 compared to fiscal year 2022.

Year-by-Year Budget & Expenses



* Denotes years in which the Personnel Board was under Federal Receivership



HUEYTOWN AND THE ALABAMA GANG

During the early 1800s, members of the Huey family took pioneering steps toward establishing the community that would eventually become the City of Hueytown. On May 6, 1960, Hueytown was officially incorporated under a Mayor/Council form of government. The original charter established basic city services and created both police and fire departments. Later upgrades included rescue and other services. Hueytown is located in the Southwest corner of Jefferson County. It is approximately 15 miles from Birmingham. The economy of Hueytown is founded upon hardworking families engaged in a variety of occupations. The Hueytown community consists of 18,500 residents and covers 32 square miles. In years past, the citizens of Hueytown contributed their productivity to the county's coal and steel-making industries. Hueytown has achieved most of its national acclaim from its achievements and distinction of being home to NASCAR legacies.

(Continued on other side)

ERECTED BY THE ALABAMA TOURISM DEPARTMENT TO THE CITY OF HUEYTOWN
SEPTEMBER 2010

The City of Hueytown covers 19.5 square miles just north of Interstate 20/59 in western Jefferson County. The City fosters a close-knit community of over 16,000 residents and is home to a number of shops, restaurants, parks, and attractions, including the Hueytown Historical Society Museum, which provides a glimpse into the City's rich history. City amenities include multiple community centers, beautiful parks and green spaces, neighborhood walking tracks, and many other opportunities for recreation, hiking, fishing, and other outdoor activities.

Appointing Authority: Mayor Steve Ware

Merit System Employees: 113

Financial Report (continued)

Fiscal Year 2022 Expenses by Budget Category

The Personnel Board FY2022 expenses were \$9,179,048, approximately \$1.1 million under budget. The table to the right provides a breakdown of FY2022 expenses by budget category.

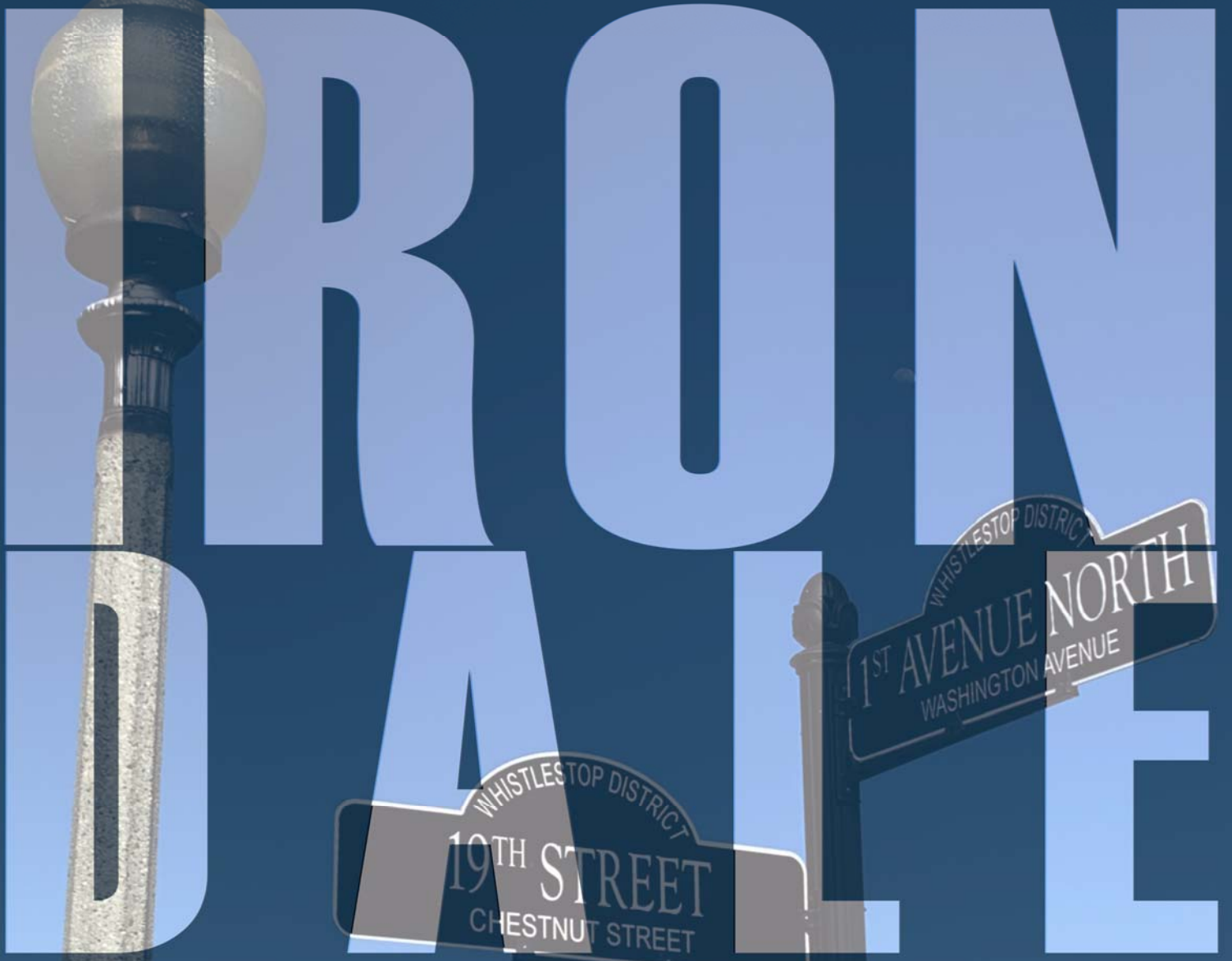
Personnel Costs	\$6,090,273.40
Employee Benefits	\$1,564,609.92
Legislative Allowance (Board Member compensation)	\$3,000.00
Advertising	\$83,408.45
Systems Maintenance (includes hosting fees)	\$137,379.87
Travel (volunteer assessor travel & recruiting travel)	\$8,646.65
Legal Expenses	\$111,148.70
Professional Services (exam & transcription services)	\$278,922.83
Insurance Premiums	\$39,770.80
Rental-Facilities (volunteer assessor accommodations)	\$26,661.99
Office Supplies	\$17,587.22
Computer Equipment and Software	\$119,395.64
Hospitality (meals for volunteer assessors & special events)	\$10,669.76
Rent (rental of office space in 2121 building)	\$636,000.00
Other (includes telephone expenses, copier rentals, etc.)	\$51,573.43
Total	\$9,179,048.66

Allocation of Expenses

Birmingham	34.4%
Jefferson County*	30.4%
Bessemer	6.1%
Health Dept	5.3%
Homewood	3.8%
Vestavia Hills	3.6%
Trussville	3.3%
Mountain Brook	2.6%
Irondale	1.8%
Gardendale	1.5%
Hueytown	1.5%
Fultondale	1.1%
Leeds	1.1%
Tarrant	1.0%
Midfield	0.7%
Pleasant Grove	0.6%
Center Point	0.6%
Fairfield	0.5%
Warrior	0.2%

The Personnel Board's expenses throughout the fiscal year are paid by Jefferson County. At the conclusion of the fiscal year, Jefferson County submits to the Personnel Board the itemized expenses for Board operations. The Board certifies the expenditures and the allocation of expenses to be billed to the member agencies, based on each agency's number of classified employees, and submits the information to the Three-Member Board for approval. Presented to the left are the percentages of Personnel Board expenses allocated to each agency for fiscal year 2022.

* Includes EMA, GRS (Pension Board), and Jefferson County Sheriff's Office.



IRONDALE

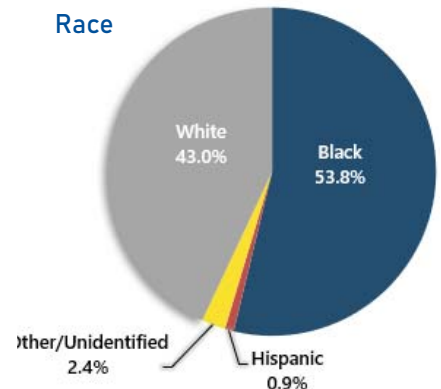
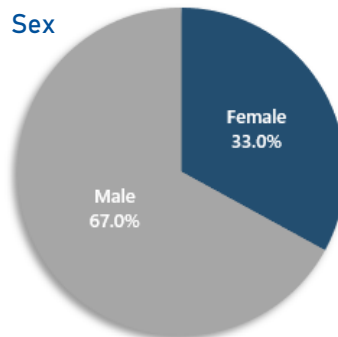
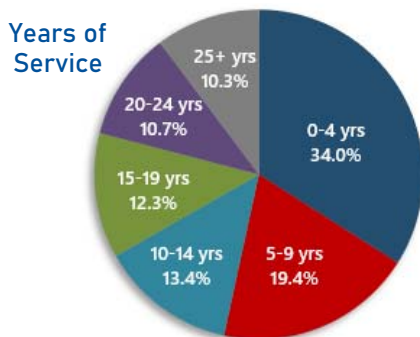
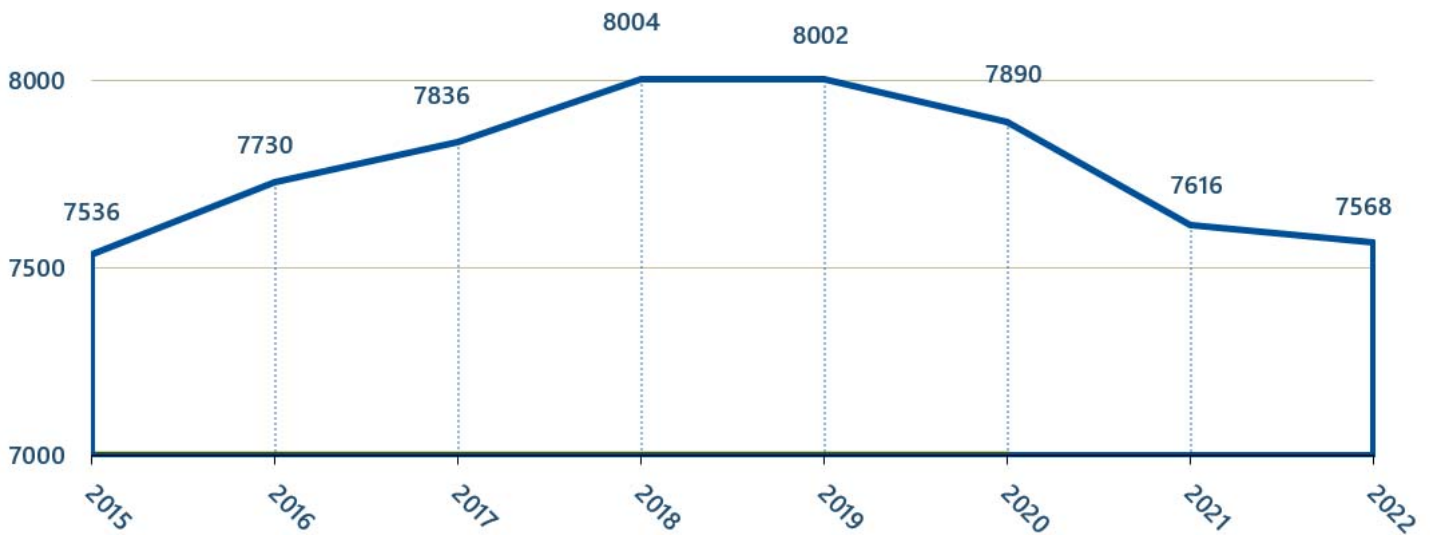
Founded in 1887, the City of Irondale is located on 17.34 square miles along Interstate 20/59 in east-central Jefferson County. The City has experienced significant growth in recent years and is home to over 13,000 residents and a variety of amenities and attractions, including the Irondale Civic Center. The City is also home to the Irondale Cafe, the inspiration for the Whistle Stop Cafe in the novel and movie "Fried Green Tomatoes." Irondale provides numerous opportunities to come together as a community with 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 showcasing local artists and musicians.

Appointing Authority: Mayor James Stewart
Merit System Employees: 138

Workforce Levels & Demographics

Our Merit System agencies 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. The Merit System is comprised of a diverse and highly qualified workforce that strives to provide excellent service to our communities and citizens. Since 2020, the covid pandemic has had a significant impact on the labor market across the country. Public sector employment and our Merit System agencies have not been immune to the impact of the pandemic on employee retirements and separations. This increase in employee separations, coupled with fewer employees entering the job market, created a tight labor market that continued throughout 2022; making it difficult for businesses and organizations of all types to fill open positions. The Personnel Board engaged in extensive recruiting efforts and significantly increased application activity in 2022. Those efforts resulted in a continuing high number of appointments being made to fill vacant positions. In 2022, the number of appointments was consistent with 2021, at levels 44% higher than the years preceding the pandemic. Despite this significant increase in appointments, the total number of Merit System employees in that time has still experienced a notable decrease in the number of Merit System employees (approximately 5%) since the start of the pandemic, with a total of 7,568 Classified Employees in 2022.

Merit System Employees by Year & Demographic Breakdown



JEFFERSON COUNTY COMMISSION

Jefferson County is the most populous County in Alabama with over 670,000 residents. The County was founded in 1819 and named after Thomas Jefferson, the third president of the United States. Today, Jefferson County is the economic and cultural hub of the state, with a strong manufacturing, retail, and healthcare sectors. In addition to its economic strengths, within its numerous and diverse cities, Jefferson County also boasts a rich cultural scene with museums, theaters, music venues, and historic landmarks. The Jefferson County Commission is comprised of five County Commissioners elected by district to four-year terms. Jefferson County is the second largest Merit System employer. Employee totals below include Emergency Management Agency, General Retirement System, and Sheriff's Office employees.

Appointing Authority: County Manager Cal Markert

Merit System Employees: 2286

Candidate Recruitment

Among the most significant responsibilities of the Personnel Board is to attract high quality talent to the Merit System and facilitate the hiring of well-qualified employees. In an effort to effectively meet the employment 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.

As the covid pandemic waned in 2022 and activities returned to more normal conditions, the unemployment rate dropped to a 50-year low presenting unique recruiting challenges for all employers, including the Personnel Board Merit System. To begin to address these challenges, the Personnel Board's recruiting strategies became increasingly more aggressive throughout 2022. The efforts resulted in a significant increase in the number of applications received (over 55% increase) and the number of applicants placed on registers (over 120% increase) compared to the previous year.

The overall recruiting strategy of the Personnel Board was designed to increase awareness of employment opportunities within Merit System agencies and to attract high quality talent to those positions. In 2022, the Board engaged in a variety of recruiting activities to help reach a wider audience and to identify and engage talent for positions at all levels of government. These activities included, but were not limited to, the following efforts and initiatives:

- Participated in over 50 in-person recruiting events at colleges, universities, high schools, non-profit organizations, state career offices, and National Guard units throughout the state.
- Sponsored First Responders Night with the Birmingham Barons at Regions Field to promote careers in public safety.
- Expanded and built upon efforts to recruit at local high schools through career opportunity information sessions presented to hundreds of students and administering employment tests directly at the high schools.
- Implemented targeted programmatic advertisements on the internet design to market public safety, particularly Police Officer, job opportunities within the Merit System.
- Leveraged its social media networks (e.g., LinkedIn, Instagram, and Facebook) through consistent and well-designed posts marketing targeted job opportunities.
- Posted within professional association job boards, LinkedIn professional groups, and other specialized online career centers.
- Maintained involvement on professional boards of directors (e.g., Alabama Association of Colleges and Employers and the University of Alabama at Birmingham Career Services Advisory Board) to increase awareness of opportunities in the Merit System.
- Utilized traditional advertising tactics, such as advertising in local and neighborhood newspapers and websites.

JEFFERSON CO DEPARTMENT OF HEALTH



The Jefferson County Department of Health (JCDH) is a government agency responsible for promoting and protecting the health of the residents of Jefferson County. The JCDH provides a wide range of public health services, including health education, disease prevention and control, environmental health, and clinical services, among several other services. The agency operates several clinics throughout the County, providing affordable and accessible medical care to residents.

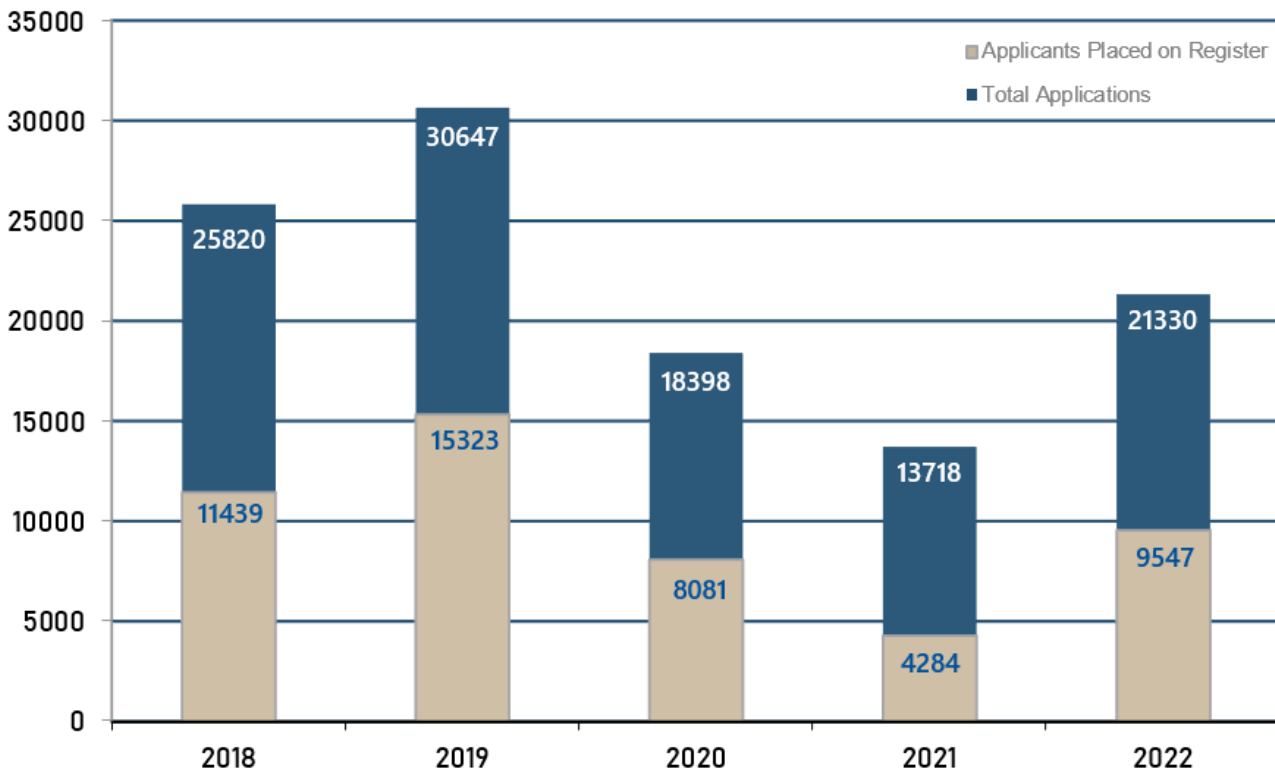
Appointing Authority: Dr. Mark Wilson

Merit System Employees: 395

Application & Employment Activity

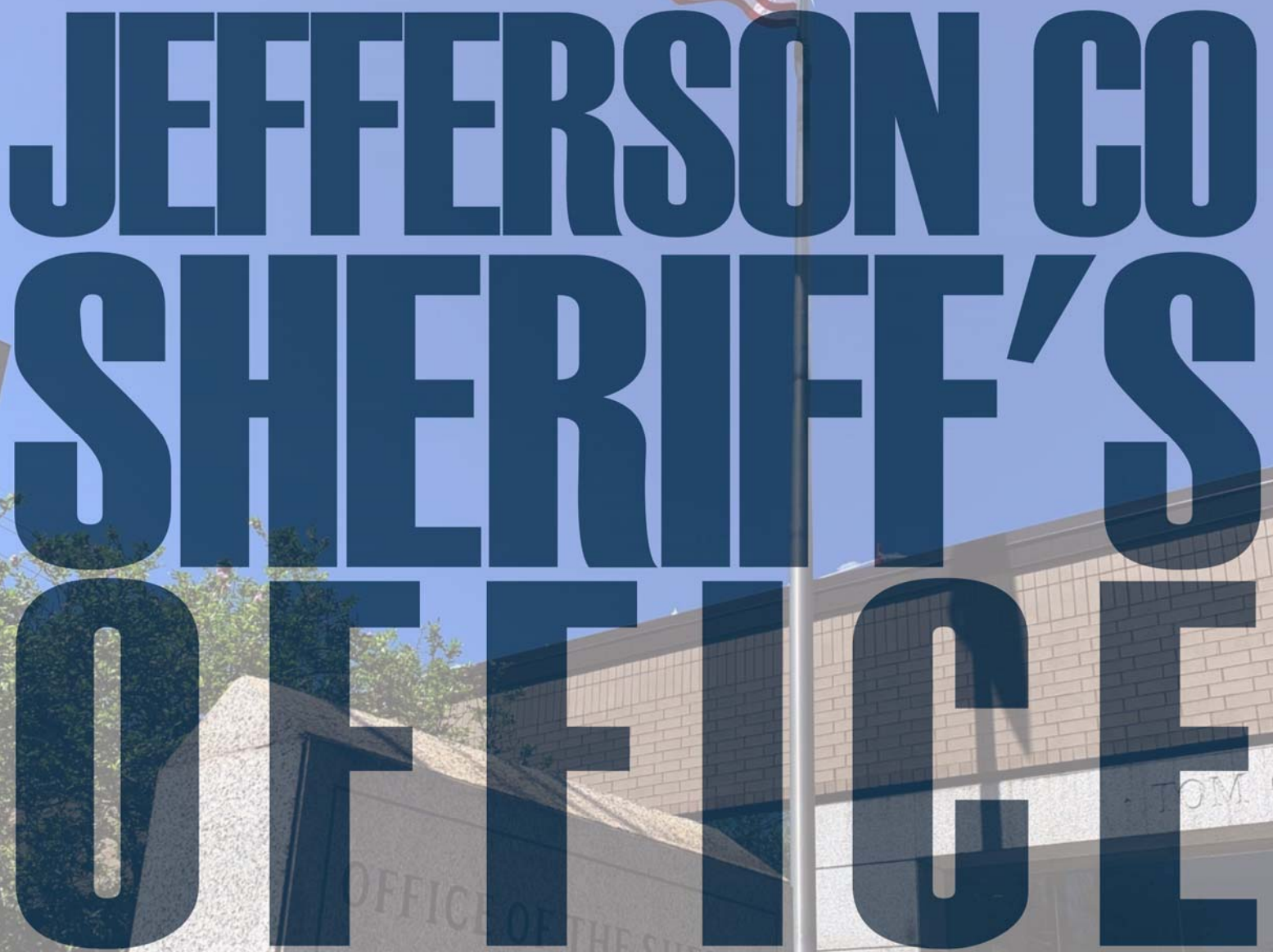
Among the Personnel Board’s primary service responsibilities includes processing requests to fill employment vacancies (referred to as certification requests) and issuing lists of eligible candidates (referred to as certification lists) to agencies and departments throughout the Merit System in order to facilitate hiring. In 2022, the Board advertised acceptance of applications for positions at all levels of local government. In response to those advertisements, the Board received 21,330 applications representing a 55% increase over 2021, and the most since 2019. The Board also more than doubled the number of applicants on registers from the previous year, placing 9,547 applications on registers for a wide variety of jobs. In 2022, the Board certified 73,345 applications to our Merit System agencies for employment consideration, resulting in 1,766 appointments (including new hires, promotions, and lateral appointments). The number of appointments for the year was more than 44% higher than pre-covid levels and the highest annual number in over a decade.

Application Activity for the Past Five Years



Application & Certification Breakdown for 2022

Jurisdiction	Total	Sex			Race		
		Male	Female	Unknown	Black	White	Other/Unknown
Applications Received	21,330	9,091	11,000	1,239	14,684	4,924	1,722
Applications Placed on Register	9,547	4,192	4,812	543	6,336	2,441	770
Applications Certified	73,345	38,328	31,647	3,370	46,128	21,921	5,296



JEFFERSON CO SHERIFF'S OFFICE

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.

Appointing Authority: Sheriff Mark Pettway

Job Classification

The job analysis and job classification of Merit System positions is one of the important functions the Personnel Board performs. As required by law, the Personnel Board reviews Merit System jobs at least once every five years to ensure positions are classified in the correct job class in accordance with the Salary Administration and Classification Plan. To meet this requirement, the Personnel Board utilizes an annual survey process to assess whether the duties performed by an employee are consistent with his or her job (or more consistent with another job) and to collect job analysis data that will be used to create job descriptions and drive other relevant human resources activities (e.g., performance management, employment testing, training, and recruitment).

2022 Classification Survey Summary

The 2022 Classification Survey began in the latter half of 2021 and was completed in April of 2022. The survey results and recommendations were adopted by the Three-Member Board on May 10, 2022. The survey was administered to employees in 137 different jobs across 20 job families. Of the eligible employees, 47% participated in the survey. A total of four positions were recommended for reclassification. Provided below is a list of job families that were included in the 2022 survey:

- Compensation and Benefits
- Employee Relations
- Employee Selection
- Recruiting
- HR Management
- HR Administration
- Public Administration
- Policy and Compliance
- Organization Development
- Police and Sheriff
- Legal
- Coroner
- Elections
- Environmental Protection
- Civic Center/Auditorium
- Museum
- Utility Services
- Stores/Purchasing
- Mechanical Technician
- Automotive Maintenance

Position-Job Audits

In addition to reviewing positions through the Classification Survey, the Personnel Board received 11 working out-of-class job audit requests in 2022. Audits consisted of collecting job data from the incumbents and their supervisors, including the duties performed and percentage of time spent performing those duties. The Board completed a thorough comparison of the information collected relative to the assigned job as well as other related job classes. Of the 11 audits requested, three (27%) were determined to be performing significant work outside of their assigned job class and, as a result, their positions were recommended for reclassification to other job classes that more closely aligned with their performed duties.



LEEDS

Leeds was founded in 1887 and today has a population of just over 12,000 people. Located along Interstate 20 and covering 22.9 square miles at the eastern border of Jefferson County, the City has a thriving business and industrial environment and a revitalized Main Street. Experiencing a steady population growth over the past decades, Leeds has fostered and supported local restaurants and shops while also attracting major national retail outlets. Additionally, the City provides many outdoor activities and attractions, including parks, playgrounds, walking trails, kayaking on nearby Lake Purdy, and hosts annual events and festivals that bring the community together.

Appointing Authority: Mayor David Miller

Merit System Employees: 79

Job Classification (continued)

New Job Classes Established

Throughout the year, the Personnel Board receives requests from Merit System agencies to create new job classes when there is not an existing job description that contains the core competencies and key job duties. After thorough review of received requests, the Personnel Board established 12 new job classes for use within the Merit System during 2022. The established job classes and their associated pay grades are provided below:

- Assistant City Manager (Grade 34)
- City Attorney's Investigator (Grade 24)
- Deputy Police Chief (Grade 31)
- Director of Information Technology I (Grade 32)
- Director of Information Technology II (Grade 34)
- Director of Parks and Leisure Services (Grade 34)
- Emergency Communications Trainer (Grade 24)
- Enterprise Resource Planning Division Manager (Grade 35)
- Information Security Analyst (Grade 30)
- Operations Center Manager (Grade 33)
- Pediatrician (Grade 41)
- Regional Grant Administrator & Program Manager (Grade 32)

2023 Classification Survey

In the fall of 2022, the Personnel Board began the next year annual Classification Survey with a targeted completion of April, 2023. A total of 823 employees from 31 jobs across 13 job families are eligible to participate in the 2023 Survey. The job families are presented below:

- Animal Control
- Building Maintenance
- Detention and Corrections
- Health Services
- Law Enforcement Support
- Nursing Services
- Nutrition
- Pharmaceutical
- Public Works Administration
- Security
- Sewer Inspection and Maintenance
- Skilled Trades
- Wastewater Treatment

A photograph of the Midfield City Hall building, a two-story structure with a stone facade on the lower level and horizontal siding on the upper level. The building has a covered entrance with a set of stairs leading up to it. The words "MIDFIELD CITY HALL" are visible on the stone wall above the entrance. Large, dark blue, semi-transparent letters spelling "MIDFIELD" are overlaid on the image, with "MID" on the top line and "FIELD" on the bottom line.

MIDFIELD

The City of Midfield was founded in 1928 and is located in west-central Jefferson County just south of Interstate 20/59. The population of Midfield has held steady for over the past couple of decades at just over 5,000 people. Although geographically the smallest city within the Merit System, at 2.6 square miles, it is the third most densely populated city. Midfield 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. The City is also known for Midfield City Park, which features a playground, basketball court, and walking trail and the Midfield Community Center, which hosts various events and activities throughout the year.

Appointing Authority: Mayor Gary Richardson

Merit System Employees: 51

Administrative Appeal Hearings

Another critical service of the Personnel Board includes ensuring that eligible Merit System employees who have been subject to certain disciplinary or adverse employment actions are provided unbiased and appropriate due process in accordance with state law. The Personnel Board is responsible for ensuring employees' rights to due process are upheld by administering a fair and impartial administrative hearing process. This hearing is a quasi-judicial forum where employee appeals to disciplinary action are evaluated by a third party hearing officer who renders a recommendation to the Three-Member Board for a final ruling.

Disciplinary Actions & Appeals

In 2022, the Personnel Board received notification of 308 disciplinary employment actions. Of those actions, 17.2% were eligible for appeal under Rule 12 of the Personnel Board Rules & Regulations. Of those employees who were eligible, all elected to exercise their rights under Rule 12 by timely filing an appeal with the Personnel Board. The Board concluded 42 disciplinary appeal hearings in 2022. The Three-Member Board upheld the Appointing Authority's decision in 18 of the cases, five cases were overturned, seven cases were modified and six cases were settled during the appeal process. Of the remaining appeals, four were still outstanding at the end of the year (i.e., these appeals carried into 2023) and two were withdrawn or administratively closed. The tables below provide a breakdown of the disciplinary actions, resulting appeals, and the outcomes of the appeal hearings.

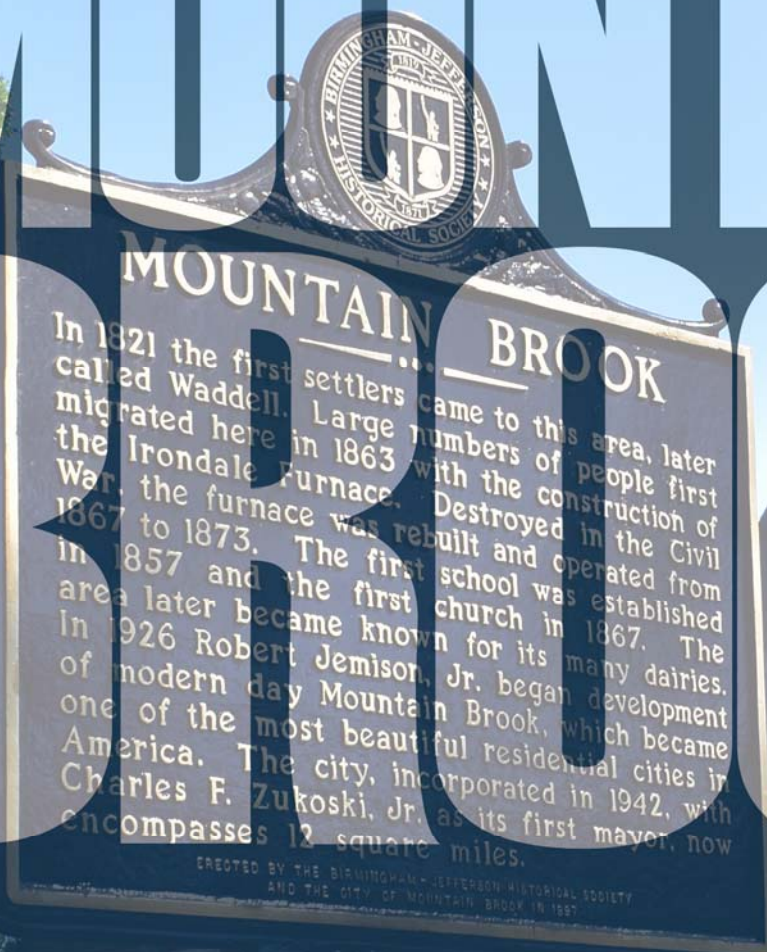
2022 Administrative Hearing Outcomes

Action Appealed	Total	Upheld	Overtured	Modified	Settled	Out-standing
Suspensions ¹	21	11	3	6	2	0
Demotions ²	4	0	1	0	2	0
Terminations	17	7	1	1	2	4
All Appeal Hearings	42	18	5	7	6	4

¹ One appeal of a suspension was administratively closed due to the employee resigning.

² One appeal of a demotion was ultimately withdrawn by the employee.

MOUNTAIN



BROOK

Mountain Brook is located just south of Red Mountain in central Jefferson County within city limits of 12.8 square miles. The City was founded in 1942 and 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 the woods. The City also boasts several other parks, including Overton Park, Cherokee Bend Park, and Crestline Park. The City is home to a vibrant arts and culture scene and five unique shopping villages that include many local businesses, shops, and restaurants.

Appointing Authority: City Manager Sam Gaston
Merit System Employees: 192

Job Analysis & Employment Testing

The Personnel Board is charged with assessing the qualifications and relevant job skills of applicants for employment to ensure the fair hiring of well-qualified employees into Merit System positions. To this end, the Board is responsible for the administration of valid and legally defensible selection tests. In order to uphold this responsibility, the Personnel Board relies on data obtained from up-to-date job analyses for all Merit System jobs. The important job duties and the critical knowledge, skills, and abilities necessary to perform those duties, as identified by subject matter experts through the job analysis, are used to drive the development of job-related qualifications, which are then used to screen submitted applications and to develop employment selection tests used to rank candidates based on their competency in relation to the target job.

In 2022, the Personnel Board continued to ensure the development of up-to-date minimum qualifications (MQs). These MQs are used to assist in identifying applicants who possess the necessary competencies to perform at an acceptable level for Merit System jobs. Over the course of the year, the Personnel Board developed updated MQs for all Merit System job classes (137 in total) included within the 2022 Annual Classification Survey. The Board ensures continuous review and development of MQs based on a five-year schedule to ensure MQs remain up-to-date and appropriate for use in screening applications for all Merit System jobs.

Administering Merit System employment selection tests, in most instances, requires bringing candidates together in large numbers. In a post-covid environment, the Board has continued to identify effective and efficient means of conducting employment testing for the Merit System. As such, during 2022, the Board employed a number of methods for administering tests, including the conventional on-site testing, and remote computer testing using both proctored and un-proctored formats as the type of test dictates. In 2022, the Board administered employment tests to 2,488 test candidates for a number of critical Merit System jobs, including those listed below.

- Accounting Assistant
- Administrative Clerk
- Medical Clerk
- Court Clerk
- Business Office Supervisor
- Revenue Examiner
- Firefighter
- Fire Apparatus Operator
- Fire Lieutenant
- Fire Captain
- Police Officer
- Probation Officer
- Human Resources Technician
- Public Safety Dispatcher
- Public Safety Dispatcher/Telecommunicator
- Tax Agent

PLEASANT GROVE

Founded in 1889, Pleasant Grove is located in western Jefferson County in a geographic area of 9.9 square miles. Nicknamed the "The Good Neighbor City," Pleasant Grove has a population of just under 10,000 and fosters a small-town charm and close-knit community. The City is home to retail shops and restaurants and the City offers a variety of recreational and outdoor activities for all ages through its excellent recreational facilities, a state-of-the-art athletic complex, and beautiful Pleasant Grove Park. Pleasant Grove is also home to excellent schools, including the highly rated Jefferson County International Baccalaureate School.

Appointing Authority: Mayor Jerry Brasseale

Merit System Employees: 45

Employee Training & Development

The Personnel Board is committed to the betterment of Merit System employee performance and their service to our communities by providing a variety of opportunities for employees to develop their personal and professional knowledge, skills, and abilities through a wide array of development activities.

Certificate Programs

The Personnel Board provides certificate programs (Leading People, Managing Processes, Professional Development, and Civil Servant Leadership) comprised of over 50 courses in both technical and non-technical areas for all Merit System employees, executive level programs designed to improve the leadership attributes of our upper level managers and leaders, and specialized course offerings targeted at specific needs of our Merit System agencies. The Personnel Board designed our professional development certificate programs around the needs of Merit System employees and agencies. The goal of these certificate programs is to assist in producing competent, complete leaders in the public sector - employees who not only have the ability to lead individuals, but also manage high level projects; individuals who understand their own developmental needs and can strategically position themselves to succeed and advance in the workforce; and individuals who have the skills to thrive in today's technologically driven society. The individual certificate programs are designed to be stand alone, yet complementary. Individuals who complete all four programs are awarded the distinction of 360° Leader. The certificates include:

Leading People - Leading People is a program requiring completion of 32 contact hours designed to share skills needed to assist today's managers in developing, motivating, and leading their employees. Topics include coaching, giving feedback, change management, delegating, and more.

Managing Processes - Managing Processes is designed to strengthen a supervisor's ability to handle the process side of management. By focusing on skills like Strategic Planning, Project Management, Creative Problem Solving, Effective Meetings, and Critical Thinking, this 36 contact hour program enables participants to gain practical skills that can be applied to improve their work processes.

Professional Development - Professional Development is a 34 contact hour program designed to equip today's Merit System employees with the professional and business skills needed to be successful in the workplace and to further their careers within the Merit System and beyond. Topics include personal branding, business writing, time management and more.

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





TARRANT

Located just north of Birmingham Shuttlesworth Airport in central Jefferson County, Tarrant is a city with a rich history. Founded as a company town for the Tennessee Coal, Iron and Railroad Company in 1918, the City today has a population of just over 6,000 residents. Despite its relatively small geographic size, covering 6.4 square miles, Tarrant boasts a strong sense of community and a number of amenities for its residents and visitors. The City is home to several parks, including Tarrant City Park, which features a playground, basketball court, and walking trail. In addition, Tarrant is home to several community centers, including the Tarrant Recreation Center, which offers a variety of recreational activities for people of all ages.

Appointing Authority: Mayor Wayman Newton

Merit System Employees: 73

Employee Training & Development (continued)

MPACT

In addition to the aforementioned certificate programs making up the 360° Leader, the Personnel Board also offers an intensive management program, titled MPACT, designed to develop Merit System managers in critical leadership areas. Participants apply for inclusion in the program and participate as a cohort. This is a 65 hour contact program which consists of deep-dive training classes on trust, communication, accountability, change management, and more. Participants are required to complete outside of classroom exercises and assignments, post to an electronic forum regarding management issues and challenges, interact with guest speakers, visit local businesses, and complete a significant project designed to improve their department and agency.

On-Deck Leadership

Feedback from Merit System subject matter experts indicated a need for a new entry-level supervisor training program. To meet that need On-Deck Leadership (ODL) was designed for newly-promoted supervisors within the Merit System (i.e., those who have been in a supervisor role for fewer than three years). On Deck Leadership is a unique, intensive, and highly interactive experience that serves as a catalyst for newly promoted leaders to learn and grow. This session engages newly promoted leaders through experiential activities, leaderships concepts and exercises, group problem-solving tasks, videos, and lectures. The pilot group received plenty of hands-on practice applying essential leadership concepts to current organizational/personal leadership challenges.

This six-month intensive cohort program is a semester of blended learning. Participants complete multiple leadership profiles including Standout 2.0. In addition, they submit articles, watch videos, and participate in group discussions based on “The Five P’s” — People, Promise, Priorities, Performance, and Processes. In 2022, the pilot program began with 13 participants from five agencies, and six successfully completed the program. Based on the success of the program, it will be enhanced and will include up to 35 participants in January of 2023.

Performance Management

The Personnel Board continues to utilize new modules within its Workday system to bring added value to our member agencies. Among those modules is Workday Talent, a system-enhanced performance management process that provides managers with the tools needed to help provide accurate and effective performance evaluation and development feedback to their direct reports. In 2022, Workday Talent was implemented with the City of Hueytown, Birmingham Executive teams, Warrior Police Department, and the City of Center Point. The training team worked side-by-side with these agencies to operationalize this new process, including providing full-day training to all managers. The Personnel Board will continue the roll out to additional agencies in 2023.

TRUSSVILLE



The City of Trussville is located in northeastern Jefferson County along Interstate 59 and covers a geographic area of 33 square miles. The City was founded in 1947 and has experienced tremendous growth, nearly tripling in population over the last three decades, to include over 26,000 residents. Despite its growth, Trussville has maintained itself as a close-knit and family-oriented community. The City offers many local shops and national retail outlets along with other highlights and amenities, such as beautiful parks and recreational areas, notable sports complexes, a civic and event center, a reinvented downtown with its Trussville Entertainment District, and many events and festivals that bring the community together.

Appointing Authority: Mayor Buddy Choat

Merit System Employees: 245

Honoring Employee Development

In 2022, the Personnel Board was able to return to all pre-covid related training activities, including all classes being offered in an in-person setting. Because of the convenience of virtual training and the ability to reach additional audiences through that medium, the Personnel Board now offers classes through both in-person and virtual settings. In 2022, the Personnel Board facilitated 218 training classes to over 2,600 participants.

On September 23, 2022, the Personnel Board proudly honored 139 Merit System employees for successful completion of our certificate programs at its annual Certificate Graduation Ceremony. The 2022 ceremony was held at the Boutwell Auditorium where each graduate was presented with his/her award of accomplishment. Concetta Lewis, Vice-President of Talent at Daxko, served as the keynote speaker. Listed on the following pages are graduates of our Leading People certificate (78), Managing Processes certificate (76), Professional Development certificate (56), Civil Servant Leadership certificate (10) and the On-Deck Leadership Pilot Program (6), for a total of 226 certificates among the 139 employees. The Personnel Board congratulates the following 2022 Training Certificate Recipients.

City of Bessemer (1)

- Rolna Hill (MP, PD)

Birmingham Public Library (21)

- Cynthia Barnett (LP, MP)
- Karyn Davis-West (LP, MP)
- Jiemin Fan (LP, MP)
- Laura Gentry (LP, MP)
- Lynn Hutchins (LP, MP, PD)
- Pamela Jessie (MP)
- Selina Johnson (MP)
- Loretta Jones (LP, MP)
- Sequoria Lewis (MP, PD)
- Richard Manoske (LP, MP)
- Heather McWilliams (LP, MP)
- Bessie Miller (LP, MP)
- James Murray (MP)
- Mary Beth Newbill (LP, MP)
- Tamiko Nixon (LP, MP)
- Carla Perkins (LP, MP)
- Kenyata Rodgers (LP)
- Saundra Ross (LP, MP)
- Samuel Rumore (LP, MP)
- Ellen Shade (LP, MP)
- Vincent Solfronk (MP)

City of Birmingham (49)

- Jerald Allman (LP)
- Stephanie Amerson (PD)
- Ramaade Bailey (LP, PD)
- Shunta Barbour (LP, MP, PD)
- Timothy Bell (MP)
- Timothy Brodeur (LP)
- Thomas Burch (LP)
- Coleecia Cainion (CSL)
- Derek Camp (LP, MP, PD)
- Demetrius Derico (MP, PD)
- Demarco Easley (PD)
- Andre L. Edwards (LP, MP)
- Carl Endert (LP, MP, PD)
- Bryan Erbrick (LP)
- Kendra Finley (LP)
- Truman Fitzgerald (LP, MP, PD)
- Stanley Frierson (LP, MP, PD)
- Eric Gober (MP, PD)
- Tammy High (LP, PD)
- Andrea Ishaku (PD)
- Daniel Isom (MP, PD, ODL)
- Robert Jackson (LP)
- Desland James (MP)
- Cameron Jones (MP)
- James Keith (LP)
- Talon Kollars (MP, MP, PD, ODL)
- Monica Law (MP, PD)
- Shanika Lawson (CSL)
- Charles Lewis (LP)
- William Lewis (MP, PD)
- James Littleton (LP)
- Karla McPherson Calvert (LP, MP)
- Johnny Mickles (PD)
- Beneva Nelson (CSL)
- Dedra Peoples (LP)
- Jennifer Pinto (LP, MP)
- William Powell (LP)
- Gloria Raspberry (LP, PD)
- Latonja Samuels (MP)
- Taneka Smith (CSL)
- Marlon Tolliver (LP, MP)
- Willie J. Walker Jr. (LP, MP, PD)
- Arthur Williams (MP)
- Joseph Williams (ODL)
- Starleshia Willis (MP)
- Charles Winborn (MP, PD)
- Jacquiece Witt Smith (PD)
- Dwight Wren (PD, CSL)
- Terri Young Powell (LP)

*LP = Leading People
MP = Managing Processes
PD = Professional Development
CSL = Civil Servant Leadership
ODL = On Deck Leadership*

WESTAVIA HILLS

Vestavia Hills was founded in 1950 and is located in southern Jefferson County spanning from Interstate 65 to west of Highway 280. Over the past three decades, the City has grown substantially, both geographically, sitting within 19.4 square miles, and in population, doubling to over 34,000 residents during this period. Vestavia Hills boasts many shopping centers, restaurants, and entertainment venues and is home to a variety of recreational amenities including multiple parks, athletic fields and complexes, nature trails and walking paths, community centers, and a state-of-the-art civic and event center. With its many amenities, Vestavia Hills is one of the areas hubs for recreation, business, and entertainment.

Appointing Authority: City Manager Jeff Downes

Merit System Employees: 267

Honoring Employee Development (continued)

City of Center Point (2)

- Shameika Coleman (MP)
- Catrina Willett (MP)

City of Fultondale (2)

- Thomas Henderson (LP, MP, PD)
- Amanda Reid (MP)

City of Hueytown (2)

- Henry Dudley (PD)
- Jeffrey Whitfield (ODL)

City of Irondale (1)

- Charles Christopher Holliday (CSL)

Jefferson County Department of Health (4)

- Christopher Granger (MP)
- Bronze Johnson (LP)
- Jaline Thomas (CSL)
- Tekela Wimberly (MP, PD)

City of Leeds (5)

- Tony Barnwell (LP)
- Wilbert Griffin (LP)
- David Ledbetter (LP)
- Ronald Reaves (LP)
- Patrick Smith (LP)

City of Mountain Brook (4)

- Joshua Glidewell (LP)
- Sacha Koster (LP, PD)
- Charles Robinson (MP)
- Shanda Williams (PD)

Personnel Board of Jefferson County (1)

- Drew Brasher (LP, MP)

City of Trussville (4)

- Caleb Hancock (LP)
- Evan Massey (LP)
- Matthew Panepento (LP, ODL)
- Constance Watkins (LP, MP, PD)

City of Vestavia Hills (2)

- Peyton G. Allen (LP, ODL)
- Jeremy Gurley (LP)

Jefferson County Commission (41)

- Yvette Allen (LP)
- Jereld Bensko (LP, MP)
- Bonita Brown (MP, PD)
- Celeste Brown (MP, PD)
- Ladonna Crum (MP)
- Lisa Davenport (PD)
- Anthony Dotson (LP, MP, PD)
- Tammie Tilcia Furman (LP, MP, PD)
- Brandy Holmes (LP, PD)
- Kenneth Holmes (MP)
- Cheryl Hoskins (LP)
- Michael House (PD)
- Michael Jackson (LP, MP, PD)
- Jacquelyne Johnson (LP)
- Ursula Kimbrough (CSL)
- Andrea Knight (MP, PD)
- Yolanda Lee (PD)
- Dedra Lewis (LP, MP)
- Michael Lewis (MP)
- Dave Lively (LP)
- Monique Lowery (PD)
- Dorothy Maul (PD)
- Sherry McClain (PD)
- Jessica Miller (MP, PD)
- Sharon Montague (LP, MP, PD)
- Sonya Moore (PD)
- Kerry Morris (CSL)
- Larry Parrish (PD)
- Ian Peters (CSL)
- William Powell (LP, MP)
- Gwendolyn Reasor (MP, PD)
- Erica Rocker (LP)
- Gloria Rowry-Kidd (PD)
- Edward Ryszkiewicz, (LP)
- Anthony Sparks (PD)
- Russell Starnes (LP, MP, PD)
- Wilma Thornton (MP)
- Gloria D. Turner (LP, MP)
- Chrystal Washington (MP, PD)
- Nancy Wilson (MP)
- Lela Wright (PD)

LP = Leading People

MP = Managing Processes

PD = Professional Development

CSL = Civil Servant Leadership

ODL = On Deck Leadership



WARRIOR

The City of Warrior is located at the northern border of Jefferson County, just off of Interstate 65. The city derives its name from the nearby Black Warrior River and, although records conflict regarding the year the City was incorporated, citing either 1889 or 1899, Warrior remains one of the oldest cities within the Merit System. From a population standpoint, Warrior is the smallest of the Merit System cities, serving as home to 3200 residents. Geographically, the city limits include 9.8 square miles. A rich history with roots in coal mining laid the foundation of today's Warrior, a small town presenting a friendly, family community. Recent growth in the overall metropolitan area has led to development and growth in the City of Warrior with the opening of new restaurants, retail and shops. Such growth has led to a unique combination of the conveniences of suburban communities while maintaining a quiet and peaceful rural environment. As a city of under 5000 residents, the City's inclusion in the Merit System is limited to its law enforcement employees.

Appointing Authority: Mayor Johnny Ragland

Merit System Employees: 17

Process & Service Enhancements

The Personnel Board continuously seeks to find better and more efficient ways of providing services to our Merit System employees. Adjustments are frequently made to existing processes and procedures to help improve the efficiency and effectiveness of our work and services. A listing of all enhancements is beyond the scope of this report; however, provided below are several substantive and notable efforts and recognition received in 2022.

APEX Award Winner

In 2022, the Personnel Board was named by Training Magazine (the leading business publication for learning and development and HR professionals) as an *APEX Award Winner*. The APEX Award recognizes organizations that provide best-in-class employee training and development and attain peak performance in employee training programs and organizational success. Winners were announced at the Training APEX Awards Gala held at the Training 2022 Conference & Expo at Disney's Coronado Springs Resort in Orlando, Florida. Not only was the Personnel Board named one of the top training departments in the country with the APEX Award, the Board was also named as one of only five *Best Practice and Outstanding Training Initiative* winners for our innovative training initiatives.

Branding Identity & Visual Standards

During 2022, the Personnel Board established new Branding Identity & Visual Standards to ensure consistent use of logos, typefaces and colors to form a clearly recognizable image for the organization. These elements were developed to work in concert to uphold the core values of the Board's brand and to ensure we are visually communicating a strong, unified and professional image to all audiences through all communications

Online Application Development

The Personnel Board continues to leverage its internal talent and technology to enhance the efficiency and effectiveness of our services. In 2022, the Board implemented three significant custom-built online "apps" — an application auditing system, a register viability tracking system, and an online virtual assessment module (VAM) — that have significantly reduced time needed to handle existing work processes. The application auditing system allows for quick and efficient auditing of the continued interest of applicants for Merit System jobs and helps ensure that the certification lists are effective in meeting Merit System employment needs. Through this system, applicants can easily indicate their continued interest in a job online, allowing our applicant tracking system to be updated in real time, greatly reducing time previously required for back and forth communications and system updating. Similarly, the register viability tracking system pulls and leverages data on existing and previous candidate registers to provide an easily interpretable summary for staff to determine the viability of registers to meet existing and future employment needs. This system significantly reduces time (returning data and results in seconds that would have previously taken extensive time to manually aggregate) and greatly aids decision-making on the overall viability of registers and, ultimately, helps to more effectively meet Merit System agencies' needs. Finally, VAM is an in-house designed online platform used to allow for efficient review and evaluation of candidate responses to structured interview questions and other similar employee selection assessments regardless of the physical location of the assessors. This module provides flexibility for the Board to conduct candidate assessments remotely and more efficiently, thereby greatly reducing the time and costs associated with interview assessment process and positively contributing to the Board's bottom line.

Police Officer Physical Ability Testing

In 2022, the Personnel Board collaborated with Police Departments within the Merit System to implement a coordinated effort to provide physical ability testing of prospective candidates at convenient locations throughout the County. This coordinated effort has helped to reduce redundancy of efforts made across the various Police Departments and allowed for candidates to complete needed testing processes once (and having the data shared across agencies) rather than requiring them to complete similar processes with each of the individual departments.

Personnel Board of Jefferson County
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Birmingham, Alabama 35203

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