



ANNUAL REPORT 2024



Personnel Board
A career. A purpose. A life.

2024 Annual Report

The content of this report covers the activities of the Personnel Board of Jefferson County for the 2024 calendar year (i.e., January 1, 2024 – December 31, 2024). This report was submitted to the Citizens Supervisory Commission at their semi-annual meeting held on May 20, 2025.

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>

Table of Contents

Activities & Services

Letter from the Director	5
PBJC Merit System	6
Merit System Agencies	7
Mission & Values	10
Governance & Structure	11
Citizens Supervisory Commission	14
Three-Member Board	15
Departments & Services	16
Financials Report FY2024	22
Merit System Workforce	26
Talent Sourcing & Recruiting	30
Classification & Compensation	34
Employment Testing	38
Employee Relations	42
Training & Development	46
Performance Management	50
WOW! Conference	51
Blitz Law Enforcement Career Fair	52
Social Media	53
Training APEX Award	54
Training Certificate Graduation	55
2024 Training Graduates	56
Act 2023-19 – Trussville	59

Agency Overviews

City of Bessemer	8
City of Birmingham	9
City of Center Point	12
City of Fairfield	13
City of Fultondale	20
City of Gardendale	21
City of Homewood	24
City of Hueytown	25
City of Irondale	28
City of Leeds	29
City of Midfield	32
City of Mountain Brook	33
City of Pleasant Grove	36
City of Tarrant	37
City of Vestavia Hills	40
City of Warrior	41
Jefferson County Commission	44
Department of Health	45
Sheriff's Office	48
Emergency Management	49

Page intentionally left blank.

Letter from the Director

Dear Citizens Supervisory Commission,

As we reflect on 2024, I am pleased to present this Annual Report summarizing a year of continued progress, innovation, and service across the Personnel Board of Jefferson County. Through our dedicated efforts, we remain steadfast in our mission to support the Merit System and the public servants who deliver critical services to our communities every day.

This year brought expanded outreach, modernized practices, and strengthened connections across the system. Our recruiting efforts reached new heights, resulting in more than 32,500 applications—a 25% increase over the prior year and the highest application volume in over a decade. This was made possible through intensified outreach events, targeted social media marketing, and agency-specific job campaigns. We also launched a large-scale law enforcement career fair—*The Blitz!*—bringing together all Merit System law enforcement departments for a multi-step hiring event supported by television and digital marketing.

Throughout 2024, we continued advancing employee development across the Merit System, with 247 Merit System employees earning 351 professional development certificates. We also proudly hosted our second annual *WOW! Conference*, bringing together HR professionals from across the system to collaborate, learn, and grow. As a result of efforts dedicated to professional development, the Personnel Board was nationally recognized with a *Top 20 Training APEX Award*, affirming our status as a public sector leader in employee development. We also continued implementation of Workday Talent, a best-in-class performance management system, to Merit System agencies; with 63% of agencies now using the platform to support more strategic performance evaluation.

Our commitment to fair and effective hiring remained strong as we conducted job analyses for 118 job classes and developed and validated minimum qualifications for 106 of those jobs, ensuring each remains aligned with professional guidelines and legal standards. Additionally, we administered employment selection assessments to over 4,000 candidates and introduced new efficiencies, including expanded WorkKeys testing availability and streamlined test administration practices.

To improve engagement and visibility, we centralized our social media efforts under the leadership of a newly hired Social Media Specialist. We increased follower growth by an average of 33% across all platforms—including Facebook, Instagram, LinkedIn, and YouTube—and reached nearly 270,000 impressions, leveraging targeted paid ads to more effectively reach qualified job seekers.

These achievements, along with enhancements in classification, technology infrastructure, and agency support, reflect our ongoing commitment to operational excellence and service to the Merit System. As we proceed into 2025, we remain committed to enhancing our services, fostering a high-performing workforce, and ensuring the Merit System continues to thrive. Thank you for your continued support and partnership.

Sincerely,

Jeffrey Crenshaw, Ph.D.

Executive Director, Personnel Board of Jefferson County

Personnel Board Merit System

The Personnel Board of Jefferson County was established by the Act No. 248 of the Alabama Legislature of 1945 (referred to as the Enabling Act) to ensure fair, merit-based employment practices and promote professionalism and efficiency in local government agencies within Jefferson County, Alabama. The Personnel Board and the agencies it serves are collectively referred to as the Merit System. Inclusion in the Merit System is defined by the Enabling Act and, today, includes over 7500 employees from 22 cities and government agencies within Jefferson County 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 – ranging from public safety, city management and information technology, to public works, medical services and engineering, just to name a few. Collectively and individually, our Merit System employees are making a difference in the communities that they serve.

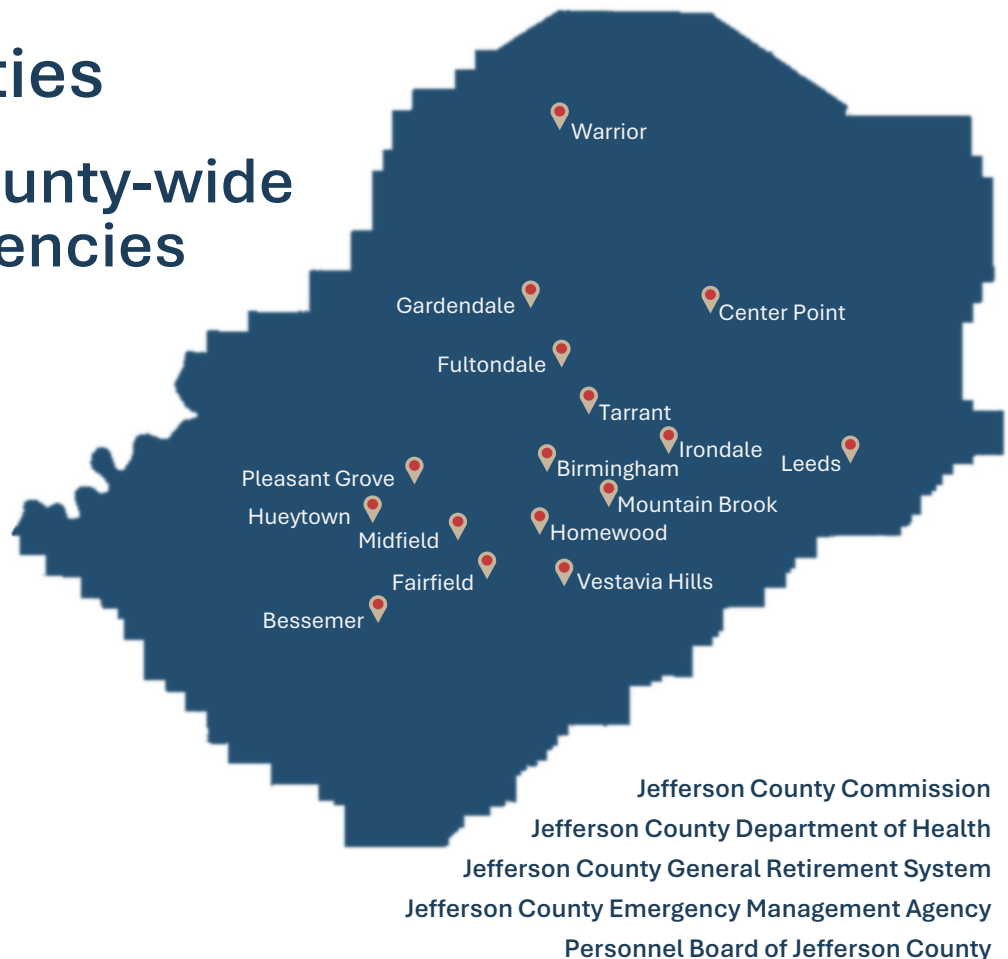
The Personnel Board is dedicated to effectively supporting the employment needs of our over 700 civil service occupations and establishing a model civil service system for our communities. The Personnel Board provides services ranging from recruitment and testing to job classification and employee development. The Personnel Board remains committed to supporting good governance by helping Merit System agencies attract, develop, and retain a qualified and diverse public workforce. Individuals interested in establishing a career in the public service can explore our many exciting opportunities at JobsQuest.org.

Merit System Agencies

The 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 Commission and four additional countywide agencies providing critical public services to our communities. Member Agencies are listed on the following page and brief descriptions of each agency are presented, along with photos, throughout this report.

16 Cities

5 County-wide
Agencies





City of Bessemer

Appointing Authority: Mayor Kenneth Gulley

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



City of Birmingham

Appointing Authority: Mayor Randall Woodfin

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

Mission & Values

Personnel Board 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

Merit System 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, & efficiency.

Civic Values

Pursuing the public interest with accountability & transparency.

Ethical Values

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

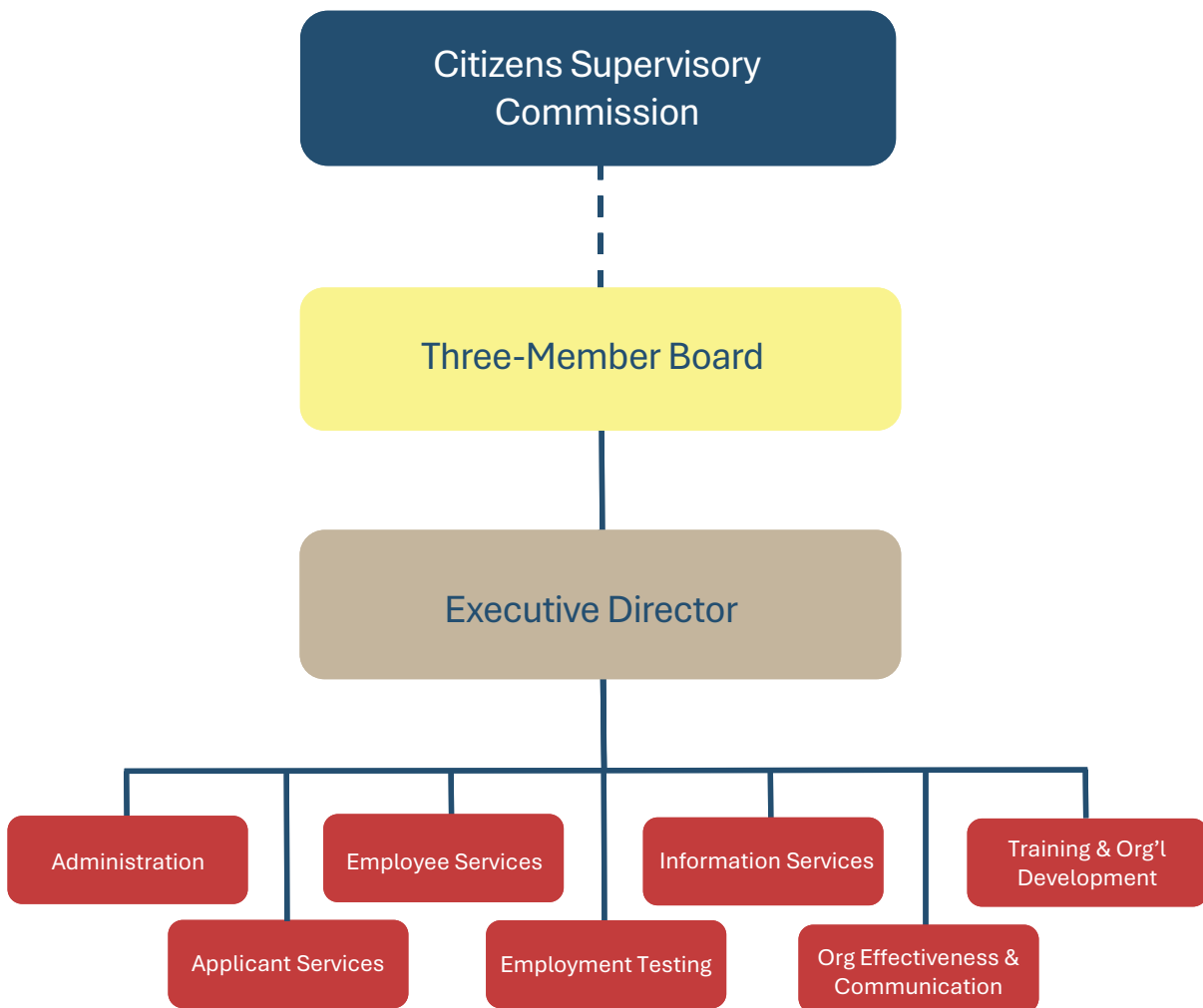
Human Values

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

Governance & Structure

Governing & Organizational Structure

Presented below is the governing structure of the Personnel Board of Jefferson County. Descriptions of the function, responsibilities, and make up of these organizational units are presented on the subsequent pages.





City of Center Point

Appointing Authority: Mayor Bobby Scott

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



City of Fairfield

Appointing Authority: Mayor Eddie Penny

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

Citizens Supervisory Commission

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.

CSC - Chairperson

Judge James P. Naftel
Jefferson County Probate Judge

Members

Mr. Steve Ammons
CEO, Birmingham Business Alliance, Inc.

Dr. Cynthia Anthony
President, Lawson State Community College

Mr. William Barnes
President/CEO, Birmingham Urban League

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

Dr. Emily Bell Casey
President, Jefferson County Medical Society

Ms. Dorothea Crosby
President, NAACP Birmingham Branch

Pastor E.O. Jackson
President, Interdenominational Ministerial Alliance

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

Ms. Jasmine Matthews
Jefferson County Employee Representative

Ms. Jan Plyler
President, Jefferson County Council of PTA

Ms. Heather Richards
Municipal Employee Representative, Mountain Brook

Mr. Ross Roberson
President, Central Alabama Labor Federation

Dr. Beck Taylor
President, Samford University

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

Three-Member Personnel Board

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

Place #1: Judge L. Kenneth Moore

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

Place #2: Ms. Jacqueline Smoke

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

Place #3: Ms. Donna Smith

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

Departments & Services

The Personnel Board is comprised of several departments that provide critical services to our Merit System agencies. Specific information on the services and responsibilities of each department are provided below.

Administration

The Administration Department is responsible for overseeing the executive and financial operations of the Personnel Board. This includes setting the organization's mission, defining strategic goals, and establishing core values to guide performance and decision-making.

Within Administration, the Business Office serves as the financial center of the Board. It manages the Board's operating budget and develops policies and procedures related to procurement, contract administration, and expense control. The office also processes payroll for Board employees and ensures compliance with all financial regulations and internal policies. In addition, the Business Office plays a key role in formulating internal administrative policies and communicating them clearly across the organization.

Finally, Administration is responsible for the review and revision of the Personnel Board Rules & Regulations, ensuring they remain aligned with Merit System laws. This work supports the delivery of high-quality services to Merit System agencies while maintaining compliance with applicable statutes and standards.

Applicant Services

Applicant Services serves as the gateway to employment for individuals interested in the many career opportunities offered by Merit System agencies. The department is responsible for developing outreach and recruitment strategies to increase awareness of Merit System careers and to attract candidates with the skills needed to support effective public service. Through creative marketing and targeted recruiting efforts, the Personnel Board seeks to identify and engage talented, skilled, and diverse individuals who can contribute meaningfully to local government operations.

Applicant Services is firmly committed to ensuring 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 law.

The department works closely with Merit System agencies to understand current and future workforce needs by monitoring the viability of existing eligibility lists,

anticipating staffing demands, and remaining informed of local and national workforce trends. Each year, Applicant Services announces hundreds of job openings, thoroughly screens thousands of applications, builds qualified applicant pools, and certifies eligible lists of candidates to hiring agencies.

In addition to its recruitment responsibilities, Applicant Services also functions as the primary customer service point for the Personnel Board, fielding daily inquiries in person, by phone, and through electronic messaging from applicants, agency representatives, and employees across the Merit System.

Employee Services

Employee Services is a division of the Personnel Board composed of two core departments: Classification & Compensation and Employee Relations. Together, these departments provide essential services that uphold fairness, equity, and accountability in Merit System employment practices, particularly in the areas of job structure, compensation, and due process.

The Classification & Compensation department is responsible for maintaining an effective and equitable job classification structure for the Merit System. This includes assigning positions to appropriate job classes, ensuring alignment between actual job responsibilities and the designated classifications, and setting salary grades that support the recruitment and retention of qualified talent through competitive pay. The department also plays a compliance role by reviewing agency service contracts to ensure alignment with Merit System laws and regulations.

Employee Relations is charged with ensuring that the Personnel Board's Rules & Regulations and the Enabling Act are properly applied in employee grievance and disciplinary appeals processes. The department provides Merit System employees with fair and impartial due process procedures, which serve as the foundation of fairness in civil service employment. These procedures promote transparency, accountability, and equitable treatment in employment matters. Employee Relations staff also work closely with employees, managers, department heads, and legal representatives to offer guidance on interpreting and applying the Rules & Regulations.

Employment Testing

Employment Testing supports the hiring of well-qualified, job-ready employees into Merit System positions through the development and administration of valid, fair, and legally defensible selection processes. To achieve this, the department conducts comprehensive job analyses and designs selection tools that are directly linked to job requirements and responsibilities.

Employment Testing develops and administers a wide range of selection methods, including evaluations of minimum qualifications, structured interviews, computer-based skills assessments, work samples, high-fidelity job simulations, and

assessment centers. The department leverages technology to streamline large-scale test administrations and enhance the efficiency, accuracy, and fairness of candidate evaluations.

The division is organized into four specialized teams. Three of these teams focus on job analysis and selection system development, each supporting approximately one-third of all Merit System job classes. The fourth team is dedicated to test administration and assessment operations, including candidate scheduling, coordinating qualified assessors for higher-fidelity evaluations, and managing the consistent, reliable scoring of candidate performance.

Information Services

Information Services functions as the technical backbone of the Personnel Board, supporting all central technology systems and digital operations. The department is organized into three core units: Business Systems & Reporting, Information Technology, and Application Development.

The Business Systems & Reporting unit works closely with Merit System agencies to configure access to Workday, the Personnel Board's human resources management system. It is responsible for generating critical data reports, processing employment records, and maintaining the personnel and compensation histories of Merit System employees. This unit also facilitates system upgrades and modifications to ensure Workday evolves with the changing needs of agencies.

The Information Technology unit provides internal technical support to Personnel Board staff and manages the organization's technology infrastructure and network security. Its responsibilities include strategic planning for IT upgrades, implementation of new technologies, and ensuring secure, stable, and efficient operations with minimal downtime.

The Application Development unit supports the Personnel Board and Merit System agencies by maintaining the organization's websites and developing custom internal and external web-based applications. This unit plays a key role in continuous process improvement by designing tools that enhance service delivery and streamline internal operations.

Training & Organizational Development

Training & Organizational Development (Training & OD) serves as a catalyst for learning, growth, and performance across the Merit System. The department is built on the belief that effective employee training and organizational development are essential to building a skilled workforce, strengthening employee engagement, and improving overall organizational effectiveness. Training & OD provides critical services in three primary areas: employee training, organizational development, and performance management.

In the area of employee training, the department delivers a wide range of learning opportunities designed to promote career-long development. These offerings include on-site classes, virtual instructor-led trainings, full-day workshops, live and recorded webinars, executive coaching, and individualized developmental feedback sessions.

Through its organizational development services, the department partners with Merit System agencies to foster growth, adaptability, and internal collaboration. This includes facilitating team development initiatives, leading targeted group sessions, supporting internal change efforts, and helping agencies align communication and operations with their values and strategic goals.

Finally, Training & OD administers the Merit System's performance management process, offering training, support, and a customized framework to help agencies align individual employee goals with broader organizational objectives. The process is designed to support meaningful employee development and drive continuous performance improvement across the system.

Organizational Effectiveness & Communications

The Organizational Effectiveness & Communications department plays a vital role in advancing the mission of the Personnel Board by leading efforts in strategic planning, agency-wide communications, and organizational improvement. The unit partners with leadership and staff across departments to set goals, monitor performance, and guide initiatives that enhance operational efficiency and overall effectiveness.

Organizational Effectiveness & Communications also manages internal and external communications, including oversight of the Personnel Board's social media presence, website content, and the production of digital publications and reports that highlight services, outcomes, and accomplishments. It ensures all messaging aligns with the agency's brand identity and supports informed engagement with employees, stakeholders, and the public.

Additionally, the department facilitates the development and implementation of strategic plans that strengthen Personnel Board programs and services. Through collaboration with department heads, Appointing Authorities, and external stakeholders, it helps identify service needs, address operational challenges, and ensure compliance with relevant policies, rules, and laws.

Overall, Organizational Effectiveness & Communications supports the Personnel Board's ability to remain strategic, transparent, and responsive in serving both internal and external customers.



City of Fultondale

Appointing Authority: Mayor Larry Holcomb

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



City of Gardendale

Appointing Authority: Mayor Stan Hogeland

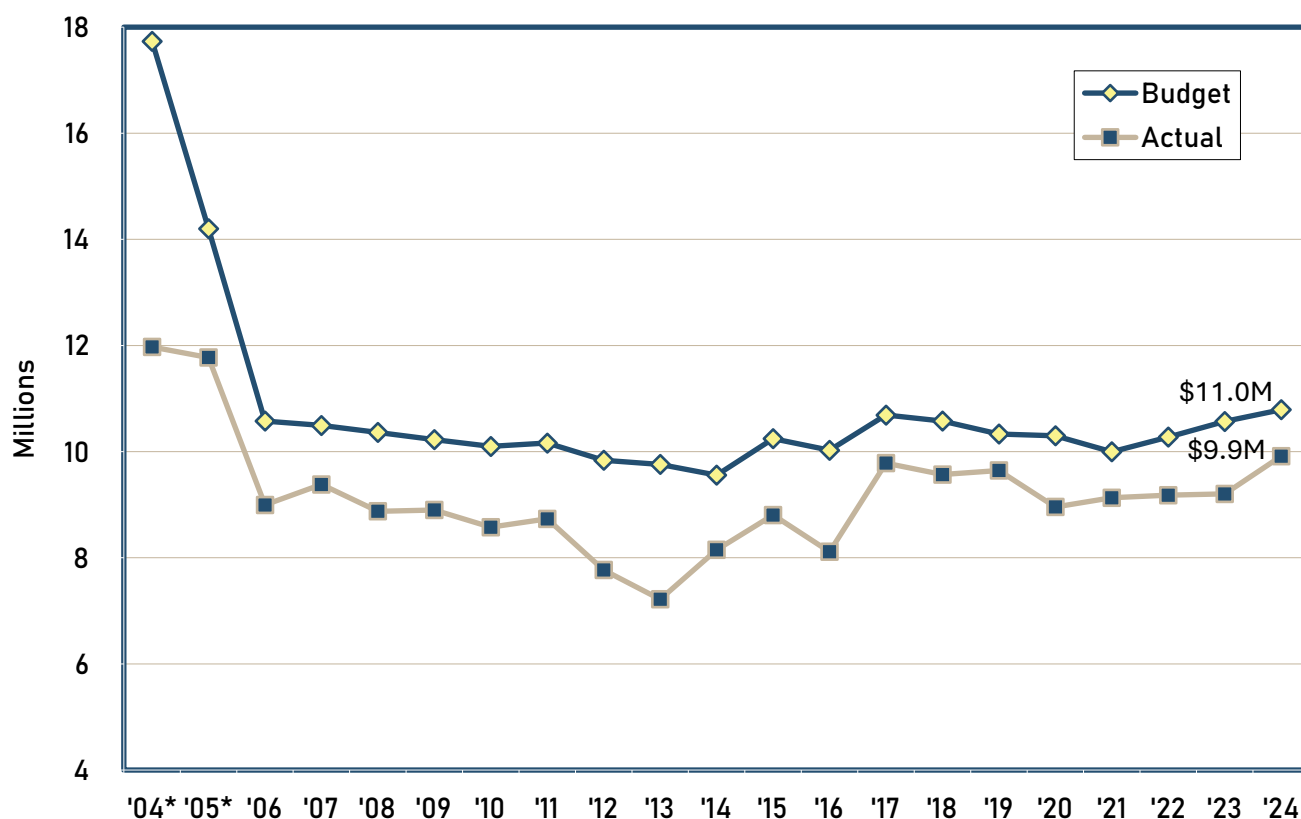
Founded in 1825 and incorporated in 1955, Gardendale is located in north central Jefferson County along Interstate 65, covering approximately 22.6 square miles. The City of Gardendale has a rich history, highlighted by numerous historic sites and landmarks, including the Gardendale Historic District,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

Financial Report FY2024

The Personnel Board is committed to fiscal responsibility and strives to be a diligent steward of public funds. Accountability and transparency in financial operations are central to its mission and core values. This section presents the Personnel Board's financial report for fiscal year (FY) 2024 (October 1, 2023 – September 30, 2024) and outlines the adopted budget for FY2025 (October 1, 2024 – September 30, 2025).

The chart below provides a summary of the Board's annual budget and expenditures over the past 20 years. In fiscal year 2024, total expenses amounted to \$9,914,649 — approximately \$876,000 under budget. Although under budget, the FY2024 expenses increased substantively compared to the previous three fiscal years, as operations and expenses returned to the pre-pandemic levels (i.e., 2017 to 2019). In July 2024, the Executive Director proposed the FY2025 budget to the Three-Member Board. The Board unanimously approved the proposed budget reflecting a \$248,000 increase (2.3%) over the FY2024 budget.

Personnel Board Budget & Expenses by Fiscal Year



The Personnel Board utilizes budget codes established by Jefferson County Commission for its expenses. Presented in the table to the right are the expense totals by budget code for the 2024 fiscal year.

Budget Code	Expenses
Personnel Costs	\$5,820,357.92
Employee Benefits	\$1,582,646.60
Legislative Allowance	\$2,500.00
Advertising	\$97,872.80
Systems maintenance (includes hosting fees)	\$628,371.70
Travel (professional development & recruiting travel)	\$33,373.78
Legal Expenses	\$330,320.76
Other Professional Services	\$269,442.60
Insurance premiums	\$62,924.87
Rental-Facilities (accommodations for volunteer assessors)	\$97,523.09
Office Supplies	\$27,472.15
Computer equipment and software	\$148,284.23
Hospitality (meals for volunteer assessors and training events)	\$37,690.24
Rent & Indirect expenses (rental of office space)	\$754,587.00
Other (includes telephone expenses, copier rentals, etc.)	\$21,281.27
	\$ 9,914,649.01

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 for the year. The Personnel Board certifies the overall expenses and the percentage of expenses to be allocated to the member agencies and submits the information to the Three-Member Board for approval. Each agency's expense allocation is

Agency	Allocation Percentage	Change from FY24
Birmingham	35.00%	0.89%
Jefferson Co. Commission*	29.80%	0.85%
Bessemer	6.10%	0.25%
Department of Health	5.50%	-0.03%
Homewood	3.80%	0.04%
Vestavia Hills	3.50%	0.22%
Mountain Brook	2.50%	0.21%
Irondale	1.90%	0.15%
Gardendale	1.50%	0.10%
Hueytown	1.50%	-0.09%
Fultondale	1.10%	0.07%
Leeds	1.00%	0.12%
Tarrant	0.90%	0.07%
Center Point	0.70%	-0.03%
Midfield	0.60%	0.13%
Pleasant Grove	0.60%	0.05%
Fairfield	0.50%	0.07%
Warrior	0.20%	0.03%
Tarrant Utilities	0.10%	0.07%

based on its number of classified employees (as of September 30th each year) relative to the total number of classified employees within the Merit System. Once certified and approved by the Personnel Board, the information is sent to the Jefferson County Commission for invoicing to the Merit System agencies. Presented in the table to the left are the percentage of expenses billed to each agency for FY2024.

* Includes EMA, General Retirement System, and Sheriff's Office.



City of Homewood

Appointing Authority: Mayor Alex Wyatt

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



City of Hueytown

Appointing Authority: Mayor Steve Ware

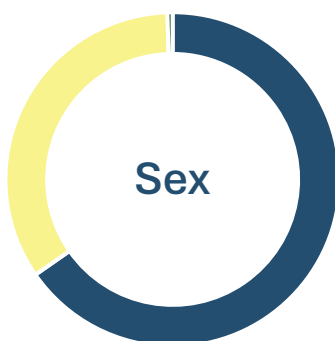
The City of Hueytown spans approximately 19.5 square miles just north of Interstate 20/59 in western Jefferson County. Hueytown fosters a close-knit community of over 16,000 residents and offers a variety of shops, restaurants, parks, and attractions, including the Hueytown Historical Society Museum,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

Merit System Workforce

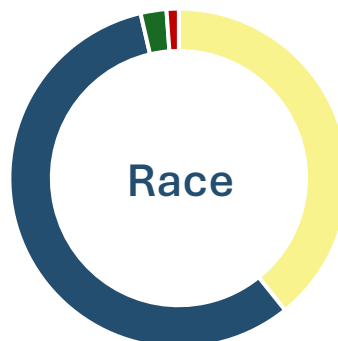
The agencies within the Merit System employ dedicated public servants across a wide variety of careers, who work collectively to ensure the safety of our citizens and the continuity of our governments. In 2024, the Personnel Board continued to engage in extensive recruiting efforts and significantly increased job postings and application activity for the year. Those efforts resulted in a continuing high number of appointments being made to fill vacant positions in the Merit System. In 2024, Merit System agencies employed a total of 7553 classified employees. This number represents a decrease of 276 employees; however, it should be noted that of that reduced number of employees, over 94% of the reduction was a result of the City of Trussville exiting the Merit System in 2024 (additional information is presented later in this report). Excluding the City of Trussville, the total employee within the remaining Merit System agencies remained essentially flat from 2023 to 2024.

Merit System Employee Demographics

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



65% Male
34% Female
<1% Undisclosed



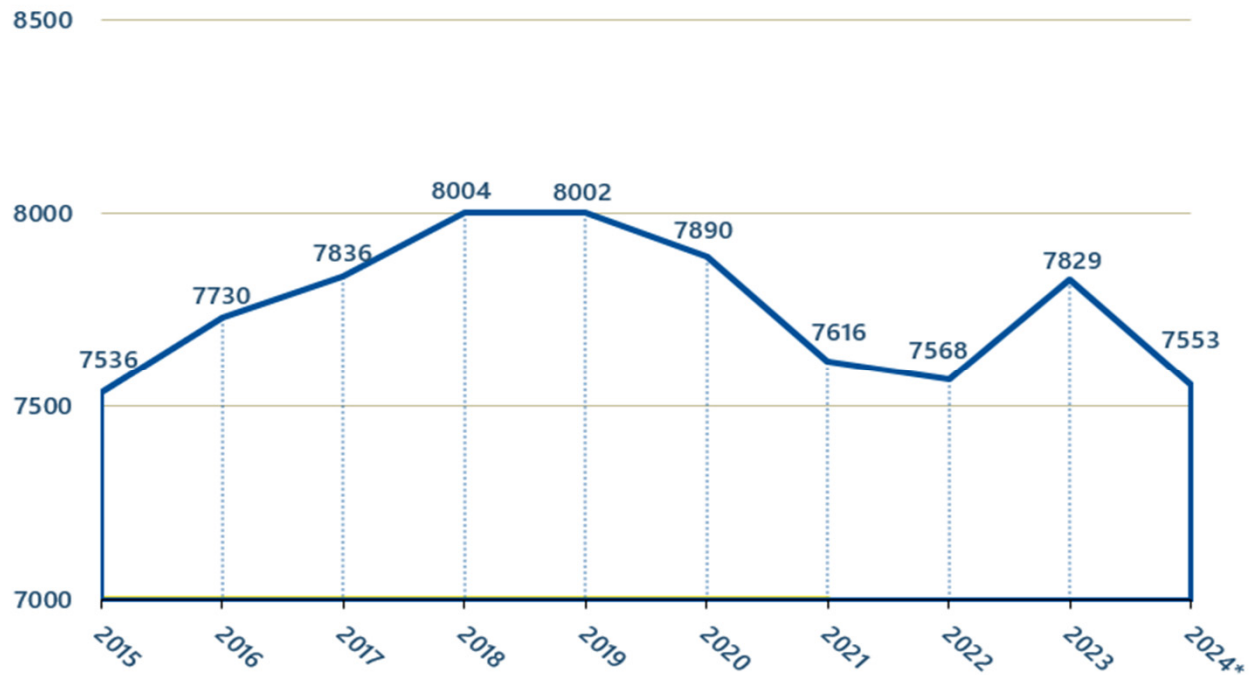
57% Black
39% White
2.4% Other Race
1.2% Undisclosed



35% <5 years
21% 5-9 years
11% 10-14 years
14% 15-19 years
8% 20-24 years
10% >25 years

Merit System Employees by Year

The graph below presents the total number of Merit System employees across all Merit System agencies by year since 2015. As can be seen from this data, a substantive increase in Merit System employees occurred in 2023, returning closer to pre-pandemic totals; however, a decrease occurred in 2024, as mentioned, due to the City of Trussville exiting the Merit System.



Employees by Agency

The table below presents the total number of Merit System employees within each of the agencies served by the Personnel Board.

Agency	Employee Total	Agency	Employee Total
Birmingham	2691	Fultondale	88
Jefferson Co. Commission*	2298	Leeds	84
Bessemer	476	Tarrant	73
Department of Health	410	Personnel Board	56
Homewood	288	Midfield	55
Vestavia Hills	279	Center Point	50
Mountain Brook	203	Pleasant Grove	49
Irondale	154	Fairfield	43
Gardendale	120	Warrior	17
Hueytown	106	Tarrant Utilities	13

* Includes Jefferson County Emergency Management Agency and General Retirement System



City of Irondale

Appointing Authority: Mayor James Stewart

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



City of Leeds

Appointing Authority: Mayor David Miller

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

Talent Sourcing & Recruiting

Attracting top-tier talent to the Merit System remains one of the Personnel Board's most critical responsibilities. In 2024, the Board continued to refine its recruiting and marketing strategies to:

- Encourage interest in civil service careers
- Position Merit System agencies as employers of choice in Jefferson County
- Attract a highly skilled, diverse, and motivated applicant pool

Despite historically low unemployment rates—a nationwide challenge throughout 2024—the Board sustained an aggressive, multifaceted recruitment campaign. These efforts significantly expanded the visibility of Merit System opportunities across platforms and communities. As a result, the Board received 32,518 applications—a 29% increase over the prior year and the highest in over a decade.

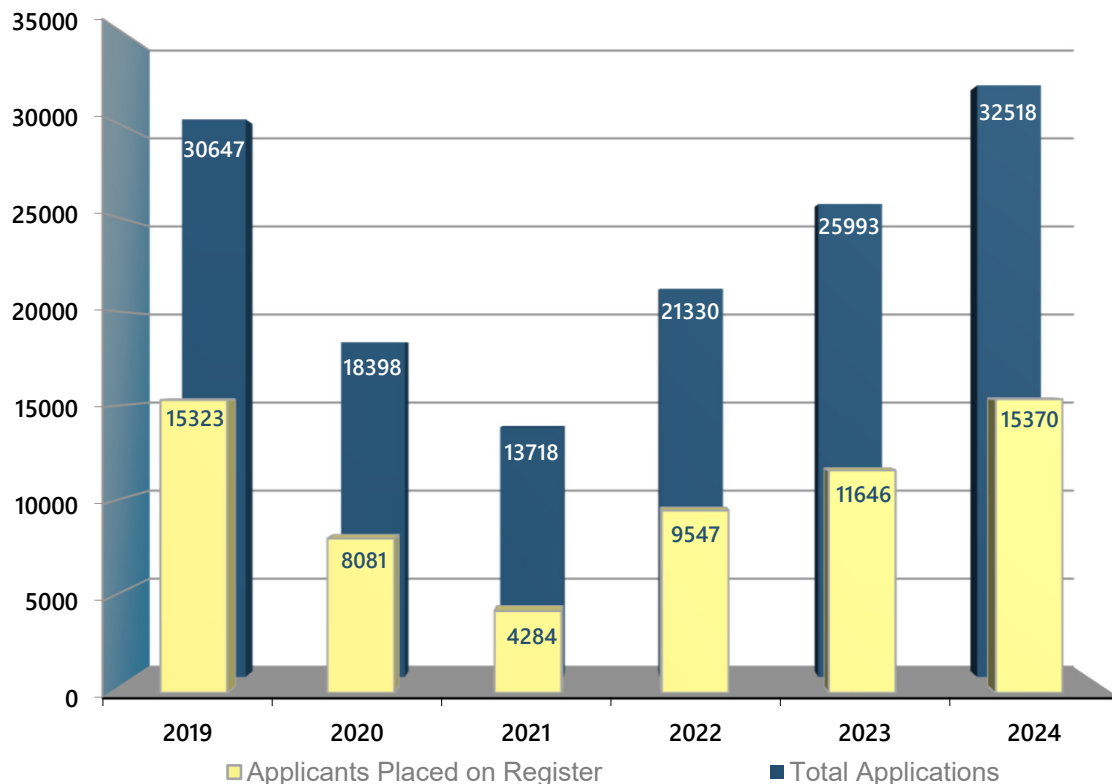
A major emphasis was placed on law enforcement recruitment, supported by a broad range of outreach efforts:

- Participation in 50+ in-person events at colleges, high schools, nonprofits, festivals, career centers, and National Guard units statewide
- Targeted social media marketing on LinkedIn, Instagram, YouTube, and Facebook with branded, job-specific content
- Job postings on professional association boards, LinkedIn groups, and niche online platforms
- Expanded agency-specific job postings tailored to individual recruitment needs
- A recruitment partnership with WBRC for Police Week, including daily law enforcement segments and a live phone/text bank connecting applicants with officers and Board staff
- Engagement through advisory board service with the Alabama Association of Colleges and Employers and UAB's Career Services Advisory Board
- Sponsorship of First Responders Night at Regions Field to promote public safety careers
- Production of television ads featuring Merit System employees, aired during the Alabama High School Football Championships and distributed via social media and the Board's dedicated recruitment site

These collective efforts helped raise the profile of Merit System employment opportunities and enhance the Board's ability to connect with qualified candidates across a wide range of disciplines and backgrounds.

Application Activity

In 2024, the Personnel Board continued to engage in extensive recruiting efforts and significantly increased application activity. The Personnel Board posted 388 job opportunities, carefully reviewed nearly 33,000 applications, and issued over 1,200 certification lists of eligible applications to its member agencies. Those applications and certification lists resulted in 1495 appointments in the Merit System for 2024.



373
Job Postings

32.5K
Applications
Received

↑25%
In Applications
Over 2023

1288
Certification
Lists Issued

1495
Merit System
Appointments

A photograph of the Midfield City Hall building. The building features a combination of stone masonry and horizontal wood siding. The words "MIDFIELD CITY HALL" are mounted on the wood siding above the entrance. A set of stairs with a metal railing leads up to the entrance. The building is surrounded by lush green trees, and the scene is captured from a low angle, looking up at the structure. The sky is clear and blue.

City of Midfield

Appointing Authority: Mayor Gary Richardson

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

A photograph of a stone archway leading to a garden path. The archway is made of dark stone and is supported by two brick pillars. The path is paved with light-colored stones and leads into a lush garden with green trees and bushes. The scene is brightly lit, suggesting a sunny day.

City of Mountain Brook

Appointing Authority: City Manager Sam Gaston

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

Classification & Compensation

Annual Classification Survey

Job classification is the process of analyzing the duties and responsibilities assigned to a position and placing it into the appropriate job class based on how those duties align with established job descriptions and related positions. A well-structured and consistently maintained classification system is essential for ensuring fair, equitable, and legally defensible human resources practices. The Personnel Board manages a comprehensive classification structure that includes over 700 job classes covering over 7,500 positions within the Merit System. To uphold the integrity of this structure, the Personnel Board conducts in-depth job analyses, performs an annual classification survey, and carries out targeted position audits on an ongoing basis to ensure positions are classified into the correct job classes.

The Personnel Board targets an analysis of approximately 20% of positions each year to ensure that all positions are considered for review at least once every five years. In 2024, the annual classification survey included 101 job classes and 909 positions within the following job families:

- Clerical
- Community & Economic Development
- Court Administration
- Environmental Protection
- Food Preparation
- Park Maintenance
- Parole & Probation
- Payroll & Pension
- Public Works Operations
- Social Work
- Traffic Services

Over 450 employees completed the survey during the classification survey audit period (additional surveys were completed for job analysis purposes). Responses from the surveys were carefully analyzed and further, more in depth review, was conducted on positions whose survey responses indicated potential misalignment with their job class. The results of the survey process indicated that over 99.5% of positions were properly classified, with only two positions recommended for reclassification.

Position Audits

In addition to the Classification Survey, the Personnel Board also ensures the integrity and fairness of the classification system through working out-of-class job audit requests. In order to evaluate a position, as a result of an out-of-class audit, the Personnel Board collects job data through interviews, job observations, and survey instruments administered to both the incumbent and their supervisor(s). This information is then

compared against the assigned job class and similar classes across the system to determine whether the position remains properly classified. If a position is found to be misclassified, the Personnel Board recommends that the employing agency either reclassify the position to a recommended job class or modifying its duties to align with the existing job class.

In 2024, the Personnel Board received seven out-of-class audit requests. Of those, two positions (29%) were determined to be performing significant duties outside of their current job and, as a result, were recommended for reclassification to job classes more appropriately aligned with the performed duties.

New Job Classes

Although the Personnel Board maintains over 700 job descriptions, the need occasionally arises to create a new job class to appropriately capture the responsibilities of a new position. Upon receipt of any request to create a new job, the Personnel Board reviews the submitted information to ensure that the job duties do not align with any existing job class and, if not, begins an analysis of the new job to develop a robust job description, establish an appropriate grade, and develop required qualifications. During 2024, the Personnel Board established 15 new job classes for use within the Merit System.

- Architecture Aide
- Building Inspections Supervisor
- Building Specialist
- Climate Pollution Reduction Manager
- Compliance Officer – Health Department
- Finance Director I
- Finance Director II
- Grants Manager
- Paralegal Supervisor
- Parks & Recreation Director II
- Payroll & Pension Analyst
- Payroll & Pension Division Manager
- Police Corporal
- Procurement Director
- Systems Analyst – Electronic Medical Records

Market Pay Analysis

The Personnel Board is committed to ensuring fair, equitable, and legally compliant compensation practices within the Merit System. As part of this commitment, it works to align employee pay with the competitive labor market to support recruitment and retention of well-qualified employees. In 2024, the Personnel Board reviewed salary data for over 200 job classes, including Department Heads, Fiscal, Human Resources, Public Safety support, and Public Works positions. Additional analysis was conducted for jobs with recruitment challenges. While the vast majority of pay grades were found to be appropriate, pay grades were adjusted for 47 job classes as a result of the review.

A photograph of the Pleasant Grove City Hall, a two-story building with a red brick facade and white columns. The building features a prominent clock tower on the left side with a white clock face and a gold-colored dome. The entrance is framed by a white pediment with the words "PLEASANT GROVE CITY HALL" inscribed on it. The building is surrounded by lush green trees, and the sky is visible in the background.

City of Pleasant Grove

Appointing Authority: Mayor Jerry Brasseale

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



City of Tarrant

Appointing Authority: Wayman Newton

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

Employment Testing

Job Analyses

Job analysis is a cornerstone of human resources, providing the foundation for a wide range of initiatives and decisions. A well-executed job analysis offers critical insight into a position's duties and responsibilities, as well as the knowledge, skills, and abilities (KSAs) required for effective performance. It also serves as a defensible basis for key HR practices—particularly in the area of employment selection.

To ensure that job information remains current and accurate, the Personnel Board conducts a comprehensive job analysis for each job class every five years, typically in conjunction with the classification survey. Each analysis involves several key activities:

- Background research to gain a preliminary understanding of the position,
- On-site job observations and interviews with incumbents,
- Focus group discussions with both incumbents and supervisors, and
- Survey administration to gather data on duties, tasks, and KSAs critical to the job.

During 2024, the Personnel Board executed the above steps to complete job analyses for 118 Merit System jobs. This thorough, research-driven process ensures the continued relevance and accuracy of job data that informs classification, recruitment, testing, and other HR decisions.

Minimum Qualifications

The Personnel Board plays a critical role in ensuring fair and effective hiring for Merit System positions by evaluating applicants' qualifications and job-related competencies. Central to this responsibility is developing and overseeing legally defensible selection processes, including the establishment of minimum qualifications for each job class.

To determine appropriate qualifications, the Board conducts job analyses and consults with subject matter experts such as current incumbents and supervisors. This collaboration ensures that qualifications reflect the actual KSAs required for successful performance. As an essential screening tool, minimum qualifications help identify candidates who meet the baseline requirements for the role. By aligning these standards with job needs, the Board promotes fairness, relevance, and consistency in public sector hiring.

The Board ensures that qualifications for all 700 Merit System job classes are reviewed, updated as necessary, and revalidated at least once every five years in accordance with human resources best practices. In 2024, the Board reviewed and updated qualifications for 106 job classes based on 118 completed job analyses, ensuring continued alignment with evolving job requirements and industry standards.

Employment Test Administration

The Personnel Board plays a critical role in evaluating the qualifications and job-related skills of applicants to ensure the fair and effective selection of highly competent individuals for Merit System positions. A core part of this responsibility is ensuring that all selection procedures—including written tests, skill assessments, and interviews—are valid, job-relevant, and legally defensible.

While minimum qualifications serve as a foundational screening tool, many positions require additional assessments to more accurately gauge candidates' knowledge, skills, and abilities relative to the job requirements identified through formal job analyses. In response to the increasingly competitive job market—and recognizing that top candidates often have multiple employment options—the Personnel Board continues to enhance and modernize its testing practices to improve efficiency without compromising validity or fairness.

In 2024, the Personnel Board administered employment tests to 4,016 candidates for various critical Merit System positions. These efforts primarily included the use of:

- Online skill assessments
- Structured interviews
- Assessment centers

These efforts reflect the Personnel Board's ongoing commitment to maintaining a rigorous, equitable, and modern selection process that meets the needs of both agencies and applicants. Jobs for which employment tests were administered include:

- | | |
|------------------------------|----------------------------------|
| • Accounting Assistant | • Firefighter |
| • Administrative Clerk | • Fire Apparatus Operator |
| • Administrative Assistant | • Fire Captain |
| • Administrative Supervisor | • Fire Lieutenant |
| • Business Office Supervisor | • Police Officer/Deputy Sheriff |
| • Court Clerk | • Police Corporal |
| • Human Resources Technician | • Probation Officer |
| • Medical Clerk | • Public Safety Dispatcher |
| • Revenue Examiner | • Public Safety Telecommunicator |
| • Skilled Laborer | |

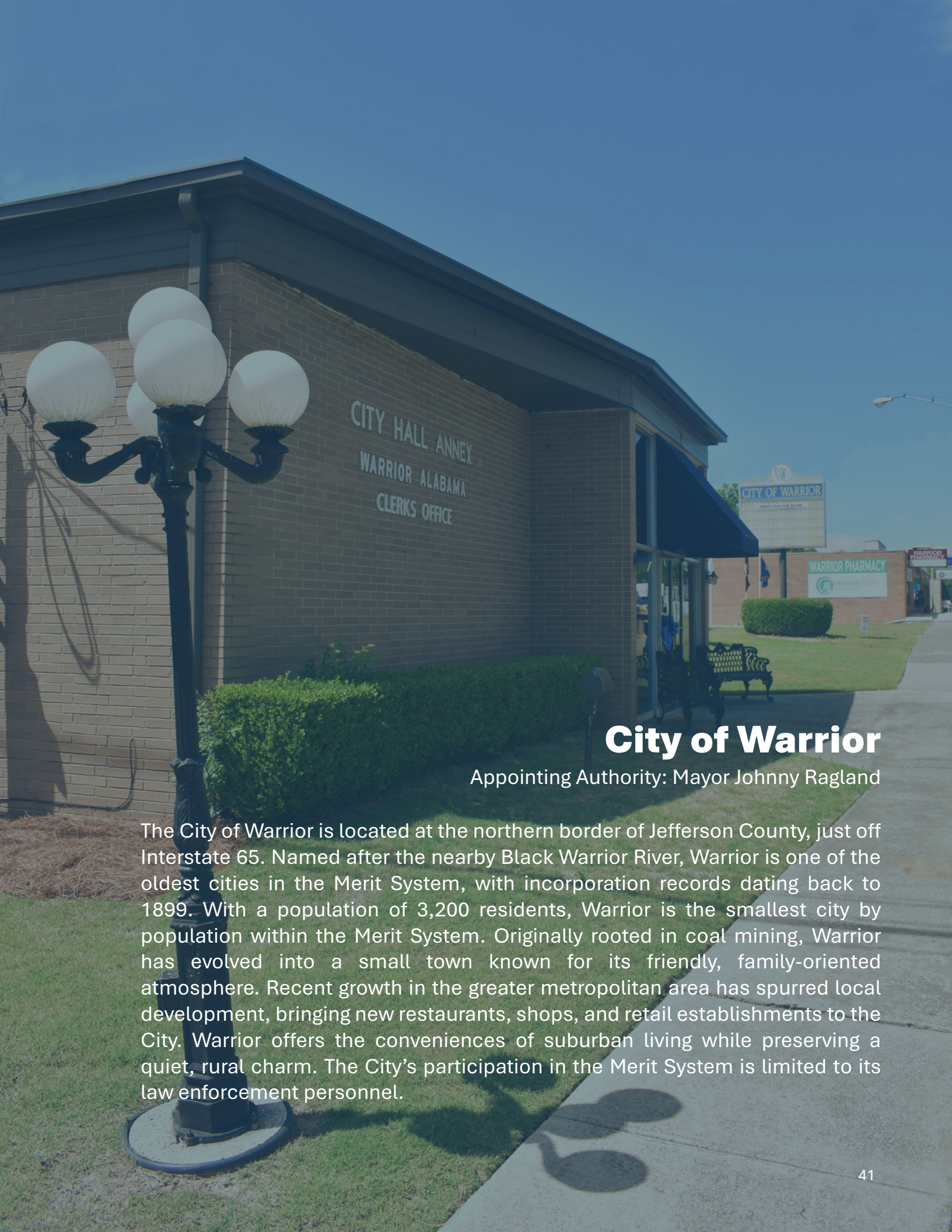
Additionally, in 2024, the Personnel Board became an authorized administrator of the ACT WorkKeys exam, which is required by the Alabama Peace Officers Standards & Training Commission for all applicants (who do not possess a college degree) seeking employment as a Police Officer. To increase accessibility and convenience, the Employment Testing division—working in collaboration with the Board's Recruiting Team—offered the WorkKeys exam on both weekdays and Saturdays throughout the year.



City of Vestavia Hills

Appointing Authority: City Manager Jeff Downes

Founded in 1950, Vestavia Hills is located in southern Jefferson County, spanning from Interstate 65 to just west of Highway 280. Over the past three decades, the City has experienced significant growth—both geographically, now covering approximately 19.4 square miles, and in population, which has doubled to over 34,000 residents. Vestavia Hills features numerous shopping centers, restaurants, and entertainment venues, along with a wide array of recreational amenities including parks, athletic fields, nature trails, walking paths, community centers, and a state-of-the-art civic and event center. With its extensive offerings, Vestavia Hills serves as a regional hub for recreation, business, and entertainment in the Birmingham metropolitan area.



City of Warrior

Appointing Authority: Mayor Johnny Ragland

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

Employee Relations

Disciplinary Appeals

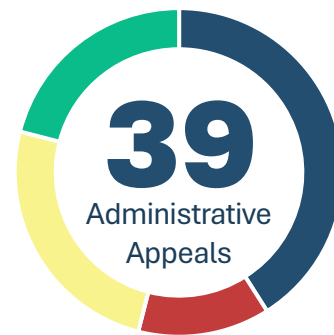
Due process is the foundation of fairness in civil service, ensuring impartiality and protecting employee rights. It reinforces accountability, transparency, and justice in employment matters—fostering trust in governance and guarding against arbitrary actions. As the administrative agency for the Merit System, the Personnel Board is responsible for upholding these principles by facilitating a formal administrative appeal hearing process for employees subject to certain disciplinary actions.

This process provides an independent, quasi-judicial forum in which disciplinary appeals are heard by a third-party Hearing Officer. The Hearing Officer reviews the case and issues a report and recommendation to the Three-Member Board. This service is essential in ensuring that Merit System employees subject to certain disciplinary or adverse employment actions receive timely, impartial, and appropriate due process in accordance with state law.

In 2024, the Personnel Board was notified of 280 disciplinary employment actions involving Merit System employees. Of these, 91 actions were eligible for appeal under the Personnel Board Rules & Regulations. From those eligible cases, 37 employees exercised their right to appeal and submitted a formal notice. During 2024, the Personnel Board concluded 39 administrative appeal hearings (including several appeals that were initiated prior to 2024). Presented below is a breakdown of the outcome of those hearings:



68% Ineligible for appeal
19% Eligible for appeal- Did not appeal
13% Eligible for appeal - Appealed



41% Upheld disciplinary action
13% Overturned disciplinary action
25% Modified disciplinary action
21% Settled

Employee Grievances

An effective employee grievance process is essential to fostering a respectful and productive work environment. It provides a structured mechanism for addressing workplace disputes, ensuring employees feel heard, and contributing to higher morale, increased trust, and a more positive organizational culture.

The Personnel Board facilitates a grievance process by providing a forum for open, two-way communication between employees and management aimed at resolving complaints informally. When resolution is not achieved at the agency level, Rule 15 of the Personnel Board Rules & Regulations allows for an administrative hearing in cases where the grievance involves a substantial term or condition of the employee's employment.

In 2024, employees initiated 21 grievance processes. Of the initiated grievances, 11 were resolved at the agency level, seven were filed to the Personnel Board but dismissed for failing to meet the requirements for a hearing under Rule 15, two were withdrawn by the employee, and one grievance was substantiated through an administrative hearing and a remedy was granted to the employee.



52% Resolved at agency
33% Dismissed (Rule 15 requirements)
10% Withdrawn
5% Substantiated

Administrative Leave

In certain circumstances, it may be necessary for a Merit System agency to place an employee on administrative leave (either with or without pay). Such leave must be submitted to the Personnel Board and, in instances where the paid leave is beyond five working days, additional time is required to be approved by the Director and then the Board. Any unpaid leave becomes appealable for an administrative hearing after five working days. Limits are also applied by Personnel Board Rules & Regulations regarding the length of time an employee may be placed on administrative leave. In 2024, the Personnel Board processed 64 requests to place employees on administrative leave with pay and received notice of four employees placed on leave without pay.

A photograph of the Jefferson County Courthouse in Alabama, a large, light-colored stone building with many windows. An American flag flies on a tall pole in front of the building. The image is partially framed by green leaves in the top left corner. The text is overlaid on the lower half of the image.

Jefferson County Commission

Appointing Authority: County Manager Cal Markert

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

A low-angle photograph of a modern, multi-story office building with a distinctive architectural design. The building features a series of vertical concrete columns that support a series of horizontal concrete slabs, creating a grid-like structure. Large windows are integrated into the design, reflecting the sky. A tree with green leaves is visible on the right side of the frame. The sky is clear and blue.

Jefferson County Department of Health

Appointing Authority: Health Officer Dr. David Hicks

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

Employee Training & Development

Employee Training Programs

Effective employee training and development are essential for improving both individual performance and overall organizational success. Training equips employees with the skills, knowledge, and competencies needed to adapt to changing demands, innovate, and thrive in their roles. A strong investment in development cultivates a highly skilled workforce, enhances employee engagement, and drives long-term productivity.

The Personnel Board is committed to advancing the performance of Merit System employees—and the quality of service provided to our communities—by offering a wide range of personal and professional development opportunities. These include the following signature programs:

360° Leader Certificate Programs

Designed for employees at all levels, the 360° Leader series consists of four stand-alone, but complementary certificates (described in more detail on the following page):

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

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

On Deck Leadership

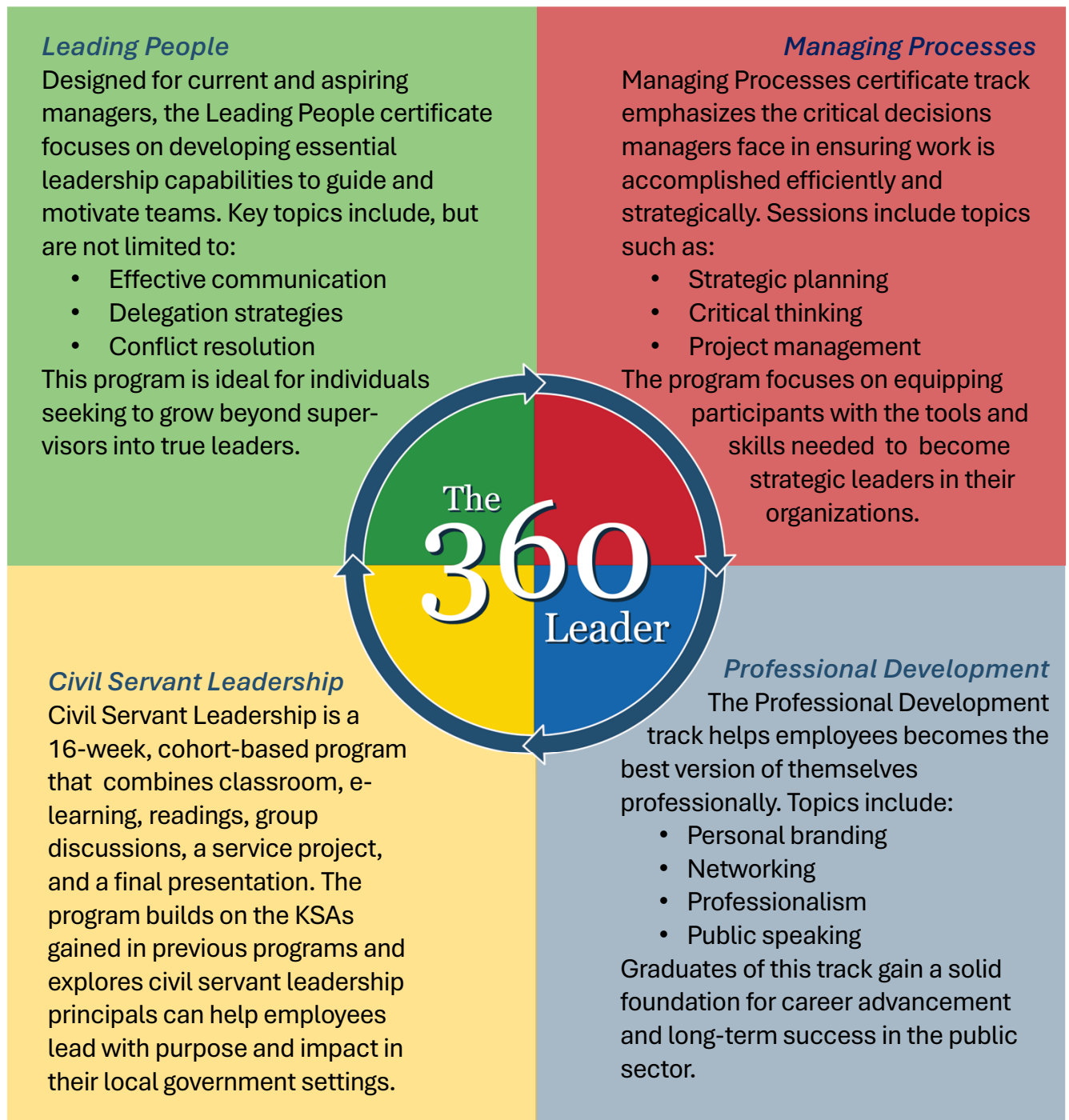
This intensive six-month program targets newly promoted leaders and provides a highly interactive, cohort-based experience. Through experiential activities, leadership exercises, group problem-solving tasks, videos, and lectures, participants explore and apply core leadership concepts. The program emphasizes real-world application by encouraging participants to address organizational and personal leadership challenges.

MPACT

MPACT (*Managers Performing All Competencies Today*) is designed for upper-level managers to develop critical leadership areas. Participants apply for inclusion and participate as a cohort in this nine-month program that provides a deep-dive into topics such as trust, communication, accountability, change management, and much more. In addition to 70 classroom hours, 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.

Certificate Programs

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

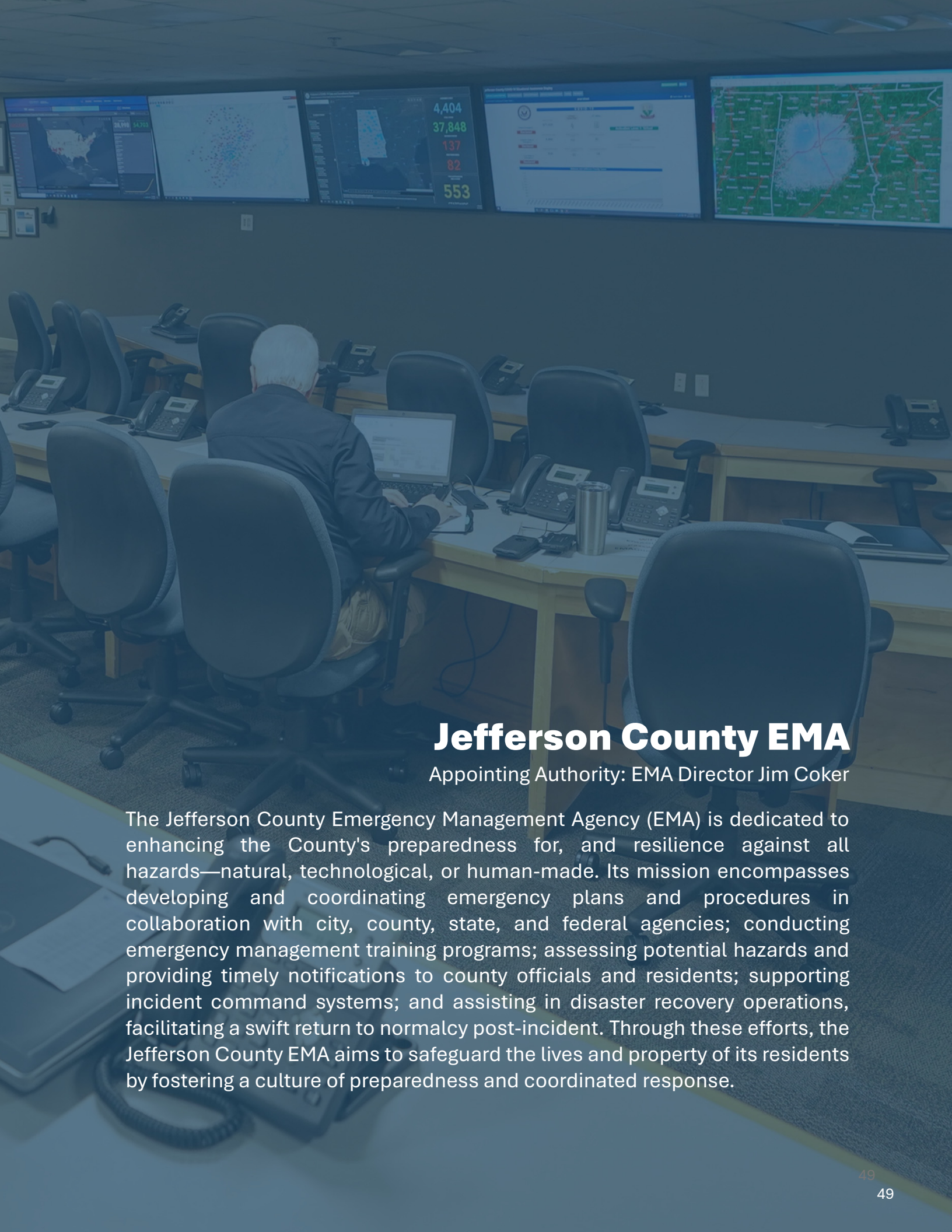




Jefferson County Sheriff's Office

Appointing Authority: County Sheriff Mark Pettway

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



Jefferson County EMA

Appointing Authority: EMA Director Jim Coker

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

Performance Management

Workday Talent Management Rollout

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

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

Key benefits of the competency-based approach include:

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

By the end of 2024, Workday Talent had been successfully implemented in 63% of Merit System agencies, with continued expansion planned in 2025.



Merit System HR Conference

Hosting of 2024 WOW! Conference

In June 2024, the Personnel Board hosted its second annual Working on Workday (WOW!) Conference at The Spark Learning Center. This full-day, system-wide event provided human resources professionals and hiring managers from across the Merit System with an opportunity to deepen their understanding of Personnel Board services and processes while strengthening their skills in using Workday, the Merit System’s human capital management system.

Conference sessions, led by Personnel Board staff, covered a wide range of Workday-related topics, including:

- Navigating certification lists
- Processing personnel actions efficiently
- Leveraging performance management tools and tips

Beyond technical training, the agenda featured sessions on leadership, diversity, and communication, along with an engaging “brain date” format—one-on-one sessions with Personnel Board staff to discuss specific services and get personalized guidance.

Attendees were also invited to participate in a “feedback lab” to share best practices and ideas. Networking and informal knowledge-sharing opportunities were available throughout the day, fostering cross-agency collaboration.

The conference concluded with an open-feedback dialogue, where participants reflected on their learnings and encouraged one another to continue improving—both in their use of Workday and in their roles as Merit System employees.

We look forward to welcoming attendees to the next WOW! Conference in July 2025.

The Blitz Law Enforcement Career Fair

Law Enforcement Recruiting & Career Fair

In response to the urgent need for qualified law enforcement applicants, the Personnel Board organized a comprehensive, full-day law enforcement recruiting event and career fair at the Birmingham CrossPlex in August of 2024. Present at the event were representatives from all 17 law enforcement departments served by the Personnel Board, along with Board staff, and representatives from law enforcement support departments (e.g., 911 dispatch).

The Blitz! was designed to attract a broad pool of candidates, streamline the hiring process, and offer a one-stop opportunity for individuals to learn about careers within any of the Merit System departments. Attendees were able to complete multiple steps of the selection process in a single day, including application submission, completing the WorkKeys assessment, and physical ability test. In addition, candidates had the chance to engage directly with representatives from all Merit System law enforcement agencies, allowing them to explore agency cultures, learn about specific job opportunities, and better understand potential career paths. To maximize attendance and community awareness, the event was supported by a robust, multi-channel marketing campaign, which included:

- Extensive social media campaigns coordinated in partnership with accounts of the Merit System agencies and law enforcement departments.
- Television marketing including advanced interviews with the Personnel Board's Recruiting Manager on WBRC's Good Day Alabama and WBRC on-site televised interviews with Board staff, law enforcement offices, and attendees.
- Digital promotion through CrossPlex's outdoor marquee and other physical signage throughout the County.
- Promotion by individual law enforcement officers and departments within their communities.
- Live on-site news coverage by WVTM during its midday and afternoon broadcasts.

This innovative, collaborative effort not only streamlined the recruitment and assessment process but also significantly expanded outreach to individuals considering a career in public safety. The success of the event has led to plans for The Blitz to be held semi-annually starting in 2025.

Enhancing Presence on Social Media

Expansion in Social Media Efforts

While the Personnel Board has utilized social media for many years, 2024 marked a more strategic and centralized approach to digital outreach. Under the guidance of the Organizational Effectiveness & Communication department—and with the addition of a dedicated Social Media Specialist in July—the Board expanded its efforts to unify messaging, promote services, and elevate recruitment visibility across key platforms.

Over the past year, we've refined and established a strategic approach to social media that prioritizes clarity, consistency, and intentionality. At the heart of this approach are our content pillars – Educate, Inspire, Promote, and Recruit – foundational themes that guide everything we create and share online.

The Board maintains an active presence on Facebook, Instagram, LinkedIn, and YouTube, using both video and static content to promote job opportunities, highlight events, and share informative, service-oriented messaging. These platforms not only serve as vital tools for public education and responsiveness, but also support talent acquisition by reaching broader and more diverse candidate pools.

A key part of this enhanced strategy includes the more effective use of targeted paid advertising, allowing the Board to promote specific job classes to individuals more likely to possess the relevant experience, credentials, or interests. This data-driven approach has strengthened the efficiency of outreach efforts and improved the return on investment of recruitment campaigns.

Since implementing this centralized structure, the Board has seen measurable growth in audience size and engagement across all platforms (including an average increase of 33% in followers across all platforms and nearly 270,000 overall impressions), indicating stronger public connection and growing awareness of the Board's mission and services.

THE POWER OF CONTENT PILLARS

WHAT EACH PILLAR ACCOMPLISHES



EDUCATE

Share helpful, easy-to-digest information to build trust and empower the community.



INSPIRE

Highlight services, events, and opportunities to drive engagement and awareness.



PROMOTE

Showcase real stories, history, and positive moments to personalize the Merit System.



RECRUIT

Attract talent through spotlights, behind-the-scenes, and call-to-action posts.

Training APEX Award

Personnel Board Recognized Named Training Apex Award - Top 20

In February 2024, the Personnel Board was honored as a Training APEX Award winner, earning recognition for excellence in employee training and development. Selected from hundreds of submissions across North America, the Training APEX Awards celebrate organizations that demonstrate outstanding commitment to learning through programs that are strategic, impactful, and aligned with organizational goals.

Winners are rigorously evaluated based on several key criteria, including:

- Investment in training
- Scope and structure of training programs
- Alignment with organizational priorities
- Measurable outcomes in employee performance and organizational effectiveness

At the Training 2024 Conference & Expo in Orlando, Florida, the Personnel Board ranked #19 overall—a testament to the strength and evolution of its training initiatives.

“We salute the 2024 Training APEX Awards winners’ training brilliance, out-of-this-world innovation, and deep dedication to employee learning and development,” said Lorri Freifeld, editor and publisher of Training magazine. “These organizations continue to shine a light on the vital role training plays in organizational success.”

This year’s Top 20 ranking reflects the Personnel Board’s ongoing commitment to continuous improvement. Since receiving its first APEX Award in 2016, the Board has steadily climbed in the rankings—solidifying its reputation as a leader in public sector training and development.



Training Certificate Graduation

On October 4, 2024, the Personnel Board proudly recognized 247 Merit System employees from various agencies for their successful completion of one or more employee development certificate programs during the year. The celebration took place at the Vestavia Hills Civic Center and marked a significant milestone in professional growth across the Merit System.

Each graduate was presented with a commemorative plaque in recognition of their achievement. The event was further distinguished by a powerful keynote address from United States Army Lieutenant General and former Chief of Police for the City of Birmingham, A.C. Roper, who spoke on the importance of leadership, public service, and lifelong learning.

In total, 247 employees earned 351 certificates across several signature programs, reflecting the breadth and depth of professional development throughout the Merit System. The Personnel Board commends each of these individuals for their dedication to personal and professional growth.

The following pages list the 2024 graduates of:

- Leading People – 121 certificates
- Managing Processes – 79 certificates
- Professional Development – 59 certificates
- Civil Servant Leadership – 43 certificates
- Managers Performing All Competencies Today (MPACT) – 16 certificates
- On-Deck Leadership (ODL) – 31 certificates

Congratulations to the 2024 Certificate Graduates!

2024 Training Graduates

Presented below are the 247 employees from 19 Merit System agencies and community partners who were honored with one or more certificate, as indicated, at the 2024 Training Program Graduation.

City of Bessemer

Christopher Bostock (MPACT)
Timothy Clayton (ODL)
Mark Dunn (MPACT)
Aleria Harper (LP, MP, PD)
Chiquita Jordan (LP)
Stenson Lawyer (MP)
L. Kaleb Moore (ODL)
Kyle Roy (LP)
Kendra Ward-Young (LP, MP, PD)

Birmingham Public Library

Emily K. Allee (LP, MP, PD)
William Anthony (LP, MP)
Tamar Barham (CSL)
Diane Blaylock (CSL)
Tonya Clarke (LP)
Leslie Deason (LP, MP)
Samantha Gaston (MP)
Megan Marie Green (LP, MP)
Pamela Jessie (LP, PD)
Augustus Jones (LP, MP)
Maya Jones (LP, MP)
Tywana Mickens (LP)
Catherine Oseas (LP)
Kenneth Padgett (LP)

Birmingham Zoo

Katelyn Moore (ODL)
Molloye Nardi (MPACT)

City of Center Point

Shameika Coleman (PD, CSL)
DeDarius Pierce (PD)
Catrina Willett (MP)

City of Fultondale

Amanda Reid (CSL)

City of Homewood

Michael Clark (LP)

City of Hueytown

Christine Stokes (LP, CSL)

City of Irondale

Leigh Allison (ODL)
Brian Anderton (LP, MP, PD)
David Brasher (MP, PD)
Gregory Colby (MP)
Shannon Dillashaw (LP)
Brooke Durrance (LP)
Tamiko Erby (MP)
Mike Harrison (LP, MP, PD)
Jason Hill (MP, PD)
Dana Horsley (ODL)
Felicia Johnson (LP)
Terry Lewis (MP)
Shawn Maglothin (LP, MP, PD, CSL)
Joshua McDaniel (LP)
Mark Meadows (LP)
Mike Toliver (LP)
Connie Turner (LP)
David Vance (MP)
Ashleigh Williams (LP)

City of Leeds

Toushi Arbitelle (MPACT)
Jacob Scott (LP)
Glenn Williams Jr (ODL)

City of Midfield

Jesse Bell (MPACT)

City of Mountain Brook

Dean Brazier (LP)
Lance Ziska (PD)

City of Tarrant

Dedrick Browder (ODL)
Michael Lucious (LP)

City of Trussville

Patrick Blom (LP, MP, PD)
Michael Campbell (LP, MP, PD)
Colin Fach (LP)
Stephen Nabors (LP)
Michael Tucker (LP)

City of Vestavia Hills

Lori Beth Kearley (MPACT)
Jamie Lee (MPACT)

2024 Training Graduates (continued)

City of Birmingham

Dominique Adams (LP)	Terri Mitchell (MP, PD)
Angel Armstrong (ODL)	Trey Morrison (LP, MP)
Lattrice Averette (PD)	Angela Moss (ODL)
Timothy Bell (LP, PD, CSL)	Kenneth Olive (LP)
Jennifer Bell-Jackson (LP)	Schuyler Osby (LP)
Paul Blackford (LP)	BreAnna Paige (LP)
Evan Brooks (LP)	Reva Palmer (LP)
Karla Calvert (PD)	Andrew Parker (LP, MP, PD)
Lalecia Coleman (MP)	Larry Parrish (LP)
Direcus Cooper (LP, MP, PD, CSL)	Shanese Patterson (LP)
Felicia Cox (PD, CSL)	James Patton (LP)
Dedra Crawford (LP, MP)	Quinton Payne (MP)
Aaron Crowe (LP)	Dedra Peoples (CSL)
Deletha Cummings (ODL)	Karen Phillips (ODL)
De'Angelo J. Davis (MP)	Shaneya Pledger (MPACT)
Marquetta Dickinson (LP, MP, PD)	Benjamin Poe (LP, MP, PD)
Demarco Easley (CSL)	Genessa Reasor-Johnson (LP, MP, CSL)
Ehrick Flanigan-Nixon (CSL)	Erica Rocker (MP, CSL)
Pamela Giles (CSL)	Jeffrey Russell (LP)
Stephen Gray (LP)	Wallace Russell (CSL)
Alecia Hardy (LP)	LaTonja Samuels (CSL)
Corinda Harris (MP)	Courtney Sanders (LP)
Karlisa Harris (PD, CSL)	Zackery Shivers (LP)
Terrell Hendon (LP, PD)	Monique "Mo" Shorts (ODL)
Matthew Hill (LP)	Roland Smith (LP)
Theotis Hudson (CSL)	Karen Swain (LP, PD)
Robert Jackson (MP)	Derosha Swann (PD)
Victoria Jackson-Hunter (PD, CSL)	Leon Thompson (PD)
Desland James (LP)	Clarence Threatt (CSL)
Tanirah Johnson (LP, MP, ODL)	Arvetrice Wade-Jones (MP)
LaKiedra Jones (PD)	James Waits (ODL)
Spencer Justice (PD)	Otisa Walker (MPACT)
Hunter King (LP)	Quanita Washington (MP)
Talon Kollars (CSL)	Donald Whetstine (ODL)
Tammy Lane-Wynn (ODL)	Corigann White (ODL)
Monica Law (CSL)	Edward Williams (MP)
James Littleton (MP, PD, CSL)	Wendie Williams (LP)
Arnita Maxwell (MP)	Starleshia Willis (LP, CSL)
Jessica McGee (MP, ODL)	Charles E. Winborn IV (MPACT)
Keiara Middleton (LP)	Bronson Wright (MP)
Aaron Mitchell (LP, MP)	

2024 Training Graduates (continued)

Jefferson County Commission

Yvette Allen (MP, PD, ODL)	Michael Jackson (ODL)	Frederick Small (LP, MP, PD)
Jereld Bensko (PD, CSL)	Tammie Johnson (LP)	Alisha Thomas (PD)
David Bessiere (ODL)	Tiffany Johnson (LP, MP, PD)	Brittany Thomas (LP)
Brittany Blackman (MP, PD, CSL)	Viktor Johnson (LP, MP)	Ronald Thomas (ODL)
Kimberly Blue (MP, PD)	Jonitta Jones (LP, MP)	Wilma Thornton (MP)
Krystal Nicole Butler (LP)	Wakneco Jones (CSL)	Antrena Twyman (MP, CSL)
Steven Cockrell (MPACT)	Andrea King (LP)	Latasha Underwood (PD, CSL)
Julie Cohen (LP)	Maria Knight (LP)	Sheryl Walker (LP, MP, PD)
Michelle Cole (LP, MP)	CJ Knight MPACT)	Crystal Washington (CSL)
Tracy Colvin (PD)	Michael Lewis (CSL)	David Waters (LP)
Heather Crowe (ODL)	Dave Lively (ODL)	Lawanza Webb (MP)
Diane Elston (PD)	Jasmine Matthews Garrett (LP, MP)	Darrick Williams (MP, MPACT)
Corleen Farley (LP)	Amber McCollum Motley (LP)	Monte Williams (LP)
Susan Frey (LP)	Adrilisa Mitchell (ODL)	Rosherren Williams (LP)
Ayana Gibson (PD)	Sharon Montague (MPACT)	Tyshona Williams (LP, MP, PD)
Teresa Darlene Glaze (PD)	Valarie Nealey (LP, MP)	Arnetta Willis (LP, MP, CSL)
Candace Harris (LP, PD)	Thomas Parchman, III (LP)	Santayana Woods (MP)
Theresa Harve (PD)	Re'van Pettway (PD)	Marvis Young (MP)
Cedric Hayden (MP, PD)	Michael Pickens (LP)	
Carrie Hill (ODL)	Amanda Reid (ODL)	
Tanjawania Hurst (LP, MP)	Latonya Samuel (ODL)	
Michael Hymes (MP)	Stephanie Scoggins Clemann (CSL)	

Jefferson Co. Sheriff's Office

Brandy Holmes (CSL)
 Kenneth Holmes (CSL)
 Mike House (MP)
 David Lawrence (LP)
 Mary Marcum (LP, MP)
 John Mayes (LP, MP, PD, CSL)
 George McCreless (LP)
 Joni Money (LP)
 Dr. Torii Ramsey (LP, MP, PD, CSL)
 Truman Sampson (LP)
 Patrice Tarrant (PD, CSL)
 Gloria Turner (LP, CSL)
 Gregory Zeigler (LP)

Department of Health

Eva Cabrera (LP)
 Randall Cole (LP)
 Jannese Covington (MP)
 Janey Effinger (LP)
 Patrina Gosha (CSL)
 Nina Harvey (ODL)
 Rosalind Hayes (LP, PD)
 Sherona Ingalls-Watkins (LP, MP, PD)
 Melva Latham (ODL)
 Shila McKinney (MP)
 Shaniqua Miles (ODL)
 Monique Mullins (MP)
 Melissa Nelson (MP)
 Alexis Parker (MP)
 Veronica Santos Heard (LP)
 Edward Valencia (LP)

Personnel Board

Becky Lopez (LP, MP)
 Lauren McMahan (LP)
 Krystal Pitts (CSL)
 Allysa Singer (PD, CSL)

Act 2023-19

City of Trussville

In accordance with Ordinance No. 2023-019, the City of Trussville formally notified the Personnel Board of Jefferson County of its intent to withdraw from the Merit System. The ordinance, adopted by the Trussville City Council, initiated the City's exit from the jurisdiction of the Personnel Board, with the separation becoming effective in April 2024. This action was taken pursuant to the authority granted under Act 2023-460, passed during the 2023 Regular Session of the Alabama Legislature.

Act 2023-460 was tailored to apply specifically to the City of Trussville by defining eligible municipalities as Class 8 cities with populations of 25,000 or more, spanning two counties, and subject to a county personnel board as of January 1, 2023. This crafted legislation enabled the City of Trussville to establish its own municipal civil service system, separate of the Personnel Board Merit System.

The Personnel Board acknowledged receipt of the City's ordinance and, in accordance, removed the City and its employees from the Merit System as of April 2024. At the time of the separation, the City of Trussville's employees represented approximately 3.3% of the overall Merit System employees



Personnel Board

A career. A purpose. A life.