

ORGANIZATIONAL PLANNING
AND DEVELOPMENT REPORT

JEFFERSON COUNTY
HUMAN RESOURCES DEPARTMENT



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ORGANIZATIONAL PLANNING &
DEVELOPMENT FINAL REPORT

Jefferson County Human Resources Department

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Executive Summary

The Auburn Montgomery Center for Business and Economic Development (the Center) conducted an organizational planning and development analysis of the Jefferson County Human Resources Department (the Department) to 1) assist in developing a mission statement that more accurately corresponds to the direction and overall purpose of the Department; 2) ensure that its current personnel are appropriately assigned to functional areas where their educational backgrounds, work experience, knowledge, skills, and abilities can best be utilized; and 3) assess and recommend a timely response to the projected needs of the four functional areas within the Department (i.e., Personnel and Employee Services Division, Recruitment and Workforce Development Division, Technology and Compliance Division, and Risk Management Division).

Center consultants began their analysis of the Human Resources Department by conducting one-on-one structured sessions with each employee. The sessions ranged from one to two hours and focused on ensuring that the tasks and responsibilities outlined in the classification descriptions were accurate regarding each individual's current job responsibilities, educational background, and relevant knowledge, skills, and abilities. Information concerning employee training needs, work resources, and current challenges to successfully perform assigned work duties was also collected. Additionally, meetings with senior management were conducted and provided insight into the existing personnel needs and the current and future direction of the Department.

From the one-on-one and group sessions, as well as the management meetings, Center consultants were able to make recommendations regarding the current assignments of the Human Resources Department incumbents, the existing classification structure, and the addition of personnel. The personnel changes were discussed with managers throughout the project, and many changes were made during the course of this study.

Introduction

Background

The Jefferson County Human Resources Department contracted with Auburn Montgomery Center for Business to provide Organizational Planning and Development consulting services to include developing a mission statement; reviewing and updating the current job descriptions; conducting staffing analysis; and developing a structured oral interview, a classification and compensation plan, and a recruitment plan for new or unique positions.

User, Dates, & Location of Study

The Jefferson County Human Resources Department, located in downtown Birmingham, Alabama, is a new department within Jefferson County government. At the time of this study, approximately 30 people were employed with the Department. The project was conducted at the Human Resources Department offices over a period of ten months, from Jan 1st, 2008, through October 31st, 2008. During this timeframe, analysts facilitated approximately 35 sessions with current Department employees to identify current job duties; responsibilities; educational backgrounds; job experience; and knowledge, skills, and abilities. Six meetings with supervisors and managers were held to determine current and future staffing needs based on the current workforce, and four meetings with the Director of Human Resources were conducted to ensure workforce needs are consistent with current and projected workloads. Throughout the project, Center managers met with the Director of Human Resources to ensure that the project was progressing as anticipated and meeting the needs of the organization.

Organizational Setting

The Jefferson County Human Resources Department was created as a result of an Auburn University (AU) study that was conducted four years ago. A recommendation regarding the creation of a Human Resources Department was specifically included in the AU report to the Commission or Commission President. Additionally, efforts to comply with the consent decree were taking place at the same time and, as a result, the

Commission approved Administrative Order 04-2 on June 29, 2004, which precipitated the inception of the Jefferson County Human Resources Department.

The Department has been in existence for approximately four years. While the Jefferson County Personnel Board's jurisdiction covers all employees who work in Jefferson County, the Human Resources Department's jurisdiction extends only to individuals employed by the Jefferson County government, with some exceptions.

Functions of the Department include recruitment and employee development, training, benefits administration, employee relations, personnel actions, risk management, and occupational health. During the course of this study, it was decided, per the consent decree, that the Department would be responsible for ensuring that all employees receive performance reviews annually and that the Department would also be responsible for the maintenance, revision, and retention of this data.

The organizational planning and development activities described herein were conducted by Jeanine Boddie-LaVan, Cynthia W. Forehand, Julie Hetzler, Brennan Cox, Melissa Maday, Carolyn Lees-Hotton, and Rebecca Zender. This final report includes: 1) a final report detailing information gathered during the employee interviews and describing the process utilized in identifying the appropriate staff for each functional area and 2) recommended changes to the Department's staffing, structure, and mission statement.

Jefferson County Human Resources Department

The Department is organized into four divisions. It is important to note that some of the assigned functions of each division have changed and evolved over the course of this project. In fact, specific responsibilities of the functional areas within the Human Resources Department are still being modified in an attempt to streamline tasks and minimize duplication of effort. While some overlap of work responsibilities was discovered, the basic focus of each division has remained the same.

Recruitment and Workforce Development

The Recruitment and Workforce Development division is responsible for the recruitment and selection of non-classified positions (e.g., laborer, intern), assisting Jefferson County departments in conducting structured interviews for the selection of both classified and non-classified positions, conducting training sessions on the Structured Interview Process (SIP), and reviewing candidate selection packets to ensure compliance with established policies and procedures during the selection process.

Personnel and Employee Services

The Personnel and Employee Services division is responsible for benefits administration, to include health, vision, dental, life insurance, retirement, and deferred compensation. This division is also responsible for the data entry and record-keeping of all personnel actions for Jefferson County employees.

Technology and Compliance

The Technology and Compliance division is responsible for employee relations (e.g., grievances), the Tuition Reimbursement Program, and ensuring compliance with all relevant employment laws (e.g., Title VII, FMLA, ADA, ADEA, and FLSA).

Risk Management

The Risk Management division is responsible for the insurance needs for Jefferson County to include property, automobile, and general liability. The Occupational Health unit is contained within the Risk Management division. Occupational Health is

responsible for the management of all aspects of work-related injuries and illnesses, as well as for the administration of Workers' Compensation benefits. This unit also administers the County Health Incentive Program.

Organizational Planning and Development

The main purpose of engaging in organizational planning and development is to facilitate an organization-wide effort to increase departmental effectiveness through planned interventions of existing processes, functions, and operations. It is inclusive of both formal and informal systems and involves the application of knowledge in ways that strengthen organizational effectiveness. This process is one that requires the realization and implementation of shared goals, values, and vision. The long-term results of such an analysis may include the more efficient use of human capital, improved organizational performance, and organizational transformation.

During the different phases of the Organizational Planning and Development study (January-October), several personnel changes were made independent of the work conducted by the Center. The impact of these changes was taken into consideration when making recommendations regarding the movement of current personnel. For example, new employees who joined the Department during the study, or in the two months prior to the study, were included in the one-on-one employee interviews, however, the feedback received by these employees was treated with care. In other words, their input was limited to specific information regarding duties they had been assigned since their tenure began. Given these individuals' limited time with the Department, their knowledge of work responsibilities may not have accurately represented appropriate job duties and performance expectations. Furthermore, their limited knowledge of the Department, its processes and procedures, and current employees was not likely to provide helpful information to the consultants in the development of recommendations. During the course of this study, new incumbents were left in the functional areas for which they were recently hired.

The organizational chart in Appendix B graphically depicts the proposed allocation of current Department incumbents within each of the divisions. Modifications to the organizational chart presented have been made to ensure that the functional areas within each office were adequately represented and appropriately aligned to meet the Department's strategic goals and objectives.

Methodology

Certainly, the first practical step in addressing change in an organization is to collect relevant data. One simply cannot manage a process of change if there are no measures or benchmarks from which to work. The implementation of change in an organization is a management process requiring leadership, strategic planning, and the implementation of best practices designed to move the organization in the direction desired. While it is possible to implement change without planning or collecting data to help guide the decision-making process, such efforts are unlikely to meet the desired outcomes of the change agents. Much is learned during the process of data collection about an agency and its needs. Further, such analysis enables leaders to be proactive about what is needed and how to best implement those changes in their specific organization. The data collection process provides a "snapshot" of the organization at a specific point in time, and affords the opportunity to quickly recognize and more accurately respond to potentially problematic issues and poorly designed processes within the organization that need to be addressed. The initial and crucial process of data collection and analysis of an organization is critical to the development of an efficient and effective organizational structure.

Center staff first studied each work unit independently. Site visits were conducted with each individual within a work unit. The purpose of the site visits was to gain familiarity with the job responsibilities of each incumbent in order to understand the purpose and function of the work performed by the unit. During the site visit, incumbents were asked to provide information on their work tasks and processes; work environment; materials/equipment used in performing their work; interaction with others; degree of supervision; knowledge, skills, abilities, and physical abilities needed on the job; training; and potential promotional lines. In addition, incumbents were asked to describe specific work processes and identify potential ways they could increase the efficiency of their work performance.

Department employees were also assigned to meet with one or two Center consultants. During these group sessions, employees were asked a series of structured questions designed to gather information regarding the individual's educational background; professional experience; and current job responsibilities. The duration of each session ranged from one to two hours. Although sessions were designed to retrieve specific

information, session participants were afforded the opportunity to address any work-related issues they felt added to the discussion or future hopes for their employment within the Department.

In addition to the one-on-one and group sessions with the Department employees, a Center consultant met with each of the division managers to obtain input regarding their area's personnel needs, unique challenges, direction, and projected growth in personnel and workloads. Information gathered during these meetings was instrumental in assessing future staffing needs, making recommendations regarding the redistribution of work tasks and duties, and the development of a mission statement.

Upon completion of all group meetings, Center consultants presented the initial findings to management, and, after seeking input, compiled a list of recommendations that would increase the efficiency of each work unit, as well as the division as a whole. These recommendations can be found in a later section of this report.

Mission Statement Development

A mission statement is a brief overview of the direction and overall purpose of an organization. A well-written mission statement assists in decision making strategies, and guides, motivates, and challenges employees to meet more defined and shared goals. Center consultants and Department managers first reviewed examples of mission statements from comparable county Human Resources Departments throughout the United States to highlight underlying themes and establish criteria. It was decided that any proposed mission statement had to successfully meet the following four criteria:

1. Does the statement include a verb phrase?
2. Does it reflect the legal responsibilities of the organization?
3. Is it broad enough that all staff in the organization can see how they contribute?
4. Will it make sense to average citizens if they see it on the office wall?

Based on these criteria, Center consultants reviewed key words that connoted the attributes (e.g., diversity, equity, fairness, qualified) that the Department might want to convey. Once consensus was reached on the words or phrases that most accurately corresponded to the direction and overall purpose of the Department, information was compiled and six potential mission statements were developed. Department managers reviewed the statements and selected the top three choices that most closely reflected the attributes of the Department. Those three choices were revised based on the feedback and suggestions the managers provided. Finally, a brief survey was then disseminated to all Department personnel, asking them to rank the three mission statements, giving a rating of "1" to their preferred statement and a rating of "3" to their least preferred statement. Of the 33 who were surveyed, 23 team members responded, yielding a 70% response rate. Results were tabulated and the following two choices were recommended:

- A. The mission of the Jefferson County Human Resources Department is to provide the highest level of human resources service as it relates to the recruitment, selection, training, and retention of County employees; administration of benefits; employee relations; compliance with relevant employment laws; and risk management in order to bridge relationships and promote a qualified, diverse, and valued workforce. To this end, we are committed to developing and

applying fair and consistent standards, policies, and practices; inspiring attitudes of service and success; and enhancing the quality of life for our employees, retirees, and the community.

- B. The mission of the Jefferson County Human Resources Department is to empower and enrich county government by providing services in recruitment, employee development, benefits administration, employee relations, personnel actions, risk management, and occupational health to a diverse workforce while ensuring fair employment and equal opportunity under the law. To this end, we are committed to actively strengthening the future health and overall well-being of our employees, retirees, and community.

Recommendations

1. The Department should determine which of the two identified statements best conveys the overall mission of the organization.
2. The Mission Statement should be reviewed on an annual basis and revised to reflect any changes in the organization's direction, vision, or goals.

Job Descriptions Review and Update

Complete, accurate, and precise descriptions of job content are essential to the validation of personnel functions including, but not limited to, selection, performance appraisal, training, job evaluation, and job classification. During the course of this study, a review of existing job descriptions for all 23 classifications within the Department was conducted. The data collection process included the training of Center staff meeting facilitators to ensure process consistency, the collection and review of existing job descriptions, and the review of classifications utilized by the Department.

Center consultants used observations, one-on-one meetings, and group interviews to review, revise, and update the Department's classification descriptions. While classification descriptions do provide a general overview of the expectations, work behaviors and tasks, requisite knowledge, skills, abilities, and essential functions of a classification, they sometimes omit other critical duties of a particular assignment. In other words, a classification description describes the work an incumbent in any division is expected to perform rather than the actual work being performed by the incumbent. Therefore, the job description of each employee was updated or created to more accurately describe the job duties of incumbents in the Department and to provide analysts with a picture of the workflow within and between divisions.

At the beginning of the job description review meeting, the job specification for the particular classification was distributed to the Subject Matter Experts (SMEs). Each line of the job specification was read aloud to the SMEs and changes were made based on input from the incumbent(s) regarding whether or not the statement accurately reflected the work they are expected to perform. Center staff met with the supervisors of the various positions to review the proposed changes to each job description. The purpose of this step in the process was two-fold. First, this was done to ensure that the job description accurately represented the requisite knowledge, skills, and abilities that an incumbent in this position would need to possess. Second, this step was completed to ensure that the job description accurately represented the job tasks that an incumbent in this position would be assigned. The 23 updated job descriptions can be found in Appendix A. Since the Risk Management Coordinator position is a new position within

the Department and the incumbents have been on the job for such a short time, no job description is included for this position.

Recommendation

1. Job descriptions should be reviewed on an annual basis in order to document any changes in job duties, assignments, or responsibilities.

Staffing and Organizational Analysis

In the staffing and organizational analysis phase of this planning process, Center staff consulted a variety of resources to obtain information. Not only were official documents and reports reviewed, but each employee of the Department was provided the opportunity to discuss organizational issues with Center consultants. Employees were eager to share information, actively involved in the strategic planning process, and were willing to address the needs of the Department. It also became evident that both Department management and staff are committed to the shared goals and direction of the Department and are eager to utilize their talents to the fullest extent possible to achieve these goals. After reviewing the information provided concerning the organizational structure of the Jefferson County Human Resources Department, the goals of the organization, and the job descriptions of current personnel, several recommendations can be made to optimize the efficiency and effectiveness of the Department.

The Jefferson County Human Resources Department is divided into four divisions; Recruitment and Workforce Development, Personnel and Employee Services, Technology and Compliance, and Risk Management. The four divisions are tasked with providing services to the 3800 to 4000 employees within Jefferson County. Each division has its own goals and objectives; however, there is some overlap in the activities of the personnel within the divisions (e.g., training). Based on the interviews with Department personnel and a review of the job descriptions, all divisions provide some type of training. In addition to the overlap in activities, time is being spent by employees on manual calculations and the cross-checking of information through paper-based files and various electronic databases.

The Center also found that some of the employees are potentially operating outside of their class and/or perhaps have an incorrect job title based on the work they are actually performing (e.g., this appears to be due to needs of the Department and the lack of available personnel). Unfortunately, there seems to be resistance to the Human Resources Department within other Jefferson County departments. This resistance seems to stem from the number of required procedural changes that are now being implemented through the Department (e.g., leave policy). This resistance and lack of cooperation has adversely affected morale within some divisions of the Department.

Recommendation #1: Implement a Human Resources Information System (HRIS) platform. An HRIS platform will allow for data entry, data tracking, and information needs of the Department in an electronic format available to all permitted personnel. A good HRIS platform will provide information on almost anything the Department might need, including:

- Management of all employee information
- Reporting and analysis of employee information
- Organizational-related documents including employee handbooks, forms, safety guidelines, etc.
- Benefits administration information including enrollment forms, status changes, etc.
- Integration with payroll and other organizational software (accounting systems, time-keeping)
- Applicant and candidate management
- Attendance and leave usage
- Pay grades and classifications
- Performance evaluations and development plans
- Training attended and future needs
- Personal information

Support for Recommendation #1: Currently, the Department is operating in many different databases and paper-based files. The training received by county personnel is tracked manually in various divisions, benefits are tracked separately, sick and annual leave is calculated manually and tracked in a separate program, and numerous employees report having to look for information from paper-based files and retain their own Excel spreadsheets. The time spent searching for and tracking information in separate areas reduces the time personnel can actively work on strategic activities. Furthermore, manual calculation of leave poses the potential for errors which can be time-intensive and costly to remedy. A general rule in human resources practice is a ratio of 1:100 (for every 100 employees there should be 1 Human Resources personnel). This ratio can be increased (ex. 1:250) if less time is required to find and maintain information. An HRIS platform should reduce time spent and errors made while allowing for more efficient and effective productivity from the Department. According to Department personnel, the human resources module of the SAP Enterprise was purchased with the finance and accounting modules. It would be most beneficial to

Jefferson County to install the module for better efficiency. The Center can research and recommend consultants who can install the SAP program, provide training for the Department's personnel, and maintain the system, if the Department so desires.

Recommendation #2: Create a Training Division. The Center feels that training is of the utmost importance. A Training Division, solely devoted to providing training, would be the most effective way to ensure that training is being provided consistently and thoroughly. This division should be staffed with a Training Officer (class 2885, grade 31) and two or three Training Advisors (class 2849, grade 29) to develop and conduct training sessions.

Due to financial and resource constraints, one option to this recommendation might be to include a training section within the Recruitment & Workforce Development division. It may also be more feasible for the Department to assign a training advisor to a functional area, thereby engendering a specialization and cross-training advantage. Following this option, the Training Advisor would be in a position to coordinate and identify training for that specific area and to provide additional support to the division, when possible. To better facilitate the training function, Training Advisors should report to the Training Officer, rather than to the Division Manager.

Support for Recommendation #2: Training is being performed by all divisions, and nearly all personnel within the Department indicated a need for more and better training. A centralized training division would allow for consistent, higher quality training since specific personnel would be fully dedicated to the training programs. The Department has expressed a need to conduct more training on employment law and compliance issues (e.g., Title VII, ADA, ADEA, FMLA, harassment, county policies and procedures), current issues (e.g., workplace violence, customer service), better job performance issues, and SIP training. With the creation of a training division and dedicated personnel, the strategic training initiatives within Jefferson County can be met more effectively. Additionally, the personnel who are currently conducting training would be free to focus on other human resources activities related to their assigned divisions.

Recommendation #3: Staffing Additions & Changes.

Support for Recommendation #3: Given that this department is less than five years old and specific responsibilities of the individuals within the Department are still being identified and modified, this study identified a true need for additional employees with the requisite background, experience, or skill set to perform the work within at least two of the functional areas.

Additionally, the fundamental objective of a classification is to accurately operationalize specific duties and responsibilities given to an employee for the purposes of determining proper compensation and qualification requirements, developing corresponding performance standards, and identifying promotional lines and career opportunities. Subsequently, the misclassification of positions can result in significant liability for an employer. Specific recommendations for addressing the current staffing needs and misclassifications within each functional area are found below.

Personnel and Employee Services Division. The addition of one person (a Personnel Technician, class 2850, grade 18) to perform the annual performance reviews now mandated by an administrative order would be an asset to this division. Furthermore, payroll for the Human Resources Department is currently being handled by one person (Heather Stephens-Administrative Assistant I). Ms. Stephens is classified as an Administrative Assistant I, pay grade 10, which does not require any bookkeeping knowledge or education; however, performing payroll duties requires some bookkeeping knowledge. At the same time, the receptionist (Alma Ellebe) is classified as an Accounting Assistant I, pay grade 13, which does not indicate any accounting duties performed in the "characteristics, duties, and responsibilities" section of the job description, yet requires education in bookkeeping. Ms. Ellebe did not indicate that she performs any accounting-related functions during the site visit. (It should be noted that we have been told that this is a temporary assignment for her). Reclassification or redistribution of some of the work may be in order.

Additionally, the Principal Administrative Analyst, pay grade 28 (Marilyn Johnson) needs to be reclassified to Benefits Administrator, class 2826, pay grade 28, in order to more accurately capture the work Ms. Johnson is performing.

The Personnel and Employee Services division operates under the direction of a Personnel Division Manager, Edwin Yergan. Eight employees work under Mr. Yergan:

- one Principal Administrative Analyst,
- one Assistant Benefits Administrator,
- two Administrative Assistant I,
- one Administrative Assistant II,
- one Administrative Assistant III,
- one Personnel Analyst I, and
- one Administrative Analyst.

Following the recommendation of the Center, one additional Personnel Technician should be added to this division.

Risk Management Division. Two Risk Management Coordinators (class 1054, pay grade 25) to oversee the claims work were recently added to the staff of the Risk Management division. When the Center began this study, the division manager (Kenneth Williams) was performing the site visits for the claims, which is typically performed by someone at a lower classification and pay grade. Additionally, Mr. Williams was performing significant contract compliance duties that should be performed by the Finance Department. Some of these duties have shifted to another employee. It has been a benefit to the Risk Management division to have the contract work removed from Mr. Williams' responsibilities, allowing him to focus on the goals of his division of the Department. Another Administrative Assistant II or III would be helpful in providing clerical support to Mr. Williams and the Risk Management Coordinators.

Currently, the Risk Management division operates under the direction of a Personnel Division Manager, Kenneth Williams. Eight employees work under Mr. Williams:

- one Occupational Health Manager,
- four Occupational Health Nurses,
- two Risk Management Coordinators, and
- one Administrative Assistant II.

Following the recommendation of the Center, one Administrative Assistant II or III should be added to this division.

Recruitment & Workforce Development. There are strict deadlines for the analysis and review of Structured Interview (SI) packets within the 30-day time period specified by Personnel Board policies and procedures. Based on the interviews, there have been times when the review of SIs has not been completed in the needed timeframe because of the high volume. During the course of this study, two employees were added to the Recruitment and Workforce Development division, one Personnel Technician and one Personnel Analyst I.

The Recruitment and Workforce Development division operates under the direction of the Quality Enhancement Manager, Mercy Ileri. Eight employees work under Ms. Ileri:

- one Principle Administrative Analyst,
- three Personnel Technicians,
- two Personnel Analyst I,
- one Assessment & Development Specialist, and
- one Administrative Assistant II.

At this time, the Center is unable to identify a staffing need for this division. However, due to the nature of the work this division performs and the difficulty in predicting the requirements of the division, a review of this division's workload should be made periodically to ensure the current staffing level is appropriate.

Technology and Compliance. Currently, the Technology and Compliance division operates under the management of a Personnel Division Manager, Landon Dowe. Five employees work under Mr. Dowe:

- one Employee Relations Officer,
- one Personnel Analyst I,
- one Personnel Analyst II,
- one Principal Administrative Analyst, and
- one Administrative Analyst.

At this time, the Center is unable to identify a staffing need for this division.

Staffing Breakdown. Table 1 below presents a breakdown of each division, current employees, recommended additional personnel needed, and a total for that division upon implementation of the Center's suggestions. Also included is an organizational chart indicating the current and proposed personnel for each division in Appendix B.

Office or Division	Current Employees	Recommended Addition(s)	Total
Director's Office	2	0	2
Recruitment and Workforce Development	9	0	9
Personnel and Employee Services	9	1	10
Technology and Compliance	6	0	6
Risk Management	9	1	10
Training	0	3 or 4	3 or 4
Total	35	5 or 6	40 or 41

Recommendation #4: Integrate the use of electronic equipment. The addition of new equipment (e.g., scanners) will increase the efficiency and effectiveness of the Department's staff by eliminating the need for paper-based files and the amount of space these files consume.

Support for Recommendation #4: It appears the Department has been running out of space since the Jefferson County Personnel Board had to set aside a room for the Department to store files. Although this is helpful, it will not solve the long-term problem of paper-based files. Additionally, as noted earlier, personnel have been relying on the paper files to perform their jobs; however, if those paper files could be scanned and retrieved electronically, time and space could be saved. The manager for the Technology and Compliance division is currently overseeing the paperless environment project which will most likely utilize scanners and other technology in order to support its goals.

Recommendation #5: Conduct a customer satisfaction survey of the services provided by the Department among all county employees.

Support for Recommendation #5: The Human Resources Director (Demetruis Taylor) indicated in a January 31, 2008, memorandum to the President of the Jefferson County Commission (Bettye Fine Collins) that the Human Resources Department was meeting some resistance in the implementation of new policies and procedures mandated by the Commission. The procedures are county-wide procedures which the Department has

been tasked with implementing. The departments within the county have resisted the change from having control within their respective departments to now turning over functions to a more centralized unit, the Human Resources Department. Additionally, several of the personnel with whom Center staff met mentioned issues with resistance and lack of cooperation. The Center recommends the use of a customer satisfaction survey to provide the Department with necessary information that will identify specific areas of concern. The Department will then be better equipped to address those areas of concern in addition to identifying and building upon the strengths of the Department.

Recommendation #6: Allocate more physical space for the Jefferson County Human Resources Department.

Support for Recommendation #6: Physical space is a problem faced by many organizations and requires planning for its effective solution. Throughout the course of this study, changes in staffing (additional staff added and the movement of staff between divisions) have necessitated a review of the current physical space available to the Department. At present, Department personnel are housed in different locations of the building, thereby limiting accessibility to other Department personnel and their customers. Department personnel who are housed within a close proximity are able to work in a more supportive and organized environment.

Strategic Job Analysis, Structured Interview Development, and Recruitment

Unique job classifications are classifications that do not already exist within the current structure of the organization. These classifications, therefore, have to be established. As all new and recommended personnel were within a classification already established by the Jefferson County Personnel Board, no unique job classifications were recommended. Therefore, no strategic job analyses, recruiting recommendations, or development of structured interviews were required.

Summary and Conclusions

The Center for Business and Economic Development began this project in January 2008. Throughout the course of the study, the Jefferson County Human Resources Department has been in a constant state of change. Nevertheless, the Center has found Ms. Taylor and the other division managers to be receptive to ideas and eager to make changes for the betterment of the Department. Even though our role was to identify needs, a myriad of efficiencies was also found.

It is the conclusion of the Center that the Department has been an integral source of information and services for county employees and the community at large. Throughout the process, Ms. Taylor made needed changes to existing personnel as well as the addition of other personnel. She has reconfigured some major functional areas within divisions which has led to more increased efficiency and effectiveness for the Department's goals and objectives. The efforts of both Ms. Taylor and her staff have helped to further the organizational planning and development initiative.

In conducting the organizational analysis, Center staff members conducted individual meetings with every Jefferson County Human Resources Department employee in order to gain an understanding of job duties and responsibilities. Center staff conducted work-group meetings to gain a better understanding of the workflow and processes within each of the four functional areas. Center staff also met with managers to discuss issues and concerns regarding reporting relationships, training and development plans, future direction, anticipated needs, and other issues. Throughout this process, six recommendations were provided regarding staffing and organizational analysis, two recommendations were provided for a more defined mission statement; and 23 job descriptions have been updated. As we identified areas of concern, we expressed those concerns and the rationale for our recommendations within this report.

Implementation of the recommendations will further the Department's goal of capitalizing on its strengths and increasing the efficiency and productivity of the programs it administers. Benefits of implementing the recommended changes at appropriate points in time include increased efficiency and productivity, improved employee morale, better communication within the divisions, and more knowledgeable

and higher-performing employees. The bottom line is that the Department will be more effective in performing its mission and achieving its goals.

Many of these recommendations can be addressed concurrently; however, in some cases sequential implementation is important based upon the limitations and constraints of the organization. Organizational change is not static, and, thus, it requires the ability to adapt and change as needed when new circumstances or opportunities present themselves. The environment in which leaders find themselves constantly changes. Hence, leaders must alter their plans and take advantage of circumstances that present themselves. Flexibility and adaptability are the mainstays of good leadership. Managers must implement change in the context of their environment and in a sequence that will work for their organization.

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APPENDICES

APPENDIX A
Job Descriptions



Jefferson County Human Resources Department

Job Description

Job Title: Accounting Assistant I
Department: Personnel & Employee Services
Reports to: Principal Administrative Analyst
Supervises: N/A
Internal Contacts: Other county personnel
External Contacts: General public and vendors

Effective Date: May 2008
Pay Grade: 13

Basic Function and Responsibility: Performs receptionist duties by greeting visitors to the Department and answering the main telephone line. Provides general clerical and accounting assistance by processing and maintaining financial files and records. Performs routine calculations, posts and transfers fiscal data, checks the accuracy of computations, reconciles invoices with purchase orders, reviews and approves receipts for disbursement of funds, and prepares departmental payrolls. Work is normally reviewed for compliance with desired results.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Performs receptionist duties

1. Answers incoming calls from main telephone line
2. Transfers calls as appropriate
3. Takes messages for staff members when they are on the phone and relays the messages via email
4. Answers wrong number calls and redirects them to the appropriate person or phone number, if possible

Distributes and receives mail deliveries

1. Stamps all incoming mail with date and time of receipt
2. Stamps all outgoing mail with date and time it is sent
3. Distributes postal mail to staff
4. Receives and distributes interoffice mail
5. Sends certified mail

Performs clerical duties

1. Assists staff members with clerical projects as needed
2. Monitors the fax machine, receives incoming faxes, stamps them with date and time received, and distributes to staff members

Knowledge, Skills, and Abilities:

1. Ability to be dependable.
2. Ability to be flexible.
3. Ability to be organized.
4. Ability to establish and maintain cooperative working relationships with other County personnel, supervisors, vendors, and the general public.
5. Ability to communicate in writing to include using proper grammar, sentence structure, etc.
6. Ability to communicate orally to include proper volume, inflection, and vocabulary.
7. Ability to adjust communication to the level of understanding of the intended audience.
8. Ability to complete tasks by their assigned deadlines.
9. Ability to exhibit excellent customer service skills.
10. Ability to follow and understand oral and written instructions from a supervisor.
11. Ability to listen to others.
12. Ability to maintain confidentiality of personnel-related information.
13. Ability to set and manage priorities.
14. Ability to attend to several situation, problems, or responsibilities at the same time.
15. Ability to operate office equipment such as a typewriter, telephone, calculator, copier, fax machine, and adding machine.
16. Ability to present one's self in a professional manner.
17. Ability to read and comprehend written material.
18. Ability to see, hear, stand, and walk short distances.
19. Ability to type.
20. Ability to use computer software such as MS Word, Excel, Outlook, and Access.
21. Ability to use appropriate phone etiquette to include greeting, tone of voice, and showing an interest in a caller's request.

Experience and Education Qualifications:

- High School Diploma or G.E.D. supplemented with course work in bookkeeping and computers, and three years of general clerical experience required, or any combination of education and experience that demonstrates the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Administrative Analyst [N. Buckner]

Effective Date: May 2008

Department: Compliance & Technology

Pay Grade: 21

Reports to: Division Manager

Supervises: N/A

Internal Contacts: Other county personnel

External Contacts: General public and vendors

Basic Function and Responsibility: Assists a department head or administrative official in directing and coordinating administrative activities, including the execution of special projects and the handling of problems involving public, governmental, and interdepartmental relations.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Assists with training component

1. Serves as support for trainers in the Compliance and Technology Department
2. Ensures training packets are organized and available to participants
3. Reviews training materials in order to suggest revisions regarding accuracy and readability
4. Performs all administrative functions in regard to training

Assists with Consent Decree

1. Reviews various policies and procedures such as Anti-harassment, Affirmative Action, and Anti-nepotism to determine requirements based on the Consent Decree
2. Ensures employee awareness of Consent Decree requirements using postings flyers, announcements, and signs
3. Drafts revisions of policies and procedures for review and implementation

Assists with recruitment efforts for unclassified positions

1. Creates, submits for approval, and posts advertisements for vacant positions
2. Makes initial contact with potential candidates
3. Obtains pricing information from radio and newspaper professionals in order to calculate advertisement costs
4. Recommends new marketing inducements

Serves as planning coordinator for smart budgeting

1. Explains agency policies, benefits, and procedures to new employees or job applicants
2. Responds to questions regarding benefit plans, co-pays, and employee premiums
3. Assists with completing required paperwork
4. Disseminates benefits packages to new employees
5. Provides relevant information (i.e., advantages, disadvantages) regarding the different benefit options

Performs miscellaneous duties

1. Creates templates of forms
2. Creates a filing system for conversion to paperless system
3. Conducts research on best practices for succession planning, performance management, etc.
4. Updates Department website content and monitors data accuracy

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County policies and procedures.
2. Knowledge of Jefferson County AO's (Administrative Orders).
3. Knowledge of smart budgeting.
4. Knowledge of the Jefferson County Personnel Board's processes.
5. Ability to provide information clearly and concisely to include staying on subject, paraphrasing information, and using analogies.
6. Ability to read and comprehend written material (e.g., department memos, reports, and manuals).
7. Ability to organize files.
8. Ability to conduct research.
9. Ability to work under pressure and time constraints.
10. Ability to detect errors in facts and information that do not appear consistent in training, written information, and reports.
11. Ability to interpret and apply information such as policies.
12. Ability to use a personal computer.
13. Ability to compose letters, memoranda, agreements, legal documents, and/or reports from written and/or oral instructions as needed to draft correspondence.

Experience and Education Qualifications:

- BS Degree in Public or Business Administration or related field.
- One year of responsible administrative experience to include, research, data collection and analysis, report writing, and/or report program administration preferably in a governmental agency; or combination of education, experience that demonstrates the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Administrative Assistant I
Department: Human Resources
Reports to: Director or Division Manager
Supervises: N/A
Internal Contacts: Other county personnel
External Contacts: General public

Effective Date: May 2008
Pay Grade: 10

Basic Function and Responsibility: Provides clerical services for the Department of Human Resources, including record keeping, processing of document and payment information, handling telephone calls and records, and maintaining the department directory.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Provides clerical assistance for the Human Resources Director and employees

1. Distributes departmental mail
2. Maintains schedules and calendars of departmental activity for the Human Resources Director and other department heads
3. Maintains internal department telephone directory and emergency contact list
4. Creates and maintains electronic spreadsheets of departmental data
5. Maintains files of employee and departmental records (e.g., vacation records, temporary agency contracts, subscriptions)
6. Orders office supplies and equipment
7. Processes employee payroll on a bi-weekly basis and processes payroll adjustments, as needed

Processes and maintains records of employee expenses and payment information

1. Gathers receipts and documentation for employee expenses (e.g., travel)
2. Completes forms (e.g., Travel Form) to document expenses
3. Obtains requisite signatures for forms (e.g., HR Director must sign the invoice for health care benefits)
4. Forwards expense and payment forms to the appropriate department once they are completed
5. Maintains an electronic database of expenses and payment information using the requisite program for that information (e.g., KRONOS, PeopleAdmin, SAP)

6. Requests checks for payment and mails them to the appropriate party once they are received
7. Reconciles payments on a monthly basis
8. Investigates unpaid bills

Provides telephone service and audits

1. Answers, screens, and routes telephone calls
2. Responds to questions from the general public
3. Screens telephone records to ensure that all long distance calls are logged in
4. Creates a spreadsheet of unidentified long distance telephone calls (i.e., calls that were not logged in)
5. Disseminates the spreadsheet to determine who failed to log in a long distance call
6. Ensures long distance telephone calls are related to county business

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County Policies and Procedures.
2. Knowledge of computer software such as MS Word, Outlook, Access and Excel.
3. Ability to listen attentively.
4. Ability to pay close attention to details.
5. Ability to adjust one's communication to the level of understanding of the recipient.
6. Ability to write using the appropriate grammar, sentence structure, punctuation, and spelling.
7. Ability to create and maintain an alphabetic or numeric filing system.
8. Ability to operate office equipment such as a typewriter, telephone, calculator, copier, fax machine, computer, and adding.
9. Ability to type at a rate of 35 words per minute.
10. Ability to read and comprehend written material (e.g., department memos, reports, and manuals).
11. Ability to perform basic math operations to include adding, subtracting, multiplying, or dividing.
12. Ability to follow and understand oral and written instructions from supervisor.
13. Ability to establish and maintain cooperative working relationships with other County personnel, supervisors, vendors, and the general public.
14. Ability to judge when to refer a decision to a superior or when supervisory approval is necessary.
15. Ability to present self in a professional manner.
16. Ability to attend to several situations, problems, and/or responsibilities at the same time in order to ensure tasks are completed correctly and in a timely manner.
17. Ability to acquire/learn new information such as changes in policies, etc.
18. Ability to communicate orally to include appropriate volume, inflection, and vocabulary.
19. Ability to maintain confidentiality of personnel-related information.
20. Ability to work independently.

- 21. Ability to read and comprehend financial information.
- 22. Ability to use appropriate phone etiquette to include greeting, tone of voice, and showing an interest in a caller's request.
- 23. Ability to see, hear, stand, walk short distances.
- 24. Ability to lift objects weighing 5-15 lbs without assistance.

Experience and Education Qualifications:

- High school diploma or G.E.D.
- Typing, data entry, or general clerical skills, equivalent to one year experience in a data entry or clerical position.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Administrative Assistant II

Reports to: Division Manager

Supervises: N/A

Internal Contacts: Other county personnel

External Contacts: General public

Effective Date: May 2008

Pay Grade: 13

Basic Function and Responsibility: Provides clerical, secretarial, and information support services for the Department of Human Resources, including the preparation, processing, and record keeping of files related to new hire recommendations, new employee orientation, tuition reimbursement, compensation/benefits, and Risk Management claims.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Prepares and distributes information packets to employees and their departments related to new hires, benefits, and claims

1. Obtains resources for information packets from various departments
2. Compiles resources and places information into packet (e.g., Blue Cross/Blue Shield, AFLAC, Dependant Form, Vision Information)
3. Prepares and sends letters to employees about benefits, orientation, policy training, etc.
4. Distributes information packets to employees
5. Meets with employees to review the details of the information packet
6. Ensures all paperwork is completed correctly and distributed to the appropriate party (e.g., claim form, General Release Letter, Certificate of Liability Insurance Form, Auto Loss Notice, Affidavit of Claim Form, recommendation letter, billing information, complaint forms, etc.)

Maintains records of employee information

1. Creates online database of employee information
2. Transfers information provided by employees and their departments into the electronic database using appropriate software (e.g., RiskPro, Attachmate)
3. Uses the time and date stamp on incoming and outgoing files to maintain a record of when files were sent out or received
4. Records the source of incoming information (i.e., which agency, division, etc.)
5. Maintains records of attendees to events (e.g., new employee orientation, tuition reimbursement program)

6. Files paperwork related to employee activity (i.e., new hires, tuition reimbursement, etc.)

Processes information using forms, correspondence, and reports related to new hire recommendations, Risk Management claims, etc.

1. Serves as the liaison between employees, their departments, and other agencies (e.g., attorneys, Environmental Services, Evers and Associates, ServePro, etc.) as needed to ensure efficient exchange of information between parties
2. Follows-up on information received from various parties to determine if the information is accurate and complete (e.g., visits claims sites, takes pictures, asks questions, etc.)
3. Seeks guidance from appropriate professionals (e.g., County Attorney) to determine the best course of action to take regarding irregular employee activities

Performs miscellaneous duties

1. Orders supplies
2. Receives invoices and receipts
3. Updates website and ensures information is accurate
4. Obtains tuition rates from colleges and universities for tuition reimbursement program
5. Posts laborer positions in newspaper and other sites

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County policies and procedures.
2. Knowledge of computer software such as NX/View, SAP, MS Word, Outlook, Access and Excel.
3. Knowledge of required forms for obtaining and processing applicant or employee information.
4. Knowledge of the County organizational structure (e.g., departments, locations, key players, jurisdictions).
5. Knowledge of programs sponsored by the Department of Human Resources (e.g., tuition reimbursement, new employee orientation).
6. Ability to provide information clearly and concisely to include staying on subject, paraphrasing information, and using analogies.
7. Ability to state and explain policies and procedures to include conducting new employee orientation.
8. Ability to pay close attention to details.
9. Ability to adjust one's communication to the level of understanding of the recipient.
10. Ability to create and maintain an alphabetic or numeric filing system.
11. Ability to operate office equipment such as a typewriter, telephone, calculator, copier, fax machine, computer, scanner, and adding machine.
12. Ability to type at a rate of 35 words per minute.

- 13. Ability to read and comprehend written material (e.g., department memos, reports, and manuals).
- 14. Ability to perform basic math operations to include adding, subtracting, multiplying, or dividing.
- 15. Ability to follow and understand oral and written instructions from supervisor.
- 16. Ability to establish and maintain cooperative working relationships with other County personnel, supervisors, vendors, and the general public.
- 17. Ability to judge when to refer a decision to a superior or when supervisory approval is necessary.
- 18. Ability to present self in a professional manner.
- 19. Ability to acquire/learn new information such as changes in policies, etc.
- 20. Ability to communicate orally to include appropriate volume, inflection, and vocabulary.
- 21. Ability to proofread documents for accuracy and completeness.
- 22. Ability to maintain confidentiality of personnel-related information.
- 23. Ability to work independently.
- 24. Ability to read and comprehend financial information.
- 25. Ability to use appropriate phone etiquette to include greeting, tone of voice, and showing an interest in a caller's request.
- 26. Ability to see, hear, stand, walk short distances.
- 27. Ability to lift objects weighing 5-15 lbs without assistance.

Experience and Education Qualifications:

- High school diploma or GED.
- Two years of responsible clerical experience or permanent status as an Administrative Assistant I or equivalent merit system experiences.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Administrative Assistant III

Department: Human Resources

Reports to: Personnel Analyst I

Internal Contacts: Other county personnel

Effective Date: May 2008

Pay Grade: 16

Supervises: Temporary or Light Duty workers, at supervisor's request

External Contacts: General public and vendors

Basic Function and Responsibility: Provides a combination of advanced secretarial, personnel, and administrative assistance to relieve a department head or other senior-level managers of recurring administrative detail, thereby assuring a smooth-running department. Exercises considerable judgment in deciding which guidelines or procedures to apply in accomplishing tasks. This position is distinguished from Administrative Assistant II by being delegated a greater range of supervisory responsibility over subordinates and by the combination of confidential and sensitive secretarial, personnel, and administrative assistance assignments. May supervise a small unit or program support group, or supervise Temporary or Light-Duty workers,

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Provides full range of secretarial assistance using word processing software

1. Sets and updates secretarial standards and practices for department, division, or major program area
2. Composes correspondence based on knowledge of office practice and understanding of County and Departmental policies and regulatory requirements without recurring instruction and review
3. Prepares a wide array of letters, correspondence, reports, statements, memoranda, and other documents
4. Answers the phone
5. Makes copies
6. Performs other general office tasks

Directs and oversees the maintenance of record-keeping and filing systems and prepares and maintains personnel files and records of a confidential or sensitive nature

1. Maintains and manages personnel files to include sensitive documents such as terminations, suspensions, medical documents, military leave, for all 3,800 Jefferson County employees

2. Reviews and signs time sheets
3. Verifies leave slips
4. Keeps files on accidents and sick leaves
5. Shreds confidential documents and inactive reports
6. Assists in performing worker's compensation calculations and computing payments for various health and employee insurance benefits
7. Maintains files of relevant departmental correspondence

Conducts special studies of a limited direction and nature, compiling data and reports on topics of an administrative interest to supervisor

1. Provides weekly reports to Personnel Board
2. Assists with preparation of Personnel Board reports
3. Assists with county commission's requests for data

Coordinates information processing input and output by determining the priority and scheduling of job runs and reviewing the quality of run reports before distributing to departmental users. Formats and prepares written reports, statistical tables, and charts using word processing, spreadsheet, or database software on a personal computer

1. Enters personnel action forms into NX/View
2. Distributes final copies of approved Personnel Action (PA) forms to all payroll coordinators
3. Submits all confidential paperwork, including PAs, to the Jefferson County Commission for approval
4. Runs and reviews the Merit Increase Report on a monthly basis

Assists and relieves supervisor of a wide array of administrative details

1. Answers questions regarding personnel matters from Merit System Employees and payroll coordinators
2. Updates personnel about various policy and procedure manual changes
3. Responds to complaints and inquiries from the public and other County officials
4. Assists in budget preparation and monitors expenditures
5. Prepares requisitions or orders supplies, equipment, and services
6. Assists with the distribution of employees' annual survey notices regarding reclassification or re-grading of positions

Plans and assigns work to Temporary or Light Duty workers; trains and instructs these workers in operating procedures and practices

1. Supervises and assigns work to Temporary or Light Duty personnel

Organizes and facilitates administrative aspects of the New Hire Process for Human Resources Department and employees

1. Provides New Hire orientation intake for new employees
2. Prepares orientation materials for New Hires

3. Creates paper files for all New Hires
4. Ensures processing of relevant Personnel Actions for New Hires
5. Enters Personnel Actions for New Hires into NXView
6. Researches background documents on New Hires and sends to Personnel Board
7. Performs employment verification activities by phone and email

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County Policies and Procedures.
2. Knowledge of New Employee Orientation policies and procedures.
3. Knowledge of the procedure for processing Personnel Actions.
4. Ability to acquire new information such as changes in policies or procedures.
5. Ability to work under pressure and time constraints.
6. Ability to communicate in writing.
7. Ability to communicate orally to include appropriate volume, inflection, and vocabulary.
8. Ability to compose letters, memoranda, agreements, legal documents, or reports from written or oral instructions.
9. Ability to conduct internet research.
10. Ability to create and maintain an alphabetical or numeric filing system.
11. Ability to display initiative to complete tasks with minimal supervision.
12. Ability to establish and maintain cooperative working relationships with other County personnel, supervisors, vendors, and the general public.
13. Ability to follow and understand oral and written instructions from a supervisor.
14. Ability to judge when to refer a decision to a superior or when supervisory approval is necessary.
15. Ability to lift objects weighing 5-15 lbs without assistance.
16. Ability to maintain confidentiality of personnel-related information.
17. Ability to operate office equipment such as a typewriter, telephone, calculator, copier, fax machine, and adding machine.
18. Ability to perform basic math operations to include adding, subtracting, multiplying, or dividing.
19. Ability to present one's self in a professional manner.
20. Ability to read and comprehend written material (e.g., department memos, reports, and manuals).
21. Ability to see, hear, stand, and walk short distances.
22. Ability to state and explain policies and procedures to include conducting new employee orientation.
23. Ability to type.
24. Ability to use computer software such as MS Word, Excel, Outlook, and Access.
25. Ability to use appropriate phone etiquette to include greeting, tone of voice, and showing an interest in a caller's request.

Experience and Education Qualifications:

- High School diploma or G.E.D.
- Three years of responsible clerical experience with two years at the Administrative Assistant II level or equivalent merit system experience.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Assessment & Development Specialist
Department: Recruitment & Workforce Development
Reports to: Division Manager
Supervises: N/A
Internal Contacts: Other county personnel
External Contacts: N/A

Effective Date: May 2008
Pay Grade: 27

Basic Function and Responsibility: Develops employment tests, including the Structured Interview (SI), for the purpose of identifying qualified candidates to fill job vacancies throughout all County Departments, and ensures the proper preparation, administration, and analysis of these assessment tools.

Characteristics Duties and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Develops Structured Interview (SI) questions and response standards for County Departments

1. Meets with County Department personnel to generate SI questions and rating factors
2. Reviews job behaviors and tasks for specific classifications
3. Brainstorms possible questions using critical incidents and the essential functions of the job
4. Creates realistic problem scenarios that will screen candidates for vacant positions
5. Approves questions and rating factors based on job relatedness and the law
6. Approves "short list" criteria used to assess large applicant pools

Reviews and approves hiring recommendations based on the SI process

1. Reviews SI packets and ensures compliance with the consent decree
2. Ensures all required documentation is submitted
3. Ensures person(s) who received the highest score is selected for the job
4. Ensures signatures, documentation, no shows, interview invites, etc. are all included in the package

Ensures County Departments utilize SIs correctly

1. Provides training to County Department personnel in administering SIs
2. Discusses SI process with County Department hiring managers

3. Ensures the Jefferson County Personnel Board rules and regulations regarding selection and the use of structured interview questions are followed

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County Policies and Procedures.
2. Knowledge of Jefferson County AO's (Administrative Orders).
3. Knowledge of computer software such as MS Word.
4. Knowledge of employment laws (Title VII, ADA, ADEA, etc.).
5. Knowledge of the structured interview process.
6. Knowledge of required forms for obtaining and processing applicant or employee information.
7. Ability to extract the key information that should be remembered and communicated from written or oral communications.
8. Ability to provide information clearly and concisely to include staying on subject, paraphrasing information, and using analogies.
9. Ability to state and explain policies and procedures to include training county personnel on the SI process.
10. Ability to create and maintain an alphabetic or numeric filing system.
11. Ability to operate office equipment such as a typewriter, telephone, calculator, copier, fax machine, computer, and adding machine.
12. Ability to read and comprehend written material (e.g., department memos, reports, and manuals).
13. Ability to perform basic math operations to include adding, subtracting, multiplying, or dividing.
14. Ability to follow and understand oral and written instructions from supervisor.
15. Ability to work under pressure and time constraints.
16. Ability to establish and maintain cooperative working relationships with other County personnel, supervisors, vendors, and the general public.
17. Ability to judge when to refer a decision to a superior or when supervisory approval is necessary.
18. Ability to detect errors in facts and information that do not appear consistent in written information and reports.
19. Ability to present self in a professional manner.
20. Ability to organize facts and present them in the most appropriate and logical order.
21. Ability to apply new, workable solutions to on-going problems.
22. Ability to listen to and understand others to include ensuring comprehension of the intended message.
23. Ability to communicate in writing to include using proper grammar, sentence structure, etc.
24. Ability to proofread documents for accuracy and completeness.
25. Ability to adjust communication to the level of understanding of the intended audience.
26. Ability to acquire/learn new information such as changes in policies, etc.

- 27. Ability to set priorities.
- 28. Ability to communicate orally to include appropriate volume, inflection, and vocabulary.
- 29. Ability to maintain confidentiality of personnel-related information.
- 30. Ability to display initiative to complete tasks with minimal supervision.
- 31. Ability to use appropriate phone etiquette to include greeting, tone of voice, and showing an interest in a caller's request.
- 32. Ability to make independent decisions.
- 33. Ability to analyze information from various decisions and form a conclusion.
- 34. Ability to see, hear, stand, walk short distances.
- 35. Ability to lift objects weighing 5-15 lbs without assistance.

Experience and Education Qualifications:

- Master's degree in Industrial/Organizational Psychology or related field.
- One year of applied experience in testing.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Assistant Benefits Administrator

Effective Date: May 2008

Pay Grade: 25

Reports to: Principal Administrative Analyst

Supervises: N/A

Internal Contacts: Other county personnel

External Contacts: General public

Basic Function and Responsibility: Assists in the administration of a comprehensive employee benefits program. Provides special guidance and assistance to all County departments on various employee benefit plans. Surveys industry and community to determine competitive position in employee benefits. Assists in developing, recommending and installing approved new or modified plans and employee benefit policies, and assists in supervising administration of existing plans. Assists in the development of cost control procedures to assure maximum coverage at the least possible cost to the County and employees.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Processes benefits application paperwork

1. Processes requests to add or subtract dependants
2. Processes requests to amend benefits (e.g., divorces, terminations, retirements)
3. Processes child support paperwork
4. Processes social security paperwork
5. Processes insurance paperwork (e.g., life insurance, COBRA)
6. Processes paperwork for various insurance carriers

Administers New Hire Orientation

1. Provides information to new employees regarding benefit options
2. Answers questions from new employees regarding benefits
3. Gathers and compiles necessary forms and paperwork for new employees
4. Issues Benefits Advisory booklet to new employees

Performs day-to-day activities in support of benefits administration

1. Prepares letters in fulfillment of requests to verify student status
2. Notifies carriers of insurance claims
3. Processes premium payment checks
4. Issues subrogation letters

Conducts activities for Open Enrollment (annually)

1. Sets up a schedule for self and benefit providers to visit county worksite locations
2. Participates in worksite visits
3. Notifies county worksites of Open Enrollment period
4. Answers questions from employees
5. Packages provider information for distribution to employees

Performs miscellaneous administrative duties

1. Prepares New Hire Attendance reports to track orientation attendance and benefits enrollment
2. Prepares a report notifying benefit carriers of terminations of benefits
3. Trains employees on various aspects of processing paperwork
4. Periodically meets with County employees in person or over the phone to discuss benefits

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County benefits programs and providers (i.e., medical, dental, and vision insurance, retirement benefits, life insurance, etc.).
2. Knowledge of procedures for Jefferson County New Employee Orientation.
3. Knowledge of the benefit claims process.
4. Knowledge of the insurance industry.
5. Knowledge of types and levels of insurance coverage available to employees.
6. Ability to acquire new information such as changes in policies or procedures.
7. Ability to be empathetic to the situations or problems of others.
8. Ability to be flexible.
9. Ability to communicate in writing.
10. Ability to communicate orally to include appropriate volume, inflection, and vocabulary.
11. Ability to adjust communication to the level of understanding of the intended audience.
12. Ability to complete tasks by their assigned deadlines.
13. Ability to conduct research about various benefit providers and programs.
14. Ability to establish and maintain cooperative working relationships with other County personnel, supervisors, vendors and the general public.
15. Ability to judge when to refer a decision to a superior or when supervisory approval is necessary.
16. Ability to lift objects weighing 5-15 lbs without assistance.
17. Ability to maintain confidentiality of personnel-related information.
18. Ability to attend to several situations, problems, or responsibilities at the same time.
19. Ability to organize work.
20. Ability to present one's self in a professional manner.
21. Ability to speak in public.

- 22. Ability to read and comprehend written material (e.g., department memos, reports and manuals).
- 23. Ability to type.
- 24. Ability to use computer software such as MS Word, Excel, Outlook, and Access.
- 25. Ability to use appropriate phone etiquette to include greeting, tone of voice, and showing an interest in a caller's request.

Experience and Education Qualifications:

- Bachelor's Degree in Personnel Management, Benefits Management, Business or Public Administration, or related field, plus two years of experience in Employee Benefits Administration or the equivalent in education, training, and experience.
- Certified Employee Benefits (CEB) designation desired.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Director of Human Resources

Effective Date: May 2008

Reports to: President of Jefferson County Commission

Pay Grade: 43

Supervises: Division Managers

Internal Contacts: Other county personnel

External Contacts: General public and vendors

Basic Function and Responsibility: Plans, organizes, and directs the Human Resources Department for Jefferson County to include Benefits, Employee and Personnel Services, Risk Management, and Workforce Development and Recruitment. Formulates operating policies and procedures for Jefferson County and the Human Resources Department, and provides recommendations for personnel policies and actions to the county commissioner. Ensures that department policies and procedures are in accordance with federal, state, and local laws.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Develops and executes the strategic vision for the Human Resources Department

1. Develops and aligns HR strategic initiatives to county goals and objectives
2. Ensures compliance with regulatory activities such as EEO, AAP, OSHA, Worker's Compensation, Unemployment, FMLA, and FLSA
3. Identifies staff vacancies, recruits, reviews applications and resumes; evaluates applicant skills, interviews, makes recommendations regarding applicant's qualifications, and selects the most experienced applicant
4. Oversees start-up initiatives of new divisions within Human Resources, including all staffing and operational needs, and projected startup date
5. Measures staffing effectiveness including turnover analysis and action planning
6. Supports the overall achievement and success of the key functional areas by responding to questions, resolving issues, and providing resources
7. Provides general oversight to Risk Management, Personnel and Employee Services, Workforce Development and Recruitment, and Compliance and Technology divisions
8. Advises actions regarding internal and external complaints and grievances
9. Ensures actions are taken to address consent decree requirements

Performs supervisory duties

1. Defines job duties and requirements of the various classifications in the Human Resources department and communicates those requirements to employees
2. Establishes standards of performance for all Human Resources employees
3. Provides staff with regular feedback based on their ongoing job performance
4. Coaches and counsels employees appropriately and in a timely manner to enhance employee development, productivity, and morale
5. Implements or recommends disciplinary action needed to improve performance deficits
6. Identifies training needs and ensures that necessary job-related instruction is provided to staff to achieve optimum efficiency
7. Ensures the continued education and development of staff in order to increase skills
8. Promotes a culture of professionalism, bi-directional communication, and fairness

Serves as a liaison to the Personnel Board

1. Requests information regarding problems or issues
2. Ensures departments are replacing provisional employees within the appropriate timeframe
3. Requests appropriate forms to complete performance evaluations and returns forms to Personnel Board

Makes recommendations regarding personnel policies

1. Provides policy interpretation in situations where the policy may be unclear
2. Researches information regarding new policy implementations (e.g., drug testing)
3. Monitors state and federal legislation to determine impact on county personnel practices and programs
4. Plans and establishes policies mandating ADEA, ADA, Title VII, and other relevant federal employment laws
5. Develops and recommends operating policy and procedural improvements
6. Coordinates the resolution of specific policy-related and procedural problems and inquiries

Oversees benefits program

1. Meets with providers regarding services, cost analysis, and use of benefits, etc.
2. Provides final decisions regarding benefits program
3. Manages contracts with benefits providers (e.g., HMO companies, Life Insurance, and Dental Health Insurance)

Provides oversight for personal services contracts

1. Enforces the Enabling Act
2. Provides final decision whether to reject or approve personal service contracts
3. Approves recommendations to reduce the listed contract amount
4. Recommends specific amendments or time extensions to contracts received

Oversees Department Budget

1. Plans and develops annual budget
2. Submits budget for approval
3. Monitors and controls expenditures

Knowledge, Skills, and Abilities:

1. Knowledge of Employment Law (e.g., Title VII, ADA, ADEA, FMLA, FLSA).
2. Knowledge of Administrative Orders.
3. Knowledge of Affirmative Action programs.
4. Knowledge of organizational structure of County.
5. Knowledge of Benefits program (health, dental, vision, retirement, etc.).
6. Knowledge of Risk Management.
7. Knowledge of Occupational Health & Safety issues.
8. Knowledge of Enabling Act and other relevant legislative acts.
9. Knowledge of the Personnel Board Rules and Regulations.
10. Knowledge of the Personnel Board Joint Commission (PBJC) classification system.
11. Knowledge of HR and other HR-related county policies and procedures
12. Knowledge of training strategies and techniques.
13. Knowledge of performance appraisal processes and procedures.
14. Knowledge of Insurance industry (for both benefits and property/liability).
15. Knowledge of liability issues.
16. Knowledge of Human Resources Management practices.
17. Knowledge of employee recruitment and selection.
18. Knowledge of disciplinary procedures.
19. Knowledge of statistical methods and techniques.
20. Knowledge of county fiscal policies and procedures.
21. Ability to communicate orally and in writing.
22. Ability to plan and direct the work of the department.
23. Ability to develop and monitor the department budget.
24. Ability to read, comprehend, and interpret legal and technical information.
25. Ability to develop policies and procedures.
26. Ability to develop and maintain relationships with others.
27. Ability to resolve problems.
28. Ability to analyze information and draw conclusions.
29. Ability to make decisions in a timely manner with limited information.
30. Ability to provide leadership.

Experience and Education Qualifications:

- Possession of a Bachelor's Degree in Business Administration, Personnel/Human Resources, Public Administration or related field (Master's Degree preferred).
- Minimum of five years progressively responsible experience in human resource administration with at least three years supervisory or managerial experience.
- A combination of education and experience that demonstrates the necessary knowledge, skills, and abilities.

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Jefferson County Human Resources Department

Job Description

Job Title: Division Manager

Effective Date: May 2008

Department: Compliance & Technology

Pay Grade: 34

Reports to: Director of Human Resources

Supervises: Division personnel

Internal Contacts: Other county personnel

External Contacts: General public and vendors, Personnel Board, County Attorneys, and Department of Justice

Basic Function and Responsibility: Manages the operations of the Compliance and Technology function within the Human Resources (HR) Department. Work involves coordinating training, providing oversight of project-related tasks, implementing technology programs, and supervising employees. An employee in this class confers with the HR Director on policy questions, but is expected to use considerable initiative and independent judgment in the performance of duties. Work is reviewed through conferences and written reports for adherence to established policies and achievement of desired objectives.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Provides oversight for completion of semiannual consent decree reports

1. Meets with Jefferson County's Personnel Board to discuss applicant data
2. Determines data layouts for tables used within reports
3. Reviews reporting structures of Jefferson County employees
4. Ensures all relevant data is uploaded and accurate for inclusion in reports
5. Determines the raw data needed to run reports to include certificates of eligibility, promotion registers, probational appointments, terminations, recruiting efforts, unclassified employees, announcements, and job fair listings
6. Sends required information to the Department of Justice and County Attorney

Coordinates training of all compliance issues

1. Oversees training in regard to Administrative Orders (AOs) or recent changes in AOs, personnel policy, or related activities
2. Consults with the County Attorney as needed to interpret or explain difficult or confusing legal compliance issues
3. Reviews training modules to include materials, handouts, manuals, and exercises in order to provide feedback and approve modifications

4. Works with other HR managers to develop an effective compliance training program
5. Evaluates the effectiveness of training and course outcomes, taking appropriate steps to improve their effectiveness
6. Attends training sessions to respond to questions and promote a culture of open, but respectful dialogue
7. Oversees the tracking of attendance to ensure all county employees attend mandatory training

Implements new and improved technology programs or systems such as the SAP Enterprise Resource Planning System

1. Maps out current processes using flow charts to ensure increased efficiency
2. Gathers samples of documents in order to convert old system data
3. Ensures adequate resources are allocated to the new program or system
4. Meets with the IT department to ensure the necessary hardware, software, etc. has been procured and installed
5. Ensures needed space has been made available to support the new program or system
6. Attends brainstorming sessions to obtain recommendations and anticipate end users' program and system needs

Oversees imaging project conversion to paperless environment

1. Maps the flow of paper in the current system
2. Gathers the different types of documents used
3. Determines various strategies for tracking fields
4. Collaborates with other departments to determine the design of the paperless format
5. Ensures the security and accessibility of the system
6. Customizes the capability of the system

Oversees FLSA compliance

1. Ensures the accessibility and availability of FLSA-related data
2. Serves as an independent reviewer to ensure that FLSA compliance issues (e.g., overtime, exempt, nonexempt) are being appropriately evaluated, tracked, and investigated
3. Responds to alleged violations of FLSA rules, regulations, policies, and procedures
4. Develops and oversees a system for investigating and resolving FLSA violations
5. Identifies potential areas of FLSA compliance vulnerability and risk
6. Provides monthly status reports to keep the HR Director, Department of Justice, and County Attorneys abreast of the operation and progress of compliance efforts

Oversees employee relations

1. Approves a methodology for taking or receiving complaints of harassment and discrimination
2. Ensures the corrective and disciplinary actions taken by other departments are fair, consistently enforced, and in compliance with federal, state, and local laws
3. Provides recommendations to department heads and other managers regarding corrective actions, investigations, and separation decisions
4. Prepares and submits reports pertaining to employee relations matters

Performs supervisory duties

1. Plans and schedules work for subordinate personnel, ensuring proper distribution of assignments and adequate staffing for subsequent performance of duties
2. Assigns, reviews, and evaluates work of subordinate personnel for the Compliance and Technology Division
3. Provides guidance and information to employees about civil service rules, regulations, and policies

Provides management oversight

1. Confers with department heads, elected officials, managers, and appointing authorities on the interpretation, resolution, and adjudication of personnel policies and programs
2. Develops, implements, coordinates, and administers divisional programs and initiatives
3. Provides recommendations to the HR Director, and monitors and controls expenditures for the Division
4. Maintains and increases professional knowledge, skills, and development by attending seminars and training programs, and reading trade and professional journals and publications

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County policies and procedures.
2. Knowledge of Jefferson County AO's (Administrative Orders).
3. Knowledge of the operation of the Personnel Board and the rules that govern it.
4. Knowledge of employment laws (FLSA, FMLA, etc.).
5. Knowledge of personnel management, employee relations, and EEOC precedents, decisions, policies, principles and methods.
6. Knowledge of adult learning practices and techniques to include visual aids, interactive exercises and activities, and theoretical applications.
7. Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effectiveness.
8. Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, and designing forms.

9. Ability to establish and implement new policies and procedures.
10. Ability to develop long-term plans and programs, and evaluate work accomplishments.
11. Ability to apply and adapt practices and techniques to the special requirements of the Compliance and Technology Division.
12. Ability to recruit, select, train, and evaluate the performance of subordinate supervisors and employees.
13. Ability to set priorities and plan activities to efficiently utilize staffing resources.
14. Ability to establish and maintain effective professional relationships with government officials, department heads, county employees, and the general public.
15. Ability to prepare and present clear oral and written reports on findings and recommendations.
16. Ability to read and comprehend written material (e.g., department memoranda, reports, and manuals).
17. Ability to attend to several situations, problems, or responsibilities at the same time.
18. Ability to interpret and apply information (e.g., policies, procedures).
19. Ability to adjust communication to the level of understanding of the intended audience.
20. Ability to make decisions in accordance with laws, ordinances, regulations, and established policies.

Experience and Education Qualifications:

- BS Degree in Business or Public Administration, Psychology, Personnel Management, or related field or the equivalent combination of education and experience.
- Five years of supervisory experience with Personnel Management experience in at least two major program areas.
- Additional directly related formal education may be substituted for up to three years of general personnel experience dependent upon the degree obtained.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Division Manager

Effective Date: May 2008

Department: Personnel & Employee Services

Pay Grade: 34

Reports to: Director of Human Resources

Supervises: Division personnel

Internal Contacts: Other county personnel

External Contacts: General public and vendors

Basic Function and Responsibility: Manages the operations of the Personnel and Employee Services Division. Work involves planning, directing, reviewing, and evaluating the work of employees within the division. Confers with the Director of Human Resources on major administrative or policy questions. Uses initiative and independent judgment while performing duties.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Oversees benefits

1. Ensures provider contracts are handled appropriately (e.g., health, dental, and vision insurance, etc.)
2. Meets with benefits personnel on a regular basis to provide information and resolve personnel issues
3. Ensures that basic health services are covered for employees (e.g., health tests and screenings)
4. Meets with vendors regarding proposals for services
5. Provides packets of benefits information to department personnel annually during open enrollment period
6. Provides recommendations to Director of Human Resources regarding benefits contracts

Oversees FMLA/compliance

1. Ensures appropriate standard enforcement of administrative orders regarding FMLA for all county employees
2. Ensures that FMLA usage is coded and tracked electronically
3. Ensures FMLA packets are completed and appropriate documentation is received from medical professionals
4. Ensures personnel maintain FMLA files appropriately and follow up with personnel as needed

Oversees personal actions

1. Ensures all hires and terminations are accurately tracked and entered electronically
2. Ensures merit increases and promotions are accurately tracked and entered electronically
3. Ensures annual performance appraisals are received from department managers and information is accurately entered electronically
4. Ensures all leave usage is accurately tracked and entered electronically
5. Ensures that positions are accurately classified according to FLSA (exempt or non-exempt)

Oversees contracts for personnel services

1. Meets with temporary services agencies and obtains bids for services from vendors
2. Contract for temporary services is open to bids on an annual basis
3. Positions filled by temporary staff are reviewed monthly to ensure that positions could not be filled by employees within the merit system per the requirements of the Enabling Act

Miscellaneous duties

1. Assists in development of performance management system
2. Conducts training courses on topics such as retirement, FMLA, and other HR issues
3. Develops internal training for assigned division
4. Contacts Personnel Board regarding training opportunities for specific areas (i.e., customer service training)
5. Suggests areas for improvement in efficiency and/or workflow
6. Ensures front desk is covered and appropriate customer service is provided

Knowledge, Skills, and Abilities:

1. Knowledge of personnel management.
2. Knowledge of EEOC and labor laws (FMLA, Title VII, FLSA, ADA, ADEA).
3. Knowledge of Jefferson County benefits programs.
4. Knowledge of Jefferson County benefits providers.
5. Knowledge of the English language.
6. Knowledge of performance management processes.
7. Knowledge of Jefferson County Personnel Board Rules and Regulations.
8. Knowledge of relevant Administrative Orders.
9. Knowledge of the Enabling Act.
10. Knowledge of the Personnel Board of Jefferson County classification system.
11. Knowledge of Jefferson County HR Department Policies and Procedures.
12. Knowledge of effective training methods and techniques.
13. Knowledge of contract processes and procedures.

- 14. Ability to set priorities and plan activities to efficiently utilize staff resources.
- 15. Ability to use computer software such as MS Word, Excel, Outlook, Access and Excel.
- 16. Ability to establish and maintain effective work relationships with subordinates and other department employees.
- 17. Ability to prepare and present clear oral and written reports regarding finds and recommendations.
- 18. Ability to evaluate subordinates' performance.
- 19. Ability to counsel subordinates.
- 20. Ability to read and comprehend technical information.
- 21. Ability to communicate effectively both orally and in writing.
- 22. Ability to maintain confidentiality of personnel-related information.
- 23. Ability to provide on-the-job training to employees on administrative-related procedures such as formats for typing documents, procedures for copying documents, and processing various forms.

Experience and Education Qualifications:

- Possession of a Bachelor's degree in Business or Public Administration, Psychology, Personnel Management, or related field or the equivalent combination of education and experience. Master's degree preferred.
- Five years supervisory experience with Personnel Management experience in at least two major program areas.
- Additional directly related formal education may be substituted for two to three years of general personnel experience dependent upon the degree obtained.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Division Manager

Effective Date: May 2008

Department: Recruitment & Workforce Development

Pay Grade: 34

Reports to: Director of Human Resources

Supervises: Division personnel

Internal Contacts: Other county personnel

External Contacts: General public

Basic Function and Responsibility: Manages operation of the training department, application services and recruiting for unclassified positions. Manages operation of workforce development program for classified and unclassified positions. Oversees records and data management for unclassified positions.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Oversees training for County employees

1. Researches topics and obtains materials for various training areas
2. Locates contractors to provide training that cannot be provided internally (e.g., harassment training)
3. Ensures that division employees are cross-trained
4. Ensures training opportunities are announced
5. Develops annual report regarding training sessions held, number of attendees; etc.

Develops and directs administration of hiring unclassified and classified employees

1. Ensures hire offer is made within 30 days
2. Creates short list criteria of qualifications and KSAs to determine who to interview
3. Ensures records are maintained to document those candidates contacted on the "short list" and those who are interviewed
4. Ensures pre-employment screenings and checks are performed appropriately
5. Reviews job-postings for laborer positions and ensures payment is made for advertisements

Oversees the development and validation of structured interviews

1. Develops structured oral interview questions (SOIs) and rating factors for County Commissioners and Department Heads or Managers

2. Oversees review of post-interview SOI packets to ensure departments are following proper and fair procedures
3. Assists with SOI packet reviews when problems arise
4. Provides training to county employees who are involved in SOI administration and development

Coordinates Administrative Assistant Conference

1. Hires consultants to give presentations
2. Manages contracts involved with the conference
3. Reviews materials and information to be presented at the conference
4. Ensures that the contracts do not conflict with the Enabling Act

Miscellaneous Duties

1. Serves as Director of Human Resources when supervisor is out
2. Maintains and updates website information
3. Performs career development counseling for employees
4. Ensures provisional employees are not employed for longer than 4 months
5. Schedules orientation sessions

Knowledge, Skills, and Abilities:

1. Knowledge of personnel management.
2. Knowledge of EEOC and labor laws (FMLA, Title VII, FLSA, ADA, ADEA).
3. Knowledge of the organizational structure of Jefferson County.
4. Knowledge of the Enabling Act.
5. Knowledge of the Personnel Board of Jefferson County classification system.
6. Knowledge of effective training methods and techniques.
7. Knowledge of performance appraisal processes and procedures.
8. Knowledge of employee recruitment and selection processes and procedures.
9. Knowledge of employee grievance procedures.
10. Knowledge of succession planning.
11. Knowledge of contract processes and procedures.
12. Knowledge of county fiscal policies and procedures.
13. Knowledge of the English language.
14. Knowledge of Jefferson County Personnel Board Rules and Regulations.
15. Knowledge of relevant Administrative Orders (AOs).
16. Knowledge of Jefferson County HR Department Policies and Procedures.
17. Ability to set priorities and plan activities to efficiently utilize staff resources.
18. Ability to establish and maintain effective working relationships with subordinates and other department employees.
19. Ability to prepare and present clear oral and written reports regarding.
20. Ability to evaluate subordinates' performance.
21. Ability to counsel subordinate.
22. Ability to read and comprehend technical information.

- 23. Ability to communicate effectively both orally and in writing.
- 24. Ability to ensure the department and county are in compliance with all relevant laws, AOs and consent decree.
- 25. Ability to develop policies and procedures.
- 26. Ability to interact with others of varying backgrounds.
- 27. Ability to analyze information and draw conclusions.
- 28. Ability to use a computer and related software.

Experience and Education Qualifications:

- Possession of a Bachelor's degree, preferably in a field related to Human Resource Management; Master's degree is preferred.
- At least 5 years progressively responsible experience.

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Jefferson County Human Resources Department

Job Description

Job Title: Division Manager

Department: Risk Management

Reports to: Director of Human Resources

Supervises: Division personnel

Internal Contacts: Other county personnel

External Contacts: General public and vendors

Effective Date: May 2008

Pay Grade: 34

Basic Function and Responsibility: Work involves the development, organization, administration, and implementation of risk management, safety, and insurance programs in order to protect Jefferson County against loss and ensure compliance with legal requirements. Work is reviewed by the Director of Human Resources.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Serves as risk manager for Jefferson County

1. Develops and implements the County's risk management program in a manner that protects the County's assets
2. Develops and implements systems, policies, and procedures for the identification, collection, and analysis of risks
3. Helps County departments with risk management needs (i.e., insurance, loss prevention, and control)
4. Minimizes the possible interruption of vital public services (e.g., sewage)
5. Ensures any exposure to financial loss is discovered and prevented
6. Educates and trains leadership on the respective responsibilities of applying risk management strategies
7. Assists with creating departmental goals while complying with state and federal laws related to safety and risk management
8. Actively participates in or facilitates committees related to risk management and safety improvement

Manages the safety program

1. Reduces the costs and consequences of accidents through effective safety management
2. Collects, evaluates, and maintains data concerning employee injuries, claims, workers' compensation, and other 3rd party claims
3. Administers the workers' compensation program

4. Ensures a safe environment for Jefferson County employees and for Alabama citizens coming in contact with county employees or property as services are provided
5. Coordinates with HEAL Administrator (i.e., workers' compensation adjustor, 3rd party administrator)
6. Investigates and analyzes root causes, patterns, or trends that could result in claims against the County
7. Helps to identify and implement corrective action where appropriate
8. Collaborates with external firms who process workers' compensation claims
9. Oversees in-house safety and wellness programs that are administered by the Occupational Health manager and nurses

Manages claims made against the county

1. Serves as an insurance adjuster
2. Interacts with property owners
3. Investigates sewer backup claims in order to determine fault (i.e., county sewer system, etc.)
4. Negotiates with cleaning company for remediation services provided to claimants
5. Provides a quarterly summary to the Personnel Board on incidents, claims, and claim payments
6. Investigates and processes claims by working with the County attorney
7. Administers auto liability through subrogation
8. Works with insurance staff to settle claims

Oversees Jefferson County's insurance program

1. Serves as the County liaison to insurance carriers
2. Ensures all County property is appraised every 3-5 years
3. Works with an actuarial company (AMI) to ensure the County is adequately insured
4. Obtains letter of credit to cover Owner Control Insurance Program (OCIP)
5. Administers general liability (i.e., criminal dishonesty, annual elevator inspections, etc.)

Performs supervisory duties

1. Distributes assignments and ensures adequate staffing for the subsequent performance of duties
2. Reviews and evaluates work of subordinate personnel for the Risk Management division to ensure efficient organization and completion of work
3. Provides guidance and coaching to employees in response to questions or major issues
4. Conducts performance appraisals

Knowledge, Skills, and Abilities:

1. Knowledge of risk management principles and concepts.
2. Knowledge of asset protection, relating to general and financial liability protection.
3. Knowledge of accounting and auditing principles, statistical and financial analysis.
4. Knowledge of budgeting practices and controls and risk analysis.
5. Knowledge of insurance industry (e.g., auto, property, general liability, workers' compensation).
6. Knowledge of workers' compensation laws.
7. Knowledge of liability insurance and risk management terminology.
8. Knowledge of occupational health issues.
9. Knowledge of the procedures used for setting reserves for self-insurance.
10. Knowledge of the principles of financial analysis.
11. Skill in driving.
12. Ability to make decisions.
13. Ability to develop policies and procedures.
14. Ability to negotiate.
15. Ability to persuade others.
16. Ability to stay up-to-date on current trends in risk management, workers' compensation, and occupational health.
17. Ability to perform basic mathematical calculations (e.g., addition, subtraction, multiplication, division).
18. Ability to communicate in writing.
19. Ability to communicate orally.
20. Ability to analyze information.
21. Ability to investigate insurance claims.
22. Ability to supervise subordinates.
23. Ability to direct the work of others (i.e., contractors, insurance adjustors, Serve Pro, Actuarials, etc.).
24. Ability to establish and maintain effective working relationships with public officials; technical, engineering, and architectural personnel; insurance company representatives; subordinate staff; and the general public.
25. Ability to delegate or assign tasks fairly.

Experience and Education Qualifications:

- Possession of a Bachelor/ES Degree in Business Administration, Public Administration, or a related field.
 - Five years of supervisory experience in risk management and safety administration.
- OR**
- A combination of education and experience that demonstrates the above listed knowledge, skills, and abilities.

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Jefferson County Human Resources Department

Job Description

Job Title: Employee Relations Officer
Department: Compliance & Technology
Reports to: Personnel Division Manager
Supervises: N/A
Internal Contacts: Other county personnel
External Contacts: General public, vendors

Effective Date: May 2008
Pay Grade: 28

Basic Function and Responsibility: Provides information and guidance to county employees related to county employment practices for the purpose of maintaining an effective employee relations program, to include counseling, training, handling complaints, advising on legal matters, and sponsoring county programs.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Listens to and investigates employee complaints and problems

1. Meets with employees to determine the nature of their problem (e.g., is it job-related, trainable)
2. Counsels managers and supervisors on problems with their employees or work unit
3. Mediates any problems at the lowest level possible
4. Interviews related parties as needed to investigate complaints
5. Refers employees to Behavioral Health Services (BHS), when appropriate

Provides employment-related counseling services to county employees

1. Advises employees on continuing education opportunities
2. Assists employees in preparing for the interview process
3. Advises employees on career opportunities
4. Provides information on job-relevant degrees
5. Advises employees on appropriate training opportunities
6. Assists employees in completing an Individual Development Plan (IDP)
7. Administers a career assessment instrument to ascertain employee interests and fit with various occupations
8. Monitors employee progress toward attaining career goals
9. Advises employees on the tuition reimbursement program

Designs, develops, and provides training and development opportunities to county employees and departments

1. Conducts training on ethics, new employee orientation, diversity, harassment, grievance procedures, workplace violence, employment law, customer service, etc.
2. Researches and develops training materials
3. Researches and develops departmental-specific trainings or seminars (i.e., special topics that address a particular issue in that department)

Assists departments in maintaining a positive working environment

1. Encourages employees and their departments to discuss conflicts and seek resolution prior to pursuing legal action
2. Initiates transfers for employees who have irresolvable conflicts with the departments
3. Reviews deposition statements on termination and disciplinary appeals
4. Provides internal consulting services related to scheduling, sick leave, Title VII, harassment, customer service, ethics, etc.
5. Conducts organizational surveys and discussion groups as needed to determine and respond to employee needs and grievances
6. Conducts policy reviews (e.g., scheduling, sick leave, harassment, transfers)

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County Policies and Procedures.
2. Knowledge of employment laws, including Title VII, ADA, FMLA, FLSA, ADEA, etc.
3. Knowledge of the tuition reimbursement program.
4. Knowledge of training opportunities available to county employees
5. Ability to use a computer.
6. Ability to computer software such as MS Word, Excel, Outlook, Access, and PowerPoint.
7. Ability to investigate employee grievances.
8. Ability to mediate and resolve conflicts.
9. Ability to conduct research.
10. Ability to establish and maintain positive working relationships with others.
11. Ability to counsel others (e.g., employees, department managers, department heads) on employment matters.
12. Ability to interpret and apply employment laws.
13. Ability to use persuasion and tact in dealing with others.
14. Ability to demonstrate sympathy and empathy with others.
15. Ability to determine which issues, problems, or activities should take priority when conflicting information arises.
16. Ability to provide information clearly and concisely to include staying on subject, paraphrasing information, and using analogies.
17. Ability to listen attentively.

- 18. Ability to read and comprehend written material (e.g., employment law).
- 19. Ability to establish and maintain cooperative working relationships with other County personnel.
- 20. Ability to listen to and understand others to include ensuring comprehension of the intended message.
- 21. Ability to communicate in writing to include using proper grammar, sentence structure, spelling, punctuation, etc.
- 22. Ability to adjust communication to the level of understanding of the intended audience.
- 23. Ability to acquire/learn new information such as changes in policies, etc.
- 24. Ability to set priorities.
- 25. Ability to maintain confidentiality of personnel-related information.
- 26. Ability to work independently.
- 27. Ability to conduct training and make presentations.
- 28. Ability to design and develop training materials.
- 29. Ability to conduct investigations into employee grievances.
- 30. Ability to analyze data and draw conclusions.

Experience and Education Qualifications:

- Bachelor's degree in Business or Public Administration, Personnel Management, Psychology, or related field.
- Five years of professional experience in personnel administration, affirmative action, equal employment opportunity, employee relations, three years of which must have been in a responsible labor relations position; or combination of education, experience that demonstrates the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Occupational Health Manager

Effective Date: May 2008

Department: Risk Management

Pay Grade: 28

Reports to: Risk Manager

Supervises: Occupational Health Nurses

Internal Contacts: Other county personnel

External Contacts: General public and worker's compensation contractor

Basic Function and Responsibility: Manages the Occupational Health program for Jefferson County. Provides oversight for workers' compensation cases, directs the wellness program, and provides health education programs for county personnel. Evaluates program effectiveness, using management reports and annual performance evaluations. Oversees the work of occupational health nurses.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Manages workers' compensation cases

1. Assigns less complex cases to nurses
2. Validates billing issues with third party administrators
3. Verifies that invoices are paid
4. Oversees billing for workers' compensation cases
5. Serves as the liaison between injured county employees and physicians during Fitness for Duty evaluations
6. Provides employees with a certified Fitness for Duty notification
7. Communicates Fitness for Duty results to county attorney and employee's supervisor

Prepares reports and manage records

1. Maintains records of lost time and types of injuries, etc. using Excel database
2. Obtains reports from nurses and maintains a database of nurse activities (e.g., case status reports, etc.)
3. Prepares a monthly case summary report for the Risk Manager
4. Maintains records of all settled cases and medical improvements
5. Communicates third party administrator information to Nurses
6. Prepares graphical or visual representations of program data
7. Assists auditors to prepare annual reports on workers' compensation cases

8. Obtains records and statistics on injuries and case information using PROGNOSIS

Manages Occupational Health Nurses and Program

1. Maintains Risk Management website
2. Ensures nurses are performing effectively
3. Performs nursing duties when nurses are absent
4. Conducts regular staff meetings with nurses to communicate pertinent information
5. Administers the Drug Free Workplace Program to include random drug testing
6. Participates in budget proposals for the Occupational Health program

Provides health education

1. Administers the County Health Incentive Plan (CHIPs)
2. Provides educational materials at work sites (e.g., health information pamphlets, etc.)
3. Organizes the CHIPs program for Nurses to visit work sites
4. Recruits vendors to participate in the Annual Health Fair
5. Estimates the Annual Health Fair budget
6. Advertises the Annual Health Fair

Assists county attorney with cases under litigation

1. Obtains medical records for injured employees
2. Performs depositions and interrogatories
3. Ensures there is no communication with employees pursuing litigation
4. Provides key information about cases being litigated (e.g., what happened and what has been done to help)
5. Prepares files for the County Attorney (e.g., incident report, medical documentation, emails, injuries, bills)

Knowledge, Skills, and Abilities:

1. Knowledge of medical case management practices.
2. Knowledge of reference manuals, such as orthopedics, drug manuals, Center for Disease Control (CDC) guidelines, American Medical Associate (AMA) Disability Guidelines, and Medical Disability Advisor Manual.
3. Knowledge of human anatomy and physiology.
4. Knowledge of work-related injuries.
5. Knowledge of commonly prescribed medications.
6. Knowledge of medical terminology.
7. Knowledge of infection control.
8. Knowledge of safety investigation techniques.
9. Knowledge of descriptive and inferential statistics.

10. Knowledge of occupational exposure claims (e.g., exposure to bloodborne pathogens).
11. Knowledge of principles and practices of professional nursing theory.
12. Knowledge of principles and practices of occupational health care.
13. Knowledge of Jefferson County policies and procedures.
14. Knowledge of Jefferson County AO's (Administrative Orders).
15. Knowledge of worker's compensation law.
16. Knowledge of required forms for obtaining and processing employee information.
17. Ability to use computer software such as MS Word, Excel, Outlook, Access and Excel.
18. Ability to manage and direct the work of others.
19. Ability to communicate in writing using the appropriate grammar, sentence structure, punctuation, and spelling.
20. Ability to read and comprehend written material (e.g., department memos, reports, and manuals).
21. Ability to detect errors in facts and information that do not appear consistent in written information and reports.
22. Ability to maintain the confidentiality of personnel-related information.
23. Ability to establish and maintain effective nursing relationships with other health professionals and personnel.
24. Ability to plan, evaluate, and conduct health education programs.
25. Ability to analyze information and solve problems.

Experience and Education Qualifications:

- Possession of a nursing degree.
- Four years of progressively responsible professional experience in occupational health.
- Experience with and understanding of workers' compensation case management practices.
- Licensed Registered Nurse in the state of Alabama or in a state with which Alabama has a reciprocity agreement.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Occupational Health Nurse

Effective Date: May 2008

Department: Risk Management

Pay Grade: 23

Reports to: Occupational Health Manager

Supervises: N/A

Internal Contacts: Other county personnel

External Contacts: General public and worker's compensation contractor

Basic Function and Responsibility: Provides basic nursing services to employees who are injured or become ill while on the job. All injuries are documented and the nurse works in conjunction with the worker's compensation contractor on the injured employee's case. The job also includes providing basic health education and health screenings to county personnel. All nursing care is provided under the supervision of the Occupational Health Manager.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Responds to supervisor reports of employee injuries

1. Processes first report of injury forms (FRIs)
2. Sends FRI to worker's compensation contractor (HEAL)
3. Sees injured employee in office if possible
4. Performs triage over the phone
5. Recommend transport of injured employee to a health care facility, if necessary
6. Ensures that a drug test is performed before treatment is administered to the injured employee
7. Creates a new injury cases report and sends to supervisor
8. Processes workers' compensation claims

Manages on-going injury cases

1. Uses PROGNOSIS software to track status of cases (e.g., results from doctor visits, prognosis, etc.)
2. Creates monthly report of on-going cases and sends to supervisor
3. Contacts treating physician to determine injured employee's work status
4. Creates monthly lost-time and light-duty status reports
5. Ensures injured employees receive their workers' compensation checks
6. Contacts doctors for referrals and schedule appointments for injured employee

Provides basic nursing care

1. Provides hepatitis and flu vaccines to county personnel
2. Checks blood pressure of county personnel
3. Checks glucose levels of county personnel
4. Checks cholesterol levels of county personnel
5. Checks BMI for county personnel
6. Answers basic health questions from county employees
7. Refers employee to personal physician for non job related injuries or illnesses
8. Provides first aid to county employees in assigned area
9. Performs pre-employment physicals for unclassified county positions

Provides health education

1. Administers the County Health Incentive Plan (CHIP)
2. Provides educational materials at work sites (e.g., health information pamphlets, etc.)
3. Assists with annual county health fair
4. Conducts presentations to county employees on specific health topics (i.e., heart disease, diabetes, etc.)

Assists county attorney with cases under litigation

1. Obtains injured employees' medical records
2. Testifies in court, as needed
3. Redirects employees pursuing litigation supervisor or county attorney

Knowledge, Skills, and Abilities:

1. Knowledge of medical case management practices.
2. Knowledge of reference manuals, such as orthopedics, drug manuals, Center for Disease Control (CDC) guidelines, American Medical Associate (AMA) Disability Guidelines, and Medical Disability Advisor Manual.
3. Knowledge of human anatomy and physiology.
4. Knowledge of work-related injuries.
5. Knowledge of commonly prescribed medications.
6. Knowledge of medical terminology.
7. Knowledge of occupational exposure claims (e.g., exposure to bloodborne pathogens).
8. Knowledge of principles and practices of professional nursing theory.
9. Knowledge of principles and practices of occupational health care.
10. Knowledge of Jefferson County policies and procedures.
11. Knowledge of Jefferson County AO's (Administrative Orders).
12. Knowledge of worker compensation laws.
13. Knowledge of required forms for obtaining and processing employee information.
14. Ability to use computer software such as Microsoft Office.

15. Ability to write using the appropriate grammar, sentence structure, punctuation, and spelling.
16. Ability to maintain the confidentiality of personnel-related information according to HIPPA regulations.
17. Ability to persuade and encourage county employees to follow policies and procedures.
18. Ability to establish and maintain effective relationships with other healthcare professionals and personnel.
19. Ability to plan, evaluate, and conduct health education programs.
20. Ability to work independently.
21. Ability to create spreadsheets and manage data.
22. Ability to conduct health screenings.
23. Ability to communicate orally.
24. Ability to listen attentively.
25. Ability to diagnose health problems with limited information.
26. Ability to remain calm and calm others simultaneously.
27. Ability to judge when to refer a decision to a superior or when approval is necessary.
28. Ability to create and maintain an alphabetic or numerical filing system.

Experience and Education Qualifications:

- Possession of a nursing degree.
- Two years of professional nursing work experience in occupational health.
- Licensed Registered Nurse in the state of Alabama or in a state with which Alabama has a reciprocity agreement.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Personnel Analyst I [B. Banks-Coleman]

Effective Date: May 2008

Department: Personnel & Employee Services

Pay Grade: 21

Reports to: Division Manager

Supervises: N/A

Internal Contacts: Other county personnel

External Contacts: General public and vendors

Basic Function and Responsibility: This is an entry level professional class. Positions in this class are assigned to perform a range of duties and responsibilities through which they acquire the additional knowledge, skills, and abilities to advance into higher levels of work in one or more of the following areas within the Civil Service system: recruitment and examination; testing, research, and validation; classification and pay; safety; employee relations; discipline; training; or other human resources areas. Work is assigned and reviewed by the Personnel Division Manager, Personnel Specialist, or Personnel Analyst of a higher grade. Work is reviewed for accuracy and compliance with directions, policies, and procedures.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Processes FMLA or leave without pay (LWOP) requests

1. Ensures employee signatures are included on the acknowledgement form regarding FMLA or LWOP requests
2. Receives and reviews requests for FMLA or LWOP
3. Ensures FMLA files include a medical certification and dates of employment
4. Ensures that the employee meets all eligibility requirements for FMLA or LWOP
5. Resolves FMLA compliance issues
6. Verifies information on employee family form, including scope of coverage (e.g., dependent information)
7. Ensures the requested leave time corresponds with those anticipated by the physician
8. Contacts payroll coordinators with questions or requests for information
9. Calculates the amount of sick and annual leave available that can be used in conjunction with FMLA or LWOP
10. Recommends alternatives to employee if not qualified for FMLA
11. Contacts employee's department or supervisor to gather additional information on all FMLA or LWOP

12. Disseminates copies of FMLA or LWOP requests to appropriate personnel
13. Documents all actions taken in employee personnel file

Processes requests for military leave

1. Explains military leave policies
2. Reviews the type of military leave needed (e.g., voluntary or involuntary) to determine which rules apply
3. Requests and reviews military orders to notify department on the length of time the employee will be on leave
4. Determines whether employees who request leave for long periods will be paid

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County policies and procedures on leave.
2. Knowledge of employment laws (e.g., FMLA, military).
3. Ability to work in an environment where actions are required that fall outside normal operating procedures.
4. Ability to observe, receive, and otherwise obtain information from all relevant sources.
5. Ability to monitor and review information from materials and events in order to detect or assess problems.
6. Ability to operate a variety of office and computer equipment.
7. Ability to communicate clearly and concisely, both orally and in writing.
8. Ability to maintain the confidentiality of personnel-related information.
9. Ability to calm hostile, confused, and/or distraught individuals.
10. Ability to tactfully respond to employee questions, suggestions, or complaints.
11. Ability to judge the urgency with which activities should be performed.
12. Ability to be proactive in anticipating and solving problems rather than waiting and reacting to problems as they arise.
13. Ability to state and explain policies and procedures to include enlisting support, compliance, and acceptance of employees.

Experience and Education Qualifications:

- Possession of a Bachelor's Degree in Personnel Management, Business, Public Administration, Psychology, or a related field; or any combination of education and experience that demonstrates possession of the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Personnel Analyst I [D. Redrick]
Department: Personnel & Employee Services
Reports to: Division Manager
Supervises: N/A
Internal Contacts: Other county personnel
External Contacts: General public and vendors

Effective Date: May 2008
Pay Grade: 21

Basic Function and Responsibility: This is an entry level professional class. Positions in this class are assigned to perform a range of duties and responsibilities through which they acquire the additional knowledge, skills, and abilities to advance into higher levels of work in one or more of the following areas within the Civil Service system: recruitment and examination; testing, research, and validation; classification and pay; safety; employee relations; discipline; training; or other human resources areas. Work is assigned and reviewed by the Personnel Division Manager, Personnel Specialist, or Personnel Analyst of a higher grade. Work is reviewed for accuracy and compliance with directions, policies, and procedures.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Reviews and processes personnel actions

1. Reviews personnel actions and resolves relevant problems for Jefferson County employees, within the rules and guidelines of the Personnel Board
2. Answers questions (e.g., via phone, e-mail, face-to-face appointments) from employees about personnel actions, leaves of absence, survey questions, early retirement options and scheduling)
3. Reviews employees' history in order to respond to questions regarding personnel actions
4. Processes personnel actions (PAs) and reviews questions on personnel actions received (e.g., changes, suspensions, demotion, separation, new employee set-up, etc.)

Completes compensation duties

1. Responds to payroll-related questions pertaining to benefits
2. Ensures that payroll was processed correctly
3. Enters data for all new employees in Human Resources (HR) system, using NX View

4. Reviews and verifies eligibility, credentials, and years of service
5. Calculates leave conversion for retirement
6. Processes early retirement actions
7. Develops early retirement letters for all relevant parties
8. Notifies the pension office, payroll, and the employee via letter and a copy of e-mail of the employee's intent to retire early
9. Serves as interface between Jefferson County employees and the Personnel Board, ensuring that employees are classified and paid correctly
10. Processes across-the-board pay increases annually, ensuring that personnel actions have been completed

Maintains classification system

1. Conducts a review of employees' classification and compensation, to ensure that all positions are properly classified
2. Updates position descriptions upon approval of the Personnel Board and sends updated positions to IT
3. Disseminates copies of the revised position descriptions to appropriate County employees
4. Sends preliminary results of position reviews via memo to the different departments and elected officials
5. Sends final listings to departments and follows up with implementation instructions
6. Creates a reporting schedule on the annual calendar
7. Calculates all dates for reports in order to schedule and run reports
8. Provides total and limited access to HR computer systems (e.g., sets permissions, grants access)
9. Verifies system access for all employees on a semi-annual basis

Performs supervisory duties

1. Assigns tasks to subordinates for completion
2. Performs annual performance appraisals in order to provide feedback
3. Counsels or coaches subordinate employees

Performs miscellaneous duties

1. Provides oversight of Public Safety area
2. Reviews layout and set-up of online personnel system, and suggests changes and updates
3. Ensures that bi-weekly updates are sent to the Personnel Board (via interface) Participates in new employee orientation and ongoing employee training
4. Works with vendors as needed (i.e., sets up vendor meetings; collects bids for scanning of old files, etc.)
5. Prepares resolutions for agenda so the appropriate committee can vote
6. Creates and maintains filing system for all active and terminated personnel

Knowledge, Skills, and Abilities:

1. Knowledge of Personnel Board rules, including those related to payroll, classification, compensation, and benefits.
2. Knowledge of the operation of the Jefferson County Personnel Board.
3. Knowledge of Jefferson County's policies and procedures.
4. Knowledge of personnel actions' processes and requirements.
5. Knowledge of Jefferson County Human Resources' (JCHR) rules and regulations.
6. Ability to effectively present information and respond to questions from managers, subordinates, county personnel, and the general public.
7. Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals.
8. Ability to read and comprehend written material (e.g., department memos, reports, and manuals).
9. Ability to supervise.
10. Ability to communicate clearly and concisely, both orally and in writing.
11. Ability to prepare and maintain records.
12. Ability to work under pressure and time constraints.
13. Ability to detect errors in facts and information that do not appear consistent in written information and reports.
14. Ability to use a personal computer to enter/retrieve information and draft/write letters, memoranda, and reports.
15. Ability to maintain confidentiality of personnel-related information.

Experience and Education Qualifications:

- Possession of a Bachelor's Degree in Personnel Management, Business, Public Administration, Psychology, or a related field; or any combination of education and experience that demonstrates possession of the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Personnel Analyst I [H. Davis]
Department: Recruitment & Workforce Development
Reports to: Division Manager
Supervises: N/A
Internal Contacts: Other county personnel
External Contacts: General public and vendors

Effective Date: May 2008
Pay Grade: 21

Basic Function and Responsibility: This is an entry level professional class. Positions in this class are assigned to perform a range of duties and responsibilities through which they acquire the additional knowledge, skills, and abilities to advance into higher levels of work in one or more of the following areas within the Civil Service system: recruitment, research, classification and pay, employee relations, discipline, training, or other human resources areas. Work is assigned and reviewed by the Personnel Division Manager, Personnel Specialist, or Personnel Analyst of a higher grade. Work is reviewed for accuracy and compliance with directions, policies, and procedures.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Creates structured interview (SI) questions and rating factors

1. Meets with County department personnel to generate structured interview questions and rating factors
2. Reviews job behaviors and tasks for specific classifications
3. Brainstorms possible questions using the critical incidents and essential functions of the job
4. Creates realistic problem scenarios and standardized questions that will be used to screen candidates

Analyzes and reviews structured interview (SI) packets and rating factors developed by county department personnel

1. Reviews structured interview packets and rating factors to ensure compliance with the consent decree
2. Approves questions and rating factors based on job relatedness and the law
3. Ensures person(s) who received the highest score is selected for the job
4. Resolves situations where more than one candidate receives the highest score
5. Ensures all required documentation is submitted
6. Ensures potential candidates are not on the ineligible list

7. Ensures signatures and required documentation (i.e., no shows, interview invites, etc.) are included in the packets
8. Offers recommendations and suggestions on the language used within the question to ensure compliance with established procedures, clarity, and accuracy
9. Reviews rating factor definitions and key indicators to ensure definitions and indicators appropriately correspond to questions

Recruits and processes potential candidates for unclassified jobs

1. Communicates with County Departments regarding vacancies
2. Creates, submits for approval, and posts advertisements for vacant positions
3. Organizes applications in sequential order using time and date stamp
4. Screens applications based on job description and minimum qualifications
5. Maintains records (e.g., number of minority candidates)
6. Ensures all required documentation is included with the application
7. Recommends and proceeds with the selection of appropriate candidate(s)
8. Reviews requisition forms for completion and accuracy
9. Verifies the critical needs of the department requesting laborers

Performs miscellaneous duties

1. Attends job fairs
2. Provides information regarding Human Resources (i.e., vacancies, hours of operation, applications, etc.)
3. Responds to questions from the public
4. Assists with organizing, sorting, and maintaining required files and documents

Knowledge, Skills, and Abilities:

1. Knowledge of the structured interview process.
2. Knowledge of Jefferson County policies and procedures.
3. Knowledge of Jefferson County AO's (Administrative Orders).
4. Knowledge of employment laws (Title VII, ADA, ADEA, etc.).
5. Knowledge of recruiting and application guidelines and practices.
6. Ability to use computer software such as PeopleAdmin, NX/View, MS Word, Outlook, Access, and Excel.
7. Ability to determine which issues, problems, or activities should take priority when conflicting information arises.
8. Ability to adjust one's communication.
9. Ability to write using the appropriate grammar, sentence structure, punctuation, and spelling.
10. Ability to work under pressure and time constraints.
11. Ability to establish and maintain cooperative working relationships with other county personnel, supervisors, and the general public.
12. Ability to detect errors in facts and information that do not appear consistent in written information and reports.

- 13. Ability to interpret and apply information such as policies.
- 14. Ability to communicate orally to include appropriate volume, inflection, and vocabulary.
- 15. Ability to maintain confidentiality of personnel-related information.

Experience and Education Qualifications:

- Possession of a Bachelor's Degree in Personnel Management, Business, Public Administration, Psychology, or a related field; or any combination of education and experience that demonstrates possession of the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Personnel Analyst II
Department: Compliance & Technology
Reports to: Division Manager
Supervises: N/A
Internal Contacts: Other county personnel
External Contacts: General public, vendors

Effective Date: May 2008
Pay Grade: 24

Basic Function and Responsibility: Reviews, processes, and maintains record of employment applications and recommendations for hire to prepare job candidates, employees, and departments for personnel changes and activity. Assists departments in coordinating new employment efforts.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Follows-up on recommendations for hire in order to prepare job candidates for employment

1. Contacts job candidates to inform them about their preliminary recommendation for hire
2. Obtains job candidates' driver's license and faxes this information to the criminal background check vendor
3. Conducts employment verification checks by contacting the job candidates' current employer
4. Follows-up on job candidate information (e.g., drug prescription requirements, employment verification) to ensure the candidate has provided accurate information
5. Seeks guidance from the County Attorney and hiring departments to determine the best course of action to take regarding questionable or inconclusive employment matters (e.g., drug screenings, criminal background check)
6. Contacts job candidates to determine if they are still interested in the position after the background check process
7. Contacts candidates to inform them of their approval for hire
8. Sends the official letter of acceptance to new hires
9. Provides information to job candidates related to new employee orientation
10. Schedules new hires for orientation

Maintains records of employee and job candidate information

1. Creates online database of employee information
2. Transfers information provided by job candidates, employees, and county departments into an electronic database
3. Completes a log to record pertinent application information
4. Records the source of incoming information (i.e., which agency, division, etc.)
5. Files job candidates' information packets after the position is closed
6. Collaborates with Payroll to ensure job candidates' files are active and their certification numbers have not expired

Processes information using forms, correspondence, and reports related to new hire recommendations, applications for employment, etc.

1. Serves as the liaison between applicants, employees, and county departments as needed to ensure efficient correspondence between parties
2. Reviews materials for accuracy and completeness (e.g., applications for unclassified positions, etc.)
3. Forwards application materials to designated departments
4. Obtains job specific information (e.g., salary, duties) from departments
5. Reviews applications of candidates coming from outside of the system to justify advanced step status
6. Requests time extensions if the recommendation for hires process takes longer than 30 days
7. Determines whether internal job candidates require an updated physical screening

Assists departments in coordinating new employment efforts

1. Ensures that all departments have federal and state laws, rules, and regulations posted at their job sites
2. Contacts departments to verify that all employees have access to the announcement board
3. Advertises at career fairs
4. Assists departments in posting unclassified job notices
5. Initiates personnel action for internal job candidates who are transferring between departments
6. Requests a cover letter from departments regarding their second choice candidates, when necessary
7. Assists departments in developing a "short list" of applicants to reduce the applicant pool

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County Policies and Procedures.
2. Knowledge of the pre-employment screening process.
3. Knowledge of applicable employment law (e.g., FLSA).
4. Ability to pay close attention to details.

5. Knowledge of the County organizational structure (e.g., departments, locations, key players, jurisdictions, etc.).
6. Knowledge of required forms for obtaining and processing applicant or employee information.
7. Ability to determine which issues, problems, or activities should take priority when conflicting information arises.
8. Ability to provide information clearly and concisely to include staying on subject, paraphrasing information, and using analogies.
9. Ability to state and explain policies and procedures to include conducting new employee orientation.
10. Ability to adjust one's communication to the level of understanding of the recipient.
11. Ability to create and maintain an alphabetic and numeric filing system.
12. Ability to operate office equipment such as a typewriter, telephone, calculator, copier, fax machine, computer, and adding machine.
13. Ability to use computer software such as MS Word, Excel, Outlook, Access, Excel, and DataRun.
14. Ability to type at a rate of 35 words per minute.
15. Ability to read and comprehend written material (e.g., recommendations for hire).
16. Ability to perform basic math operations to include adding, subtracting, multiplying, or dividing.
17. Ability to follow and understand oral and written instructions from supervisor.
18. Ability to establish and maintain cooperative working relationships with other County personnel, supervisors, vendors, and the general public.
19. Ability to judge when to refer a decision to a superior or when supervisory approval is necessary.
20. Ability to present self in a professional manner.
21. Ability to attend to several situations, problems, and/or responsibilities at the same time.
22. Ability to listen to and understand others to include ensuring comprehension of the intended message.
23. Ability to communicate in writing.
24. Ability to acquire/learn new information such as changes in policies, etc.
25. Ability to set priorities.
26. Ability to communicate orally to include appropriate volume, inflection, and vocabulary.
27. Ability to proofread documents for accuracy and completeness.
28. Ability to maintain confidentiality of personnel-related information.
29. Ability to work independently.
30. Ability to read and comprehend financial information.
31. Ability to use appropriate phone etiquette to include greeting, tone of voice, and showing an interest in a caller's request.
32. Ability to see, hear, stand, walk short distances.
33. Ability to lift objects weighing 5-15 lbs without assistance.

Experience and Education Qualifications:

- Bachelor's Degree in Personnel Management, Business or Public Administration, Psychology or related field
- Two years of personnel experience; or a Master's Degree plus one year of personnel experience; or any combination of education and experience that demonstrate possession of the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Personnel Technician

Effective Date: May 2008

Department: Recruitment & Workforce Development

Pay Grade: 18

Reports to: Division Manager

Supervises: Assigned clerical staff

Internal Contacts: Other county personnel

External Contacts: General public and vendors

Basic Function and Responsibility: Performs paraprofessional human resources activities and specialized administrative work. Responsible for ensuring various human resources procedures adhere to the rules and regulations of the Merit System. Responsible for overseeing the work of assigned clerical staff.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Performs pre-employment screenings

1. Checks hire against ineligible list (e.g. drug screen, felony record)
2. Verifies previous employment
3. Collects results from background check and physical screening
4. Communicates with county attorney regarding problems in screening process
5. Notifies county commission when screening is complete and seeks commission's approval for certification
6. Negotiates starting pay within classification parameters

Reviews Structured Interview (SI) packets for classified positions

1. Reviews SI packets for classified positions and ensures policies and procedures are fully complied with per the consent decree
2. Ensures all required documentation is submitted
3. Ensures eligible candidates are not on the ineligible list
4. Ensures person(s) who received the highest score is selected for the job
5. Ensures signatures, documentation, no shows, interview invites, etc. are included in the package

Performs miscellaneous tasks

1. Assists administrative analyst with projects
2. Ensures paperwork is filed and time stamped appropriately
3. Audits files for long-term storage

4. Attends job fairs to recruit for Department positions
5. Maintains database to track applicant screening process
6. Maintains database of ineligible candidates
7. Maintains database of job fair contacts

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County policies and procedures.
2. Knowledge of Jefferson County AO's (Administrative Orders).
3. Knowledge of employment laws (Title VII, ADA, ADEA, etc.).
4. Knowledge of the structured interview process.
5. Knowledge of required forms for obtaining and processing applicant or employee information.
6. Ability to use computer software such as PeopleAdmin, NX/View, MS Office.
7. Ability to state and explain policies and procedures to include conducting new employee orientation.
8. Ability to adjust one's communication to the level of understanding of the recipient.
9. Ability to write using the appropriate grammar, sentence structure, etc.
10. Ability to operate office equipment such as a typewriter, telephone, calculator, copier, fax machine, computer, scanner, and adding machine.
11. Ability to read and comprehend written material (e.g., department memos, reports, and manuals).
12. Ability to judge when to refer a decision to a superior or when supervisory approval is necessary.
13. Ability to detect errors in facts and information that do not appear consistent in written information and reports.
14. Ability to present self in a professional manner.
15. Ability to maintain the confidentiality of personnel-related information.
16. Ability to persuade and encourage county employees and potential applicants to follow policies and procedures.

Experience and Education Qualifications:

- Associate's degree in Business Administration, Human Resources, or related field.
- Two years of progressively responsible paraprofessional experience in personnel.
- Combination of education/training/experience that demonstrates the listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Principle Administrative Analyst [E. Duke]

Effective Date: May 2008

Department: Personnel & Employee Services

Pay Grade: 28

Reports to: Personnel Division Manager

Supervises: N/A

Internal Contacts: Other county personnel

External Contacts: General public, Vendors, Family Court, Jefferson Rehabilitation Center, County Attorney, Medical Billing, Personnel Board Jefferson County, Purchasing and Examiners

Basic Function and Responsibility: Under general direction, work involves reviewing and approving personal services contracts for Jefferson County, monitor the use of temporary services employees and completing requests for proposals (RFPs) to ensure County work is successfully carried out.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Conducts a review of all personal service contracts

1. Verifies that contracted positions are not duplicates of existing positions within the Merit System
2. Determines whether merit service employees could perform the functions of the job as well, expeditiously, economically, or practically
3. Reviews the contract to determine if the type of work to be performed is on a continuous, indefinite, or sporadic basis
4. Reviews the contract to determine or notate whether the work to be performed is customarily outsourced
5. Reviews the contract to ensure that the appointing authority has the physical facilities required to perform the work
6. Offers recommendations to reduce the listed contract amount based on historical figures or other relevant information
7. Submits determinations to the Jefferson County Personnel Board liaisons
8. Sends a request for additional information to the contractor, if necessary
9. Recommends approval or rejection of the contract
10. Recommends specific amendments or time extensions to contracts received
11. Review monthly usage reports for all temporary services contracts

Conducts a review of all benefits contracts

1. Review and verifies that all information is accurate related to specific benefit (medical, dental, vision, etc.)
2. Oversees the selection process to determine appropriate vendor to provide benefit
3. Reviews the contract to determine expiration
4. Create contracts for benefits
5. Offers recommendations to select the vendor to provide the benefit
6. Submits determinations to the County Attorney
7. Sends a request for additional information to the contractor, if necessary
8. Recommends approval or rejection of the contract
9. Recommends specific amendments or time extensions to contracts received

Conducts a review of all service contracts

1. Review and verifies that all information is accurate related to specific service (background checks, consultants, damage adjustments, etc.)
2. Oversees the selection process to determine appropriate vendor to provide service
3. Reviews the contract to determine expiration
4. Create contracts for services
5. Offers recommendations to select the vendor to provide the service
6. Submits determinations to the County Attorney
7. Sends a request for additional information to the contractor, if necessary
8. Recommends approval or rejection of the contract
9. Recommends specific amendments or time extensions to contracts received

Requests for proposals

1. Reviews or writes Requests for Proposals (RFPs)
2. Provides an organizational overview and description
3. Identifies the target audience
4. Researches agencies needing work completed
5. Formulates deliverables that adequately correspond to the stated needs of the agency or organization
6. Reviews or details the time and costs associated with the project
7. Develops assumptions and agreements
8. Completes RFPs in the required proposal format
9. Reviews or creates timelines and projects needed personnel
10. Correspond with vendors on questions related to RFP's

Performs miscellaneous duties

1. Tracks the chain of custody of the contract and provides status updates to contractors and appropriate others
2. Verifies information or responds to questions via e-mail

3. Ensures the contracts follow the correct process for review (i.e., origination department or purchasing prepares contract, county attorney reviews, HR reviews, Personnel Board Jefferson County [PBJC] reviews, HR verifies)
4. Maintains the Personnel Board meeting schedules to ensure contracts are submitted by established deadlines
5. Creates a cover sheet for the contractual packet of all pertinent information retrieved

Knowledge, Skills, and Abilities:

1. Knowledge of Jefferson County policies and procedures.
2. Knowledge of the Enabling Act to include guidelines for merit service employees and personal services.
3. Knowledge of Agreements of Understanding.
4. Knowledge of Requests for Proposals (RFPs) to include how to define and schedule deliverables, and propose costs.
5. Knowledge of the operation of the Jefferson County Personnel Board.
6. Knowledge of contracts and legal material (e.g., attorney documents, comments).
7. Knowledge of contractual laws.
8. Knowledge of required forms used for contract review.
9. Ability to extract key information when determining if additional questions are warranted or making recommendations to approve or deny contracts.
10. Ability to state and explain policies and procedures when explaining rationale for contractual recommendations.
11. Ability to read and comprehend written material (e.g., department memoranda, reports, and manuals).
12. Ability to work under pressure and time constraints.
13. Ability to detect errors in facts and information that do not appear consistent in written information and reports.
14. Ability to organize facts and present them in the most appropriate and logical order.
15. Ability to attend to several situations, problems, or responsibilities simultaneously.
16. Ability to communicate orally.
17. Ability to complete tasks with minimal supervision.
18. Ability to ensure compliance from agencies/departments submitting personal service contracts.

Experience and Education Qualifications:

- BS Degree in Public or Business Administration or related field.
 - Five years of administrative responsibilities in the public sector.
 - Two years of supervisory experience.
- OR**
- Any combination of education and experience that demonstrates the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Principle Administrative Analyst [M. Johnson]

Effective Date: May 2008

Department: Personnel & Employee Services

Pay Grade: 28

Reports to: Personnel Division Manager

Supervises: N/A

Internal Contacts: Other county personnel

External Contacts: General public and vendors

Basic Function and Responsibility: Under general direction, work involves providing administrative oversight of the County's health insurance and retirement plans, supervising personnel, and managing projects to assure departmental procedures and policies are successfully carried out.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Completes and disseminates the Annual Statement of Total Compensation for Jefferson County employees

1. Collects and organizes all forms of compensation and benefits (i.e., salary, OT, health, vision, dental, retirement, leave, life insurance, holiday pay, etc.)
2. Confirms calculations with IT and payroll before statements are run
3. Provides oversight for mass mail out of statements

Provides for overall administration of health insurance plan

1. Audits Medicaid/Medicare files to include dates of coverage and health plans in order to determine if an employee is covered under multiple insurers to recover costs
2. Negotiates with insurance brokers for new providers, cost-effective services, and better quality of services
3. Reviews retiree and active employee Summary Plan Descriptions
4. Designs health plans (e.g., co-pays) to ensure affordability for both the County and its employees
5. Calculates County and employee premium portions to include the addition of cost-effective services
6. Researches the utilization of a particular benefit (e.g., TMJ) and makes determinations whether to drop or increase coverage
7. Oversees the health case management of sick employees & dependents (i.e., catastrophically ill employees and dependents)

8. Reviews and selects options such as case management that will serve to reduce costs
9. Monitors and ensures lifetime benefit maximum does not exceed established amount
10. Conducts quarterly claim reviews of health, vision, and dental plans in order to determine utilization and usage (i.e., peaks and valleys, reasons for increase)
11. Ensures the County is in compliance with all health care laws & regulations
12. Ensures employees (or former employees), who are no longer eligible for state benefits, receive Cobra benefits' paperwork for continuation of health care benefits
13. Serves as administrator over Blue Cross/Blue Shield agreement (i.e., to add services)
14. Contacts deferred compensation providers in the event of a dissatisfied employee
15. Conducts benefits training sessions during employee orientation
16. Oversees annual open enrollment into benefits programs
17. Confers with actuaries to review the County's financial status and secure sufficient funds for retiring employees
18. Initiates Wellness Program (CHIPs) in conjunction with Blue Cross/Blue Shield

Administers retirement plan

1. Tracks various retirement plans for retirees
2. Sends notification letters to retirees who are no longer eligible for benefits plans
3. Provides notice of Medicare Part D drug plan
4. Sends out Medicare notices to employees who are between the ages of 63-65
5. Reports pertinent retiree information to Medicare
6. Assists employees in selecting a drug plan through Medicare

Performs supervisory duties

1. Provides detailed direction to subordinates
2. Trains subordinates on the performance of various tasks
3. Facilitates staff meetings
4. Responds to questions and problems in regard to assignments or tasks
5. Conducts counseling or coaching sessions in regard to job performance

Performs administrative duties

1. Assists other employees with invoice reconciliations
2. Enters new hires into the system and processes terminations
3. Files and maintains employee records
4. Ensures new employees submit all needed information in the required timeframe
5. Updates the Employee Benefits Handbook annually
6. Troubleshoots problems and generates reports regarding the benefits budget

Knowledge, Skills, and Abilities:

1. Knowledge of benefit plans.
2. Knowledge of insurance industry and practices.
3. Knowledge of Human Resources rules and regulations.
4. Knowledge of COBRA.
5. Knowledge of HIPPA laws.
6. Knowledge of self insurance and retirement plans.
7. Knowledge of Jefferson County policies and procedures.
8. Ability to work independently.
9. Ability to use a computer (e.g., Word, Excel, databases, Access, Outlook).
10. Ability to analyze information.
11. Ability to communicate orally and in writing.
12. Ability to read, comprehend, and interpret technical material and internal reports.
13. Ability to make decisions and use good judgment.
14. Ability to listen and determine the underlying issues in problems.
15. Ability to resolve problems.
16. Ability to supervise and direct the work of others.
17. Ability to coach or counsel employees on their job performance.
18. Ability to evaluate employees' job performance.
19. Ability to discipline employees.
20. Ability to set priorities.
21. Ability to work under deadlines.
22. Ability to manage one's time.
23. Ability to conduct training presentations.

Experience and Education Qualifications:

- BS Degree in Public or Business Administration or related field.
 - Five years of administrative responsibilities in the public sector.
 - Two years of supervisory experience.
- OR**
- Any combination of education and experience that demonstrates the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.

Jefferson County Human Resources Department

Job Description

Job Title: Principle Administrative Analyst [R. Walton]

Effective Date: May 2008

Department: Recruitment & Workforce Development

Pay Grade: 28

Reports to: Personnel Division Manager

Supervises: N/A

Internal Contacts: Other county personnel

External Contacts: General public and other departments

Basic Function and Responsibility: Under general direction, work involves managing administrative functions for the Recruitment and Workforce Development division, processing critical needs requests, reviewing structured interview questions and recommendation process, as well as conducting training and assisting with additional projects as needed.

Characteristics, Duties, and Responsibilities: *The essential functions, pursuant to the American Disabilities Act (ADA) may include the characteristics, duties, knowledge, skills, and abilities detailed below; however, this list only represents examples and is not a comprehensive listing of all functions and tasks performed by positions within this classification.*

Processes critical needs requests

1. Ensures that all departments complete and submit the required critical needs request form in order to fill vacancies for existing positions
2. Reviews requests for accuracy and completeness and submits to Finance and the County Commission
3. Considers the financial impact of the position, in conjunction with the BMO (Budget Management Office) to determine the feasibility of filling the position
4. Utilizes vacancy reports to calculate the number of upcoming replacement positions
5. Evaluates the critical needs requests process to determine the timeliness of the position replacements
6. Approves the established three additional job-related criteria for a short list, in the event of more than 200 candidates
7. Ensures candidates on the short list have met the job related criteria
8. Updates and maintains database of critical needs actions

Reviews recommendation packets

1. Reviews candidate interview forms
2. Reviews interviewers' notes on candidate's response
3. Ensures interviewers' ratings accurately reflect candidate's response
4. Determines areas where interviewers may need additional training

Reviews and approves additional structured interview (SI) questions and rating factors

1. Receives SI packets from various County departments
2. Reviews additional questions and rating factors, and makes revisions
3. Ensures questions are job-related and legal
4. Offers recommendations and suggestions on the language used within the question to ensure compliance with laws and established procedures
5. Provides feedback as to the appropriateness of the questions (e.g., word choice and phraseology)
6. Ensures all required documentation is submitted in a timely manner

Conducts Structured Interview Process (SIP) training

1. Meets with department heads to discuss the SI process, schedule, etc.
2. Conducts monthly training classes on conducting effective and legal interviews with County employees
3. Reviews procedures for filling classified and unclassified positions
4. Solicits feedback from participants and evaluates the effectiveness of the training

Assists with the recruitment and selection of County classified positions (i.e., Administrative and Sr. Administrative Interns)

1. Creates and distributes announcements to recruit for vacancies
2. Receives and reviews applications to ensure the applicants meet minimum qualifications
3. Submits eligible applications to the hiring department
4. Obtains approval from the Jefferson County Personnel Board once the department decides to hire the intern
5. Contacts new hires and sends them for a pre-employment screening (e.g., including a physical, drug screen, employment verification, background check, and reference check)

Performs miscellaneous duties

1. Provides information to various departments (i.e., 'critical needs' requisition process, requesting or cancelling certifications, interview tools, personnel questions, and grievance process)
2. Composes short list criteria for positions in Human Resources
3. Reviews applications for vacancies for positions in Human Resources
4. Contributes to department objectives by accepting special projects that are assigned
5. Represents Department at job fairs and participates in other recruitment activities

Knowledge, Skills, and Abilities:

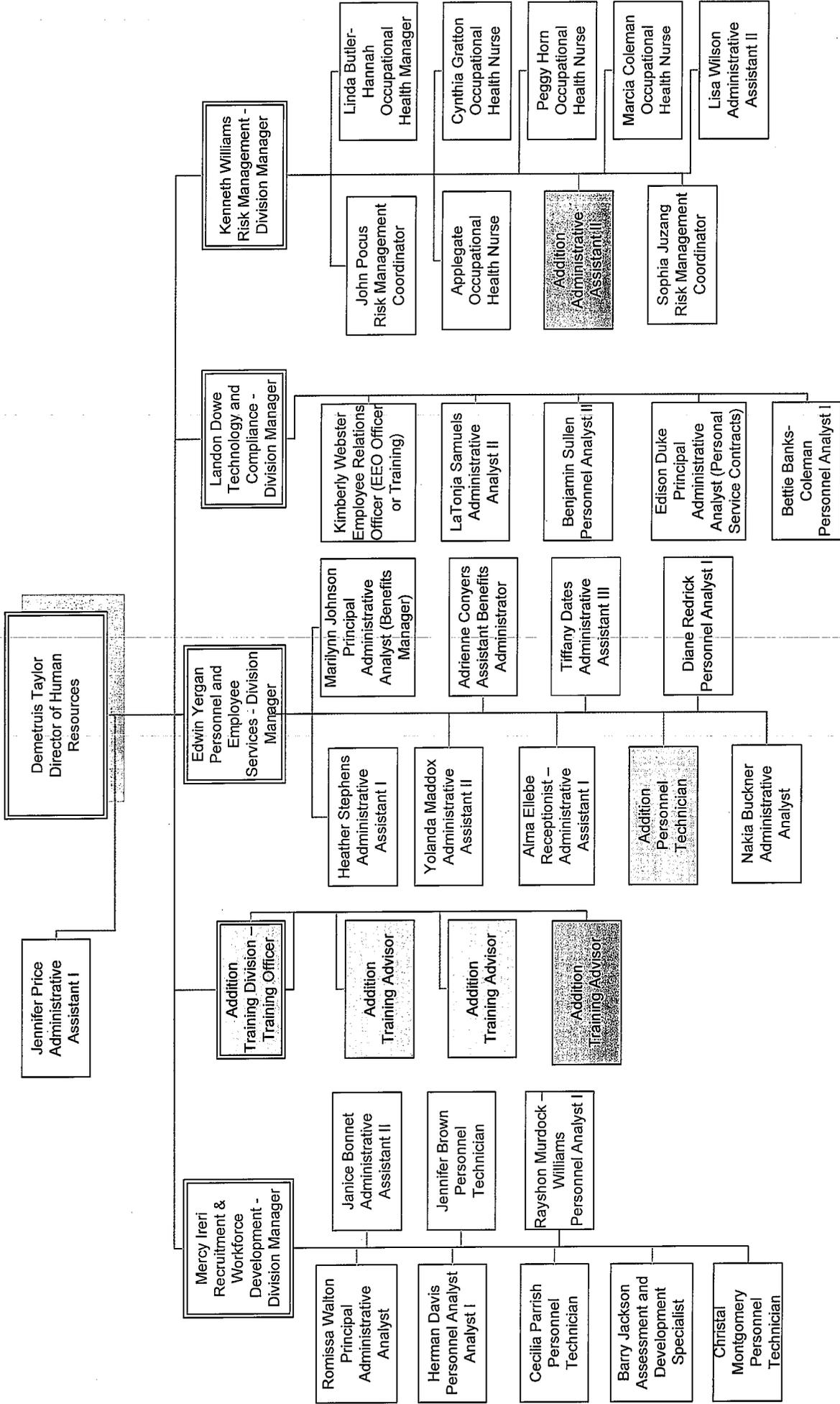
1. Knowledge of employment laws (e.g., Title VII, ADA, ADEA, FMLA).
2. Knowledge of Administrative Orders (AOs).
3. Knowledge of the consent decree.
4. Knowledge of the Structured Interview Process (SIP).

5. Knowledge of the process required for conducting valid and legal interviews.
6. Knowledge of Jefferson County rules and policies pertaining to the recruitment and selection of classified and unclassified positions.
7. Ability to communicate orally and in writing.
8. Ability to understand and follow processes and procedures.
9. Ability to operate a computer to include using applicable software.
10. Ability to interact with people from varying backgrounds.
11. Ability to resolve problems.
12. Ability to train others.
13. Ability to read, comprehend, and interpret complex information.
14. Ability to create new processes and procedures.
15. Ability to perform basic math.
16. Ability to type.

Experience and Education Qualifications

- Bachelor's degree in Public or Business Administration or related field.
 - Five years of administrative responsibilities in the public sector.
 - Two years of supervisory experience.
- OR**
- Any combination of education and experience that demonstrates the above listed knowledge, skills, and abilities.

This description is intended to indicate the kinds of tasks and level of work difficulty required of positions given this title and shall not be construed as declaring the specific duties and responsibilities of any particular position. It is not intended to limit or any way modify the right of any supervisor to assign, direct, and control the work of employees under supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties mentioned that are of similar kind or level of difficulty.



Jefferson County Department of Human Resources

9/25/2008

APPENDIX B

Organizational Chart

