



## SHAKER HEIGHTS

### Civil Service Commission Agenda Via Conference - Zoom Monday, April 14, 2025, 1:00 pm

This meeting is being held remotely (Zoom) pursuant to Chapters 113 and 115 of the Codified Ordinances Resolution 22-29.

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Closed captioning is available but Zoom attendees must turn on this feature in their Zoom settings.

1. Approval of September 10, 2024 Minutes

Documents:

[MINUTES 9-10-24.PDF](#)

2. Recommendation and approval of testing company for Police Sergeant promotional examination Memo

Documents:

[EXHIBIT A - 2025 POLICE SERGEANT WRITTEN EXAM COST.PDF](#)  
[EXHIBIT B - 2025 POLICE SERGEANT ASSESSMENT CENTER COST.PDF](#)

3. Recommendation and approval of weights for Police Sergeant promotional examination

Documents:

[EXHIBIT C - EXAM WEIGHTS \(PROPOSED\).PDF](#)

4. Recommendation to limit the number of Police Sergeant candidates advancing to the assessment center

Documents:

[CSC - RECOMMENDATION FOR POLICE SERGEANT PROMOTION PROCESS MEMO.PDF](#)

5. Recommendation to Remove Candidates from the Police Lateral Eligibility List

Documents:

[CSC - RECOMMENDATION TO REMOVE NAMES FROM LATERAL ELIGIBILITY LIST.PDF](#)

6. Schedule next meeting date and time

To request an accommodation for a person with a disability, call the City's ADA Coordinator at 216-491-1440, or Ohio Relay Service at 711 for TTY users.



**Civil Service Commission Minutes  
Via Zoom Webinar  
Tuesday, September 10, 2024 at 1:00 p.m.**

**Members Present:** Ronald Fountain, Chairperson  
Patricia Inglis, Commissioner  
Lee Trotter, Commissioner  
Sandra Middleton, Secretary and Director of Human Resources

**Others Present:** Jeri Chaikin, Chief Administrative Officer  
Jennifer Coe, Human Resources Analyst  
John Cole, Commander of Police  
Wayne Hudson, Chief of Police  
William Ondrey Gruber, Director of Law  
Patrick Sweeney, Chief of Fire

Chairperson Ron Fountain called the meeting to order at 1:00 p.m.

**Approval of August 28, 2024 Meeting Minutes**

The meeting minutes were unanimously approved.

**Recommendation to remove candidates from the Police Lateral Eligibility List**

Sandra Middleton stated three names are being requested to be removed from our eligibility list. They have been contacted numerous times after deadlines have passed to submit documents that are required for pre-employment and to schedule a polygraph. They all were contacted via certified mail and email about this meeting today with notice that they had a right to appear. We did not hear from any of them. Commissioner Patricia Inglis moved to remove three candidates' names, and Commission Lee Trotter seconded the motion—the motion was unanimously approved.

**Correlation between Competitive Test Score and Job Performance Analysis**

Commander Cole stated they didn't see that correlation between test scores and job performance but rather that the training they go through to prepare them to become officers had the greatest impact. Commissioner Inglis asked for verification that it was primarily the training. Commander Cole responded the training, the motivation of the officer, and the motivation of the trainer are all factors that we're looking at to ensure that they understand what our residents, community, and command staff expect from them. That's where we see the correlation.

Commissioner Patricia Inglis asked if anything was observed that tells us what the right passing score should be. Commander Cole responded that the passing score has traditionally been 70. This was a good opportunity for us to look at how the training methods have changed and what's expected from the officers; not just someone who can write tickets, but also someone who can interact with the community. Chief Hudson stated trainers can focus on any areas for improvement. Right now, we don't have a full-time sergeant or an officer or two in our training division, which we will prioritize as we get our staffing up. Sandy Middleton stated that up until

**CITY OF SHAKER HEIGHTS**

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this cycle, we thought that 70% was a good number because people see 70 as a C or above, a passing grade. We've never gotten down to someone in the 70<sup>th</sup> percentile on the exam. Looking at the last two test cycles, the officer with the lowest score we've hired was 81.85%.

Commissioner Patricia Inglis stated that we dipped slightly below that at the last meeting. Sandy Middleton responded that we've never only had 16 people on the list. Chief Hudson stated that 70 was a good number, and the commission would also see that when it comes to promotions.

Chairperson Ron Fountain stated he thinks the data that was provided in the memo were interesting and were necessary, but I didn't see them as being sufficient. It will take time for staff to give the commission members a substantial data set that tells us how they perform. The fact that they stayed on the force is interesting, but he thinks there's got to be more to it than that. How are we doing with recruits regarding their performance as officers on the force?

Commissioner Patricia Inglis stated we're looking for all of those kinds of correlations if there are any, to figure out whether there's anything we should look at differently in terms of the items the commissioners are required to approve.

Commander Cole stated that we can continue to correlate that data, and HR can keep a spreadsheet of where these scores are. We can track these individuals because we know who our high performers are and who scores well when it comes to promotion. Some individuals perform very well and are completely satisfied as officers, and we need those individuals, too. So, just because they don't put in for promotion doesn't mean they're not a good officer.

Sandy Middleton asked what was being requested. We have data tracking test scores, and we perform evaluations every year. Chairperson Ron Fountain responded he wanted to look at the correlation between the test scores to see if good test scores are a solid indicator of what is likely to occur, but then to look at the results of significant performance evaluations over time on a longitudinal basis. Do test scores make a significant difference, or does it take test scores, training, motivation, and inspiration on the force? Commissioner Patricia Inglis stated that after hearing that we don't go down the list to 70% scores, there's not as much variation in the test scores as assumed when the question was asked. Chairperson Ron Fountain stated the question is still valid about how scores help us identify if someone should be a high-performing officer. Chief Hudson stated we're collecting the correct data, but it is how we put all that data down and interpret it. Sandy Middleton stated that we went back two test cycles for the information presented today.

Commissioner Patricia Inglis asked if it was possible to look at the officers who are doing well and look up their test scores. Sandy Middleton stated she could do that back to 2000. The commissioners agreed that this would suffice and to look at both the Police and Fire Departments' scores. Chief Sweeney stated that five Firefighters/Paramedics were sworn in on Friday, and the lowest test score was 85.

### **PRADCO Law Enforcement Assessment Pre-Hire Tool Overview**

A memo was provided to commissioners regarding PRADCO, our psychological testing post-offer for both Police and Fire. This was first started for the law enforcement assessment in 2014. At that time, we used a survey process. Another survey was conducted in 2024 to identify what behaviors we're testing for. The assessment also gives us tools for questions we may want to ask in the interview process to follow up and identify training needs.

Chief Hudson stated that PRADCO instructed them to provide the names of 10 of our highest performers at the rank of officer and below. They come to work, do 110%, do their job, and volunteer for different things. They also provided 10 names of lower performers. They had all of our officers take the test or take the survey. We found those individuals who scored higher and had fewer issues were our top performers. Those who scored lower on this assessment document were those who we've shown were our lower performers. Officers were given their assessment scores, and PRADCO came in to conduct 1:1 meetings with anyone who wanted to participate. Now, the trainer and trainee can focus on the areas they need to improve. Sandra Middleton stated that the officers did not know at the time that they were grouped into three groups. Sandra Middleton stated that the 2024 behaviors are needed to be successful officers in Shaker Heights. The awareness factors provide in-depth information. Chief Hudson stated that the 1:1 meeting with PRADCO was only mandatory for individuals going through our mentoring and succession planning program.

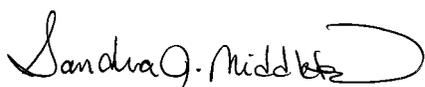
Jeri Chaikin inquired if a Police candidate knows their score during the hiring process, and Sandy Middleton responded they do not. It is used for training. Chief Hudson stated that PRADCO is willing to conduct that service with the candidate and PTO coordinator. Chief Sweeney stated that the Fire Department used it this morning for the five firefighters we're swearing in on Friday. They're in their training right now and will finish their two weeks of orientation training. Sandy Middleton clarified that they were using their post-offer results. Chief Sweeney stated this helps fit them on the right shift and gets them with the right teammates and supervisors to help them with some of the things they could strengthen.

Jeri Chaikin stated that the results are public information. If she were a candidate hired here and there were a few qualities important to being a Shaker Heights police officer that I could use some work on, she would want to know that information. Chief Sweeney stated that it is supposed to be a roadmap. Chief Hudson and Sandra Middleton agreed that newly hired officers will receive their results during orientation moving forward. Chief Hudson gave examples of how candidates could review and analyze their results to concentrate on needed areas.

Chairperson Ron Fountain stated that it's important to have people in a cohort who can help with their development. He thinks it is important for everybody to know what qualities they can work on and that this aligns with their training and evaluation. Commissioners discussed the process and its ongoing improvement.

A Doodle poll will be sent to schedule the next Civil Service Commission meeting regarding promotional testing.

Chairperson Ron Fountain adjourned the meeting at 1:48 p.m.



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Sandra Middleton, Secretary  
Civil Service Commission

<b>2025 POLICE PROMOTIONAL - WRITTEN EXAM COSTS</b>		
	<b>CLANCY &amp; ASSOCIATES</b>	<b>INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE</b>
<b>Written Test - Custom</b>	\$1050 up to six candidates; \$15 per test above six	\$6500
<b>Review of Appeals</b>	\$100 for every 10 appeals	Included
<b>Misc. Fees</b>		
<b>Mileage (\$.60 per mile)</b>	\$24	
<b>Total Written Test - Lieutenant</b>	\$1309*	\$6500
<b>* Based on 15 Sergeant Applications</b>		

Exhibit A

## 2025 POLICE SERGEANT ASSESSMENT CENTER COST ESTIMATES

	INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE	CLANCY & ASSOCIATES
<b>Assessment Center</b>	up to 6 candidates - 1 day - \$5,900	up to 6 candidates - \$5800
	8 to 12 candidates - 2 days - \$8,900	up to 5 additional candidates - \$2650 (Can perform 6 per day)
<b>Misc. Fees</b>		
<b>GRAND TOTAL</b>	<b>\$8,900</b>	<b>\$8,950.00</b>
	(2 days)	(2 days)
<b>Based on 10 Sergeant Candidates</b>		

Exhibit B

City of Shaker Heights  
2025 Sergeant Assessment Center  
Proposed Weights

TEST COMPONENT	RECOMMENDATION - 2025	TEST COMPONENT	2022	2018	2014
WRITTEN PROBLEM SOLVING	33.3%	STRUCTURED ORAL INTERVIEW	33.30%	25%	25%
ROLE PLAY/SUBORDINATE COUNSELING SESSION	33.3%	IN-BASKET EXERCISE	33.30%	15%	15%
ROLE PLAY/SUBORDINATE COUNSELING SESSION	33.3%	B-PAD	33.30%	15%	15%
		PROMOTABILITY INDEX: SUPERVISORY		0%	10%
		BACKGROUND & EXPERIENCE RATING		15%	15%
		WRITTEN		10%	0%
		ROLE PLAY		20%	20%
<b>TOTAL</b>	<b>100%</b>	<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Exhibit C



# SHAKER HEIGHTS

## Memorandum

To: Civil Service Commission

From: Sandra J. Middleton, Human Resources Director  
Civil Service Commission Secretary

cc: Mayor David E. Weiss  
Chief Administrative Officer Jeri E. Chaikin

Date: April 8, 2025

Re: Recommendations for Police Sergeant promotional examination process

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On December 13, 2024, Sergeant Dan Clementi was promoted to the rank of Lieutenant. On January 17, 2025, Sergeant Gary Salvage retired. These two events have created vacancies within the rank of Police Sergeant. Currently, Corporal Zachary Saddler has been temporarily assigned to perform the duties of a Sergeant until the vacancies are officially filled.

The most recent promotional eligibility list for the rank of Sergeant expired on December 16, 2024. Before the list expired, five Police Officers were promoted to the rank of Sergeant.

In accordance with Civil Service Rule 4, Section 5.14, vacancies shall be filled by promotion wherever practical. An advancement in rank classification constitutes a promotion. Since a candidate must be a Sergeant to be eligible for advancement to Lieutenant, each Lieutenant promotion creates a corresponding vacancy at the Sergeant level. Accordingly, the City is requesting to initiate the promotional examination process to fill the vacant Sergeant positions through a competitive process.

### Civil Service Rule 4, Section 5.15 - Police Service Promotions

- No person shall be examined for or promoted to the position of Sergeant unless, as of the date of the examination, the individual is a duly certified police officer in the Shaker Heights Police Department and has completed three (3) years of continuous service as a police officer, including at least two (2) years of continuous prior service in the Shaker Heights Police Department immediately preceding the examination date.
- No person shall be examined for any position above the rank of Sergeant or promoted unless they have been duly certified and have completed at least one (1) year of prior service in the next lower rank in the Shaker Heights Police Department.
- All promotional examinations for police department ranks shall be conducted, graded, and processed in accordance with procedures used for other promotional examinations.

Currently, 30 officers are eligible to take the Sergeant promotional examination.

In 2022, the written examination was administered by Clancy and Associates, LLC, and the assessment center portion was conducted by the International Association of Chiefs of Police

(IACP). The City recommends using the same structure and companies for the 2025 promotional cycle, as this process has proven to be effective and comprehensive.

#### Written component of examination process (See Exhibit A)

As in 2022, the City obtain two quotes (estimates) for preparing and administering a sergeant written examination. Both Clancy and Associates LLC and International Association of Chiefs of Police submitted quotes (Exhibit A). Unlike the previous semi-custom examination, which included questions from external reading materials and departmental polices, this year's exam will be fully customized. All questions will be derived directly from the Shaker Heights Police Department's polices, procedures, and applicable state laws. The written examination comprises 40% of overall grade.

The City is recommending that the Civil Service Commission vote to contract with Clancy and Associates, LLC to prepare and administer the written portion of the police sergeant promotion process.

#### Assessment Center component of examination process (See Exhibit B)

The City obtained two quotes (estimates) for conducting an assessment center for police sergeant. As in 2022, the City is recommending using International Association of Chiefs of Police (IACP). Similar to 2022, the assessment center will consist of three equally weighted parts, which comprises 60% of the candidate's overall grade.

- The assessment will consist of the following three components, each weighted equally (33.3%):
  - Written Problem-Solving
  - Oral Presentation
  - Role-Play/Subordinate Counseling

IACP can assess a 6 candidates per day. Based on prior practice and the expected number of promotions during the eligibility list's lifespan, the city recommends that the top ten scorers from the written examination proceed to the assessment center.

The City is recommending that the Civil Service Commission vote to limit the assessment center to 10 candidates scoring the highest on the written examination component of the promotion process.

#### Test Component Weights (See Exhibit C)

The City is also requesting the Civil Service commission approve maintaining the same scoring structure used in previous test cycles, most recently in 2022. The final promotional score will consist of 40% from the written examination and 60% from the assessment center.

#### Summary

The City is requesting that the Civil Service Commission approve the police sergeant promotional examination process. This includes voting to authorize Clancy and Associates, LLC, to administer the written examination, approving the use of IACP to conduct the assessment center, affirming the proposed test weights of 40% written examination and 60% assessment

center, and approving the recommendation to advance the top ten written exam scorers to the assessment center component.

The notice for the 2025 Police Sergeant promotional examination process will be issued as soon as possible, with the written examination scheduled soon thereafter.



# SHAKER HEIGHTS

## Memorandum

To: Civil Service Commission

From: Sandra J. Middleton, Human Resources Director  
Civil Service Commission Secretary

cc: Mayor David E. Weiss  
Chief Administrative Officer Jeri E. Chaikin

Date: April 8, 2025

Re: Recommendation to remove candidates from the Police Lateral eligibility list

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Section 6.3 of the Civil Service Rules states, "If at any time after the creation of an eligible list, the Commission has reason to believe that any person whose name appears on such list is disqualified for appointment because of incapacity developed after his or her examination, because of false statements made in the application or for other just and reasonable cause, said person shall be notified and allowed to be heard. If said person shall fail to appear for such hearing, or it is established at such hearing that said eligible is disqualified or incapacitated for appointment, his name shall be removed from the eligibility list."

The City is requesting to remove seven candidates from the Police Lateral eligibility list for reasons that are thought to be just and reasonable. Candidates were notified via email and US mail of their right to appear before the Civil Service Commission. The following is the list of the seven candidates who are recommended to be removed from the police lateral eligibility list:

- ❖ Jacob Pierse
- ❖ Austin James Adler
- ❖ Mark Thomas
- ❖ Duane Parish
- ❖ Cortez Smith
- ❖ Eustache Romain
- ❖ Kristina Vargo

It is requested that the Civil Service Commission vote to remove the above seven names from the police lateral eligibility list to allow the City to add additional names to the certified top 20.