

**Civil Service Commission**  
**CITY HALL COUNCIL CHAMBERS**  
**REGULAR AGENDA OF SEPTEMBER 22, 2025**  
**5:00 PM**

---

**CALL TO ORDER**

**ROLL CALL**

**APPROVAL OF MINUTES**

Regular meeting minutes of August 25, 2025  
(Action by Civil Service Commission)

**REPORTS**

**UNFINISHED BUSINESS**

Approval of updated Fire Chief Promotional Examination Assessment Center  
(Action by Civil Service Commission)

**NEW BUSINESS**

**ADJOURNMENT**

- The next Civil Service Commission regular meeting is scheduled for 5:00 PM on Monday, October, 27, 2025.

**NORTH RIDGEVILLE CIVIL SERVICE COMMISSION  
MINUTES OF THE  
REGULAR MEETING – MONDAY, AUGUST 25, 2025**

**CALL TO ORDER**

The meeting was called to order at 5:02 PM.

**ROLL CALL**

Present were members Cheryl Farver and Amie Espinosa-Gonzalez. Also present were Assistant Law Director Toni Morgan and Deputy Clerk of Council Tina Wieber.

Member Sam Spann was excused.

**ELECTION OF OFFICERS**

**Chairman**

Member Espinosa-Gonzalez opened the floor for nominations for Chairman.

Moved by Espinosa-Gonzalez and seconded by Farver to nominate Sam Spann for the position of Chairman.

A voice vote was taken and the motion carried electing Sam Spann to the position of Chairman.

Yes – 2            No – 0

**Co-Chairman**

Member Espinosa-Gonzalez opened the floor for nominations for Co-Chairperson.

Moved by Espinosa-Gonzalez and seconded by Farver to nominate Cheryl Farver for the position of Co-Chairperson.

A voice vote was taken and the motion carried electing Cheryl Farver to the position of Co-Chairperson.

Yes – 2            No – 0

**Secretary**

Member Espinosa-Gonzalez opened the floor for nominations for Secretary.

Moved by Farver and seconded by Espinosa-Gonzalez to nominate Amie Espinosa-Gonzalez for the position of Secretary.

A voice vote was taken and the motion carried electing Amie Espinosa-Gonzalez to the position of Secretary.

Yes – 2            No – 0

**APPROVAL OF MINUTES**

**Regular Meeting Minutes of July 28, 2025**

Secretary Espinosa-Gonzalez stated that the Commission had received the meeting minutes from the July 28, 2025, meeting and asked if there were any comments, questions or corrections.

None were given.

Minutes were accepted as submitted.

**PUBLIC COMMENT**

Secretary Espinosa-Gonzalez stated that the Commission would amend the agenda and open up the public comment section at this time.

Fire Chief Reese stated that he should have attended the previous meeting and apologized for not doing so, but he wanted to express his opinion about the assessment testing centers that were to be used for the Fire Chief test. He stated that he didn't have a problem with the written portion of the test but would plead a little that they continued along with Pradco for the assessment center for a couple of reasons. He stated that first was that they used them for just about everything. He discussed that they used them when hiring someone new and he would have them assessed by them when they came in the door and for their yearly performance evaluations, those were all built by Pradco and were all based on performance evaluations built by them. He mentioned that when the city did any kind of management or leadership training, the city contracted Pradco to come in to do those. He added that lastly, he actually used to do the assessment centers around the state for another company, for a private company and for the level of Lieutenant, Captain and Chief. He explained that the one thing that Pradco really had that none of them had was that if he were to go and take another assessment center and he were to tell someone what it was composed of, they would be able to prepare for it, which meant that it didn't measure what kind of leader they were or leadership skills they even had. It just measured how well they were able to prepare to go in for that exam and how well they were able to do on it. He stated that Pradco did a personality test and measured those qualities in everyone, and he had yet to see them get it wrong ever. He added that with some he had been shocked by some of the information that Pradco had sent him, and he thought, well, this is garbage, there was no way, but he found out later that they were spot on. He discussed that once he called them and apologized because they had told him that somebody that he was going to hire was going to end up argumentative and get in fistfights with people and he didn't agree, because he had reference letters from people he knew he worked close by with, but they were absolutely dead on and he was shocked to find out six months later. He stated that he just kind of felt that they were doing the right thing with using Pradco and he knew that there had been some complaints, not so much with fire as with police, but he did have some and the people that complained were the people that didn't do well on that personality test. He mentioned that some would say that once they were deemed not of leadership quality, then the next time they were to go and take the test they didn't have a chance, but that wasn't true either, because what they're able to do is, and he told them this, when they don't do so well on it, now what you're lacking, you prepare for the next time. He stated that if they kept moping around, showing up late to work and not really caring about their job duties, they would score bad again, but if they started reading, studying, building, trying to help work with people, by the next time they took the personality test, they would do better, so it was legit. He stated that he really believed that it had been a good thing for them and that it had helped with the quality of the people that they had hired and the quality of the leaders that they had promoted. He commented that he had seen the difference without question and other people have said the same to him and that he just

wanted to add that for their consideration. He said that he understood that they were getting into the process a little, but hopefully they were not too far along to change their minds, if that was something they were inclined to do. He added that they shouldn't just take his word for it but to also speak to Mayor Corcoran and possibly April Wilkerson, who was the HR Director for the city, and see what their thoughts were because they both also used them.

## **REPORTS**

**Received Oath of Office for Patrol Officer Willem Jedlicka dated July 28, 2025.**

**Promotion of Lieutenant Charles Callicoat dated July 31, 2025.**

Secretary Espinosa-Gonzalez stated that the Commission had received the Oath of Office for Patrol Officer Willem Jedlicka dated July 28, 2025, and the promotion of Lieutenant of Charles Callicoat dated July 31, 2025, and congratulated them both.

### **Updates to the Fire Chief Promotional Examination**

Secretary Espinosa-Gonzalez stated that the Commission received some updates regarding the Fire Chief promotional exam and asked Deputy Clerk of Council Tina Wieber to discuss those.

Deputy Clerk of Council Wieber stated that the Commission chose the semi-custom examination for the written examination through NTN, which was using their source materials listed and would be selected by the Chief, but the Chief also wanted to include the North Ridgeville Employee Handbook, Chapter 16, Fire Prevention Code, of the Codified Ordinances, and the current IAFF Local 2129 Collective Bargaining Agreement, as sources to create custom questions from for the examination. Therefore, 70 semi-custom questions would come from five of the sources off the list the test company provided, and 30 custom questions would come from the three sources the Chief requested to be included in the examination.

She further explained that prior to the Chief coming to talk that day, after the Commission voted on the assessment portion of the examination, and the situational assessment was chosen, she emailed the OFACP letting them know and had asked if they could talk over the phone to discuss further. She explained that after further discussion, it was clear that the situational assessment was for administrative type of issues like discipline, budget, union and communication skills and was faster paced and geared more towards lieutenants and captains. She added that none of that was in the paperwork that they submitted, which they all had received. She added that when she asked for a quote, she did let them know that they would be testing for the position of Fire Chief but with that being said, she was told that the traditional assessment center would be more detailed and comprehensive testing method and better suited for a Fire Chief examination and that the cost would be \$5,300 for two candidates.

Assistant Law Director Morgan asked if they needed to make a decision or change something at that point or what was the current status.

Deputy Clerk of Council Wieber stated that they would need to make a decision that night on the written portion of the exam changing it from semi-custom to custom, but it would be up to the Commission, due

to the assessment center changes and the Chief's concerns, if they wanted to possibly table the assessment center change until the next meeting.

Secretary Espinosa-Gonzalez thanked Assistant Law Director Morgan for helping to clarify.

**UNFINISHED BUSINESS**

**NEW BUSINESS**

**Re-certify the 2025-2027 Patrol Officer Step 1 Entrance Eligibility List due to appointment.**

Secretary Espinosa-Gonzalez stated that the first item under new business was to re-certify the 2025-2027 Patrol Officer Step 1 Entrance Eligibility List due to the appointment.

Moved by Espinosa-Gonzalez and seconded by Farver to approve 2025-2027 Patrol Officer Step 1 Entrance Eligibility List.

A voice vote was taken and the motion carried.

Yes – 2            No – 0

**Re-certify the 2025-2027 Patrol Officer Step 1 Top 10 Entrance Eligibility List due to appointment.**

Secretary Espinosa-Gonzalez stated that the next item under new business was to re-certify the 2025-2027 Patrol Officer Step 1 Top 10 Entrance Eligibility List due to the appointment.

Moved by Espinosa-Gonzalez and seconded by Farver to approve 2025-2027 Patrol Officer Step 1 Top 10 Entrance Eligibility List.

A voice vote was taken and the motion carried.

Yes – 2            No – 0

**Re-certify the 2025-2027 Police Promotional Lieutenant Examination Eligibility List.**

Secretary Espinosa-Gonzalez stated that the next order of business was to re-certify the 2025-2027 Police Promotional Lieutenant Examination Eligibility List.

Moved by Espinosa-Gonzalez and seconded by Farver to approve 2025-2027 Police Promotional Lieutenant Examination Eligibility List.

A voice vote was taken and the motion carried.

Yes – 2            No – 0

**Certification of payroll by Civil Service Commission (Per Rule I, Section 3).**

Secretary Espinosa-Gonzalez stated that the next item on the agenda was to certify the payroll by the Civil Service Commission per Rule I, Section 3.

Moved by Espinosa-Gonzalez and seconded by Farver to certify the payroll by the Civil Service Commission per Rule I, Section 3.

A voice vote was taken and the motion carried.

Yes – 2            No – 0

**Approval of updated Fire Chief Promotional Written Examination.**

Secretary Espinosa-Gonzalez stated that the Commission had discussed the updates regarding the Fire Chief Promotional Written Examination and to changing it from semi-custom to custom.

Moved by Espinosa-Gonzalez and seconded by Farver to change the written portion of the Fire Chief Promotional Examination from semi-custom to custom.

A voice vote was taken and the motion carried.

Yes – 2            No – 0

**Approval of updated Fire Chief Promotional Examination Assessment Center.**

Secretary Espinosa-Gonzalez stated that the Commission had discussed the updates regarding the assessment center portion of the examination but that the Commission wanted to table it until the next meeting when Chairman Spann was able to attend.

Moved by Espinosa-Gonzalez and seconded by Farver to table the updates regarding the assessment portion of the Fire Chief promotional examination until the next meeting.

A voice vote was taken and the motion carried.

Yes – 2            No – 0

Secretary Espinosa-Gonzalez stated that the next regular Civil Service Commission meeting was scheduled for September 22, 2025.

**ADJOURNMENT**

The meeting was adjourned at 5:10 PM.

---

**Sam Spann**  
*Chairman*

---

**Tina Wieber**  
*Deputy Clerk of Council, Recording Secretary*

---

Monday, September 22, 2025  
**Date Approved**

DRAFT

OFCA	PRADCO
<p><b>Assessment</b></p> <p><b>OFCA (Ohio Fire Chief's Association)</b>  <b>(2 candidates)</b></p> <p>Oral Board Interviews \$3,700 = <b>\$3,700</b></p> <p>Modified Oral Board Interviews \$4,700 = <b>\$4,700</b></p> <p>Traditional Assessment Center \$5,300 = <b>\$5,300</b></p> <p>Situational Assessment Center \$6,900 = <b>\$6,900</b></p> <p><b>Traditional Assessment Center (covers two candidates and is better suited for the Fire Chief's Exam) = \$5,300</b></p>	<p><b>PRADCO - \$4,100/pp (2 candidates)</b></p> <p>The assessment includes:</p> <p>Interview with PRADCO Safety force assessors, feedback session with the candidate, PRADCO'S standard senior leader report, debrief with agency &amp; onboarding with the candidate who is promoted/selected</p> <p>Travel costs - TBD</p> <p>Total = <b>\$8,200</b></p>

# O AFC

Thus, selection of the most qualified candidates need not be a guessing game. Obtaining and interpreting good information about the ability of a candidate is extremely difficult. Likewise, it is a very ambitious expectation for selection officers to predict which candidates will display the most skilled performance, based on observed behaviors in a 20 to 40-minute interview or a 100-question multiple-choice examination. The assessment center process eliminates most of the guesswork and replaces it with techniques to simulate critical behaviors related to actual job success, while giving the agency the screening power to fill management or supervisory positions with the most qualified job applicants.

## **Traditional Assessment Center**

This is the most detailed and comprehensive testing of all testing methods. A litmus test exists to determine valid Assessment Center testing. All national personnel groups and universities that document and assess the testing indicate the following exercises as a minimum to qualify as an Assessment Center.

- a. Administrative Skills that must be quickly completed.
- b. Leaderless Group (optional exercise) with discussion of a cooperative or competitive nature.
- c. Dyadic Situation or fact-finding
- d. Individual exercises that can require writing and speaking skills
- e. An Interview process

An Assessment Center usually has up to six candidates and is conducted in one or more days. The training of the assessors is also very important and should be an indicator of the quality of the assessment. If you do not offer all of the above, you're not providing an Assessment Center experience. Our Assessment Center is custom-designed and simulates the candidates in the position they are to be promoted to. It evaluates the necessary skills and abilities required for the position in an objective manner. The responses for the exercise are all pre-determined while rewarding the candidate with exceptional skills exceeding the pre-determined desired action. In preparation for the assessment, a thorough examination of the job description is completed, and the most important feature is a job analysis of the position before preparing the test.

Our assessment includes an orientation the day before the assessment detailing everything about the assessment process including how it is graded and the most important feature is to obtain approval of the assessment by the candidates, fire chiefs, unions and the administration. The assessment includes a score, percentage and a detailed profile of each candidate's performance in all of the evaluation areas.

# DESCRIPTION OF SERVICES



## SENIOR LEADERSHIP ASSESSMENT FOR FIRE CHIEF

The following outline presents PRADCO's assessment process (and relevant instruments) for the Fire Chief assessment process.

### Benchmarking

In advance of the assessment process, PRADCO will work with the City of North Ridgeville to develop a **benchmark** to capture the unique characteristics for success in the Fire Chief role. Typically, a benchmark contains approximately fifteen (15) core behaviors that are associated with success in the position.

The benchmark will be derived from a "focus group" discussion with key leaders from the City of North Ridgeville to discuss the position, and to determine which behaviors are important for success and which ones are derailers. Further, we review all relevant documentation provided by the City of North Ridgeville that would shed additional insight on position requirements. Once the job is understood, key behaviors are identified on the Quick View™ assessment to be used as selection criteria.

### Assessment Process

The Fire Chief Assessment requires candidates to complete the following:

- PRADCO Promotional Survey
- Quick View™ Leadership II Assessment
- Personality Index
- Personal Styles Assessment
- Watson Glaser Critical Thinking Appraisal III
- A 60-minute assessment interview with trained safety force assessors
- A 30-minute feedback session with trained safety force assessors

All assessments listed are completed prior to the interview. PRADCO's assessment process stresses the behavioral importance of emotional intelligence in understanding and responding to people. PRADCO's assessment process also probes a candidate's overall objectivity and judgement.

Candidates are given unique passwords and testing links to complete the assessment components online through any computer or mobile device. Administration time can be scheduled at a PRADCO office, if desired. There are no time limits for the online materials.

The **PRADCO Promotional Survey** was designed by PRADCO to give safety force candidates a chance to share more about themselves. The PRADCO Promotional Survey ask questions regarding the candidate's education and employment history, a series of open-ended questions, values ranking exercise, short essays, and a variety of sentence completion items. The PRADCO Promotional Survey delves into issues involving sense of duty, relationships with co-workers, community interaction, and problem solving

The **Quick View™ Leadership II Assessment** was designed to measure leadership behaviors key to success as a safety force leader. Behaviors include Improvement, Goal-Driven, Ownership, Proactive, Flexibility, Responsiveness, Time Management, Even Tempered, Building Trust, Relating to Others, Versatility, Valuing Diversity, Interpersonal Awareness, Empathy, Cooperation, Communicative, Listening, Dominant, Persuasive, Inspiring Others, Strategic, Innovative, Judgement, Decisive, Participative, Organizational Awareness, Objectivity, Confidence, Integrity, Presence, Motivating Others, Leading Change, Resolving Conflict, Promoting Teamwork, Delegation Structure, Follow-up, Coaching, Driving Results and Compassion.

The **Personality Index** was developed in consultation with a wide range of clients to ensure a general personality assessment was available to both the public and private sector. It is not designed to be a clinical tool. The instrument measures these competencies: Energy, Restraint, Boldness, Sociability, Cooperation, Objectivity, and Composure.

The **Personal Styles Assessment** examines a person's general approach to interacting with people. Individuals choose from multiple pairs of adjectives to indicate one of four main styles: Driver, Expressive, Amiable, and Analytical. This tool is especially useful in better understanding how safety force leaders will interface with citizens and coworkers.

The **Watson-Glaser Critical Thinking Appraisal III (WG-III)** measures the skills and abilities involved in critical thinking. Critical thinking can be defined as the ability to identify and analyze problems, as well as seek and evaluate relevant information to reach an appropriate and logical conclusion.

The **Assessment Interview** will be conducted by PRADCO professionals trained in safety force assessment either virtually or face-to-face at one of PRADCO's offices (Columbus, OH or Chagrin Falls, OH). If needed, these interviews will be conducted at a site chosen by the City of North Ridgeville.

Each interviewer will have reviewed the candidate's online assessment battery and will use the interview time to learn more about the candidate's background as well as to clarify any information contained in the online assessments. PRADCO will evaluate firsthand the candidate's interpersonal skills and versatility, focus on accountability, transparency, strategic thinking and problem-solving skills, emotional maturity, and ability to collaborate with a diverse cross-section of the community. The interview has both structured and unstructured components and typically lasts 60 minutes. PRADCO uses safety force leadership structured interview questions, as part of the process.

Immediately following the interview, the PRADCO assessors will provide a developmental feedback session. In the session, the candidate will gain greater insight into some of their strengthened and developmental needs.

Within four (4) business days following the last candidate interview, PRADCO will email the designated City official(s) reports with a total score (or other form of bottom-line recommendation). The report also outlines the candidate's behavioral strengths and developmental needs in critical areas of the job.

After the assessment is completed, the PRADCO assessor is available for a phone or video debrief with City of North Ridgeville representatives at no additional charge. The final step involves the chosen candidate receiving a fuller report debrief and onboarding session, which will help them transition into their new role.