



Memorandum

To: Members of the Civil Service Commission
 From: Sandra Middleton, Director of Human Resources
 cc: Mayor David E. Weiss
 Chief Administrative Officer Matt Carroll
 Date: September 19, 2025
 Re: Police entry-level examination request

The last police entry-level examination was held on August 17, 2024. The passing grade was set at 67% by the Civil Service Commission. The eligibility list was certified on August 28, 2024, and included sixteen names. Three candidates have since been hired from this list, consisting of one White male, one Black male, and one Black female. A demographic analysis of the applicants is provided in Exhibit B.

The City currently has a lateral-entry eligibility list that was established in 2023 as a continuous list. Currently, before any action taken by the Civil Service Commission, 29 names appear on the lateral eligibility list. This list will continue simultaneously with the entry-level eligibility list. This gives the Police Department the flexibility to fill vacancies with both experience and recent graduates from the police academy. As a result, we will strengthen the diversity of experience on each platoon. The hiring process is virtually the same with lateral and entry-level. The main difference is the minimum requirements to apply and the type of test.

	Continuous Lateral Entry	Entry-Level
Type of Test	Non-competitive	Competitive
Police Academy	Must have	Will send
Physical Agility	Not required	Required
Testing Ranking	By order of application received	By test score
Experience Required	Police Academy	None
Min. Requirements	Same	Same
Pradco Law Enforcement Index	✓	✓
Polygraph	✓	✓
Interviews	✓	✓
Physical	✓	✓
Psychological	✓	✓

Chief Hudson states that there are 6 vacancies in the department. Although past test cycles have been successful in attracting candidates, vacancies have remained flat over the last five years. As shown in chart below, there were thirty-nine separations between 2020 and 2025, including twenty-six resignations or discharges and thirteen retirements. During the same five-year period, thirty-nine

offices were hired. Despite this balance, turnover and retirements have kept overall staffing levels steady rather than reducing vacancies.

Summary of Separations By Year

Year	Resignations/Discharge	Retirement	Total
2025	2	1	3
2024	5	4	9
2023	6	3	9
2022	4	4	8
2021	5	1	6
2020	4	0	4
5 YEAR TOTAL	26	13	39

Summary of Hires By Year

Year	Number of New Hires
2025	3
2024	12
2023	9
2022	0
2021	9
2020	6
5 Year total	39

In preparation for a new examination, the City plans to launch a recruiting campaign immediately. This campaign will utilize the newly created catalog of print materials along with short video sound bites, similar to those used by the Fire Department, featuring current officers who will share why they chose Shaker Heights and what they value most about serving in the Department. Special attention will be given to intentionally recruiting people of color and women in order to broaden diversity within the applicant pool. The tentative collective bargaining agreement between the City and the Fraternal Order of Police for the Patrol Officers bargaining unit, covering years 2025 through 2027, has been ratified by the union and will be presented to Council for approval on September 29, 2025. If approved, the agreement will provide higher wages and enhanced benefits, which will be highlighted in the City’s recruiting materials. These improvements are expected to make Shaker Heights highly competitive with other communities actively recruiting entry-level officers.

The City anticipates holding the next entry-level examination in November 2025, with the first hires to begin training in the police academy in early 2026. The eligibility list resulting from this examination will remain active for two years from the date of certification, unless abolished by the Civil Service Commission before that time. The City is recommending the use of the Industrial Organization Solutions written examination, which was used successfully in 2024, along with a study guide to help applicants prepare. Further detail on this recommendation is included in Exhibit D.