



6/14/2021

Madison Heights Police and Fire Civil Service Commission  
c/o Madison Heights Human Resources  
300 W. 13 Mile Rd.  
Madison Heights, MI 48071

To Whom It Concerns,

The Empco office has been advised that the finalization of the results from the assessment center for the rank of Captain in the Madison Heights Fire Department have been tabled by the Police and Fire Civil Service Commission pending candidates having an opportunity to participate in a voluntary review session.

To clarify the purpose of the review session, Empco offers this solely for the purposes of candidate development. During the review session candidates receive insight into their strengths and areas where they can improve based on the assessors' observations during the candidate's participation in five different assessment center exercises. The intent of the review is to provide a candidate with the opportunity to improve in future assessment center processes as well as become better managers and leaders in their current positions. **At no time will a session ever address any challenges a candidate may try to raise.** The findings of the three independent panelists, all of whom are experienced executive level fire officers, are subjective in nature and based on their observations of a candidate during the assessment center exercises. Recreating a scenario and the observations made by the assessors is simply not possible.

**Thus, the results of the assessment center, as determined by the independent panel and as provided to the City, will remain unchanged regardless of any review sessions a given candidate participates in.** Our current review schedule has us conducting the reviews for the candidates in July and August, so waiting on these to be conducted will push the finalization of the results out several months from the completion of the Assessment Center.

We sincerely appreciate the opportunity to provide the City of Madison Heights Fire and Police Departments with valid promotional processes conducted with the highest level of integrity.

Please don't hesitate to contact us if any other questions arise.

Best Regards,

*Charles L. Castle*

Chief Charles L. Castle (Ret.)  
Director of Marketing and Project Management  
Empco, Inc.

CITY OF MADISON HEIGHTS  
PROMOTIONAL RECRUITMENT FOR FIRE CAPTAIN (formerly LT)

PRINTED: 12/07/23  
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ASSESSMENT CENTER DATE: 11/28/23 CIVIL SERVICE CERTIFICATION DATE: tentative 12/12/23

LAST NAME	FIRST NAME	HIRE DATE	ACTUAL ASSESSMENT CENTER	50% WEIGHTED ASSESSMENT CENTER	ACTUAL INTERVIEW	50% WEIGHTED INTERVIEW	5% SENIORITY POINTS*	COMPOSITE SCORE**	RANK
GILSON	RAY	12/19/11	79.6400	39.8200	90.0000	45.0000	2.7500	87.5700	1
SHEPHERD	ADAM	05/01/12	87.6200	43.8100	82.0000	41.0000	2.7500	87.5600	2
GARVEY	DANIEL	05/09/06	77.6500	38.8250	73.6667	36.8333	4.2500	79.9083	3

DNA = Did Not Appear

\* seniority calculated as 0.25 point for each full year of service since date of hire, up to a maximum of five points for twenty years of service.

Calculated to date of Assessment Center

\* \*The minimum passing score is 70.