Oral Examination Preparation Guide

for the rank of

Ambulance Commander

in the

City of Chicago Fire Department

2017 Edition
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Welcome!

Welcome to the 2017 Ambulance Commander oral examination preparation guide for the City of Chicago Fire Department – Emergency Medical Services.

The purpose of this guide is to prepare you for the oral examination. We highly recommend you follow the guidelines and use the preparation tips.

Good Luck!
Introduction

I/O Solutions (IOS herein) has been retained to develop the Ambulance Commander and Paramedic Field Chief oral examinations for the City of Chicago Fire Department (CFD herein). IOS is a public safety consulting firm located in the suburban Chicago area. The firm works exclusively with public safety clients (e.g., police, fire, sheriff’s departments, correctional facilities, etc.) to develop, validate and implement promotional and entry-level selection processes. Our clients include the Houston Police Department, San Diego Police Department, Minneapolis Police Department, Washington D.C Metro Police and D.C. Fire and EMS, Austin Police and Fire Department, San Antonio Police & Fire Department, Indianapolis Metro Police and Indianapolis Fire Department, Dallas Police Department, Cook County Sheriff’s Office, Chicago Fire Department and Chicago OEMC, Milwaukee Fire Department, Omaha, NE Police and Fire Department, Tulsa Police Department, Baltimore Police Department, Atlanta Police Department, Massachusetts State Police Department, New York State Police Department and the Jacksonville County Police Department.

IOS has several goals in developing an oral promotional examination for the City of Chicago. First and foremost, the examination must be valid, fair, and legally defensible. A valid examination is relevant to the department and position in question, measures the critical knowledge, skills and abilities necessary for promotion, and aids the department in selecting highly qualified individuals for promotion. Also, the process will conform to appropriate legal guidelines regarding the selection and testing of candidates. In addition, the process will treat all candidates with dignity and respect, and rules will be applied fairly and equitably.
Contents of This Guide

This Oral Examination Preparation Guide has been prepared to introduce you to the oral examination for the CFD. The first thing you can do to prepare for the examination is to read this guide. This guide will familiarize you with the oral examination process and provide you with general information about steps you can take to prepare. Following are the sections that this guide will cover:

- Information on the format and structure of the oral examination
- Essential tasks and knowledge areas for the Ambulance Commander job
- Example examination questions
- General advice on how to study for the oral examination
- General advice on how to prepare for test day
- A list of source materials
The Oral Examination

The oral examination will take place after the job-knowledge examination. The oral examination will be a scenario-based assessment requiring you to state the actions or steps you would take in response to the scenario, including, but not limited to, elements such as notifications required, resources provided as part of a CFD response, and appropriate actions of an Ambulance Commander. Scenarios will be representative of the job and will sample your ability to handle many unique situations an Ambulance Commander could face immediately upon promotion.

Measurement Areas

The oral examination is intended to complement the multiple-choice job knowledge examination and will measure your skills and abilities, as well as your application of job knowledge. While in many situations there are department or other source materials (e.g., General Orders, Standing Medical Orders) that provide guidance on the appropriate response to a situation, Ambulance Commanders must also use their problem-solving skills, supervisory skills, oral communication skills, and many other skills and abilities to effectively perform the job. The primary goal of the oral examination is to measure these job-relevant skills and abilities. You may reference Appendix C and Appendix D for a list of the KSAs.

Preparation Period

You will have a designated preparation period (e.g., 20 minutes) to prepare for the oral examination. You will be provided with specific instructions for the oral examination as well as a portion of the scenarios during the preparation period. You will be expected to read all available materials and prepare, as you feel is necessary, during this time. Along with the instructions, you will be provided with notepaper and writing utensils. Feel free to take notes during this time – you WILL be able to use these notes (and the instructions, if necessary) during the actual administration of the assessment when you deliver your responses.

To save valuable time in the test room, the scenarios presented during the preparation period will not be read to you via the recording, however, they will be presented again on the screen; thus, it is critical that you have reviewed the scenarios during preparation and taken notes to guide your responses once you are in the test room.

Administration Mode

The oral examination will be conducted in a manner similar to an oral board interview, but will have no “live” raters. Once you are in the test room, you will be seated at a private computer station and will wear noise-cancelling headphones. A video will play on the computer and will guide you through the entire examination. An on-screen countdown timer will be provided to you as part of this video so that you can see how much time you have remaining to provide your response to each scenario. Once your
time is up for a scenario, the video will transition to the next scenario and provide you
with a new countdown timer. This process will continue until you have answered all
scenarios. You will deliver your responses orally into a microphone, which will record
your voice. The recordings will be rated by assessors at a later date.

**Scenarios and Questions Asked**

For your oral examination, you will be presented with six to eight independent
scenarios. All candidates will receive the same set of scenarios. Each scenario will
provide you with specific details involving a situation that you could encounter as an
Ambulance Commander in your department. You will respond to each scenario, one at
time, discussing the actions you would take as an Ambulance Commander to handle
the particular situation. Each response will be timed separately.

Scenarios will often have several parts to them in order to simulate an evolving
situation. You may be presented with the initial scenario, then after your response, you
will be presented with an evolution or update in the scenario and will be asked to
provide your response, and so on and so forth until the scenario is fully completed. In
general, you will be presented with one initial scenario and may have between one or
two additional evolutions. After each evolution of a scenario is presented to you, you
will be asked a series of questions about your course of action, how you would handle
the situation, etc. You will be given a specific time period to provide your response to
the questions and this will be stated to you as the questions are read and presented on
the screen in front of you.

**Scoring**

As mentioned previously, your performance will be recorded in an audio format only.
Multiple panels of assessors will then evaluate each candidate’s performance at a later
date. Assessors will be recruited from Fire and EMS agencies in large municipalities and
will currently be at the rank equivalent to the Paramedic Field Chief rank in the CFD.
IOS is striving to have each panel evaluate ALL candidates on the same content. For
example, one panel may be assigned to evaluate all candidates on Scenario One and its
follow-up question(s). The benefit of this strategy is that each candidate is evaluated by
the same panel of assessors on the same content. Assessors will have a predetermined
set of criteria for each scenario response which reflect an ideal response. These criteria
are developed by IOS and CFD Subject Matter Experts (SMEs) to be consistent with
knowledge of source materials (e.g., General Orders) and to be accurate measurements
of critical skills and abilities. Panels will provide ratings of candidate performance on a
given scenario using a rating scale. The extent to which a candidate’s response meets
the criteria of the ideal response will determine their score. The oral examination
score will be a combination of all scenario scores (scenario scores will be weighted to
give more emphasis on the more important aspects of the job, according to the job
analysis conducted by IOS).
Administrative Aspects of the Oral Examination

All candidates for the Ambulance Commander position will be assigned to take the oral examination in one wave. Thus, there will be no opportunity for candidates who have already taken the examination to pass on information about the examination to other candidates. You will be notified by the CFD of your assigned time slot at a later date.

The required dress code for the oral examination will be determined by the CFD. You will be notified of the dress code when you are assigned your time slot.

Note that only audio will be recorded for each candidate’s responses. There will be no video recording.
Important Knowledge, Skill and Ability Areas

The following knowledge, skill, and ability (KSA) areas have been determined by the job analysis to be important for the Ambulance Commander position. Some or all of them may be measured in the oral examination. You may reference Appendix C and Appendix D for more detailed descriptions of the KSA areas.

1. Knowledge of Preparation and Professional Issues
2. Knowledge of Airway Management and Ventilation
3. Knowledge of Patient Assessment
4. Knowledge of Trauma Emergencies
5. Knowledge of Pulmonary and Cardiovascular Emergencies
6. Knowledge of Medical Emergencies
7. Knowledge of Neonatology, Pediatrics and Geriatrics
8. Knowledge of Core Department Policies, Procedures, Directives, Memoranda, Orders, etc.
9. Duty-Specific Knowledge
10. Specialized CFD/EMS Knowledge
11. Operational Knowledge
12. Composure
13. Conflict Resolution
14. Decision-Making Ability
15. Incident Command Ability
16. Interpersonal Skill
17. Judgment and Reasoning
18. Leadership
19. Management and Supervision
20. Oral Communication
21. Planning and Organization
22. Problem Analysis / Problem Solving
23. Public Relations Skill
24. Teamwork Orientation
25. Written Communication
Duty Areas

Some or all of the following duty areas may be simulated in the oral examination. A complete list of the job-relevant tasks within each duty area is shown in Appendix B.

1. Emergency Scene Activities
2. Medical Operations - En Route
3. Quality Assurance/Training
4. Administrative Duties
5. Station Activities
6. Community/Citizen Contacts
7. Supervisory/Management Duties
Example Oral Examination Questions

1. Your ambulance is assigned as the rehab ambulance at a working fire that has been going on for 45 minutes. Due to circumstances at this incident, your Rehab Field Chief has been injured after establishing rehab and, thus, you will be functioning as the Rehab Officer. What resources would you expect there to be in rehab? You have two minutes and 30 seconds (2:30) to respond to this initial question. Your time will begin now.
   a. Follow-up Question: After the minimum rehab period, one firefighter is not ready to return to suppression activities due to an elevated body temperature. This firefighter is upset and demanding to return to the incident with the rest of his company and is attempting to walk away from the rehab area. How would you respond to this firefighter’s actions? You have two minutes (2:00) to respond.

2. You have a paramedic who has been showing signs of physical fatigue, as well as emotional distress on the job. The paramedic has been arriving late for their shift and has been making mistakes when providing medical care to patients, is not properly completing reports, and generally shows a lack of engagement in their work. This pattern of behavior has only been present for the last 2-3 weeks; previously this paramedic was a strong performer. What steps will you take with this paramedic to address their recent job performance?

General Oral Examination Strategies

There are several simple things you can do to improve your performance during the oral examination. Below are some helpful tips to help you perform your best:

1. **Be prepared.** The single best thing you can do to improve your performance in the oral examination is to prepare yourself for constructing responses to questions “on the spot.” Follow the guidelines provided in this guide to help ensure that you are making good use of your preparation time.

2. **Be Confident in What You Know.** When you have learned the required materials for the exam, you have substantially increased your chances of doing well on the examination. Use that to your advantage by focusing on what you know, and not letting nerves or the thought of things you don’t know as well distract you.
3. **Make Sure You Fully Read the Scenario and Questions.** A great deal of time goes into making sure the questions are worded clearly and each scenario contains only appropriate and necessary information. Take your time in reading the scenario and make sure you have identified what is being asked. Candidates often do not fully read through the entire scenario and miss critical information that is needed to provide the best response.

4. **Answer the Question Being Asked.** Occasionally candidates may only pay attention to a few important terms in early parts of the scenario without paying attention to the actual question that is being asked. Be sure to read each question carefully. The key here is to read the whole question and identify the main point. It is surprisingly common for candidates to miss part of a question, so you should do your best to ensure you answer each question in its entirety.

5. **Pause Before Providing Your Response.** During the oral examination, it is acceptable to take a moment to think about each response before you begin speaking. Taking a moment to gather your thoughts may help you avoid saying something that you did not intend to say. However, do keep in mind that any time you take to think through your response will be counted as part of your total response time.

6. **Provide Thorough Responses.** The point of the oral examination is for you to demonstrate the knowledge, skills, and abilities that make you a good candidate for the job. The more relevant information you provide in your response, the more effectively the panel can evaluate your suitability for the job. You do not want to provide irrelevant or tangential information in your responses that does not directly relate to the question, but generally try to provide responses that are as complete and detailed as possible.

7. **Keep Practical Issues in Mind.** Pay attention to the details in the question/scenario that may limit your actions. For example, if a question asks you about treating an injured person, you might be inclined to provide every possible treatment you can think of. However, if the question further details that you are treating multiple people at the same time, you should take that into account and instead focus on providing only the vital treatment until more help arrives. Pay attention to what is practical given the information in the question.
Preparing for Test Day

Diligently preparing for this examination will be the best method for ensuring your success; however, there are other considerations that can affect your performance on the day of the exam. Your attitude on the day of the exam, the test-taking strategies you use, and your ability to avoid common test-taking errors will all affect the outcome of the examination. These issues are discussed in more detail below.

Preparing for the Oral Examination

During the oral examination, you will be asked to assume the role of an Ambulance Commander and demonstrate how you would handle a variety of situations. You will also be provided with relevant and reasonable assumptions to keep in mind (e.g., normal staffing levels for the day). The examination will contain several open-ended questions; you may be asked to elaborate on your responses. This means that you will not be provided with options to choose from; you will need to construct your responses based on what you have learned.

Unlike a written examination, you will have to do more than simply memorize information. You will need to have a thorough understanding of the job and how it should be performed. You should also practice your speaking skills. You can do this with your study group, if you have one, or by yourself. Think of situations you might encounter on the job and recite your responses out loud. You can also practice your responses to the example oral examination questions presented above.

Your Physical Well-being

Get a good night’s sleep before the oral examination. Eat a nutritious breakfast that will provide you with energy for the day. Try to ensure that you are in the best possible condition both physically and mentally on the day of the oral examination. Candidates in public safety promotional processes across the U.S. often work the day before or even the day of testing. Plan ahead and think about how you can put yourself in the best possible situation for the oral examination!

Arrive Early

Make all necessary arrangements to ensure that you arrive early at the oral examination site. It would be wise to anticipate traffic delays and allocate extra travel time to ensure an early arrival even with delays. Give yourself ample time to settle in at the oral examination site.

Confidence

The more confident you are in your abilities, the more likely you are to do well on the oral examination. Try to stay focused so that you don’t end up misinterpreting questions or instructions. You want to take control of the oral examination by feeling
confident in your skills. Try to relax and concentrate on the oral examination you are about to take.

**Attitude**

This oral examination is an opportunity for you to demonstrate that you have a grasp of the job knowledge, skills, and abilities necessary to perform the job successfully. A positive attitude can have an impact on your oral examination score. Try to approach the oral examination as a challenge. By using this guide and practicing, you can be more prepared for the oral examination.

**Controlling Examination Anxiety**

Many candidates experience anxiety as a result of the stress and pressure to perform well on the oral examination. This is common and is a natural response. There are a few things that you can do prior to your oral examination to help reduce and prevent your level of anxiety on test day.

- **Practice.** Develop practice oral examination questions that focus on personnel, management, and leadership issues; administrative challenges of the position; and hypothetical field-operations scenarios that one might encounter in the position. This can be done by yourself or with your study group. Answer these practice questions with a similar time limit to what will be used for the oral examination to simulate the testing experience (i.e., allow for approximately one to five minutes per question, depending on complexity and depth of response required). Ideally, if you are studying in a group, each individual would develop several scenarios for each “topic area” and create basic criteria from the source material. You could then practice a full oral examination by providing each individual with a few questions and conducting a formal oral examination with each participant. It is recommended that this initially be done in an informal manner. Later though, you should conduct a mock oral examination in a formal manner similar to what you might experience in the actual examination setting. If you are studying alone for your examination, you can still develop practice questions and conduct a mock examination. You might recruit a friend or significant other to administer the oral examination, or you could simply audio-tape yourself asking for each response to simulate the formality in the actual examination.

You will become more comfortable the more you can gain experience with the type of pressure you may experience in the examination. The more time you spend practicing speaking your responses, the more comfortable you will feel.

- **Visualize.** Another technique that can help you feel more comfortable on test day is to visualize yourself going through the examination several times. Try to find time in the days leading up to your exam to imagine yourself going through the oral examination, providing the best possible responses. Mentally rehearsing the process several times will help your mind hold a picture of what great
performance will look and feel like. When it comes time for you to go through your examination, your mind will be familiar with the process and you will feel more comfortable when responding.
Basic Rules Governing the Testing Process

1. Promptness is mandatory for admittance to the test on the date and time scheduled. Please ensure that you arrive at the site well before the examination to avoid being late. No candidate will be admitted after the start time.

2. Photo identification will be needed for admittance to the test.

3. You may bring the following supplies to the test: writing utensils and a watch or countdown timer. Writing utensils and paper will be provided for you during your preparation time. No other outside supplies will be permitted at the test site.

4. Beepers/portable phones and any other electronic or communication devices must be turned in prior to testing, or left in your vehicle. We strongly suggest that you leave electronic devices in your vehicle for the duration of testing. If you choose to use an unauthorized communication device, in violation of testing guidelines, your examination will be considered invalid.

5. You will not be allowed to take any other materials with you into the examination room. This includes paperwork of any kind, backpacks, portfolios, etc. You will only be allowed to bring your examination instructions and any notes taken during your preparation period.

6. Once you are seated in the exam room, you will have access to restroom facilities, though you may have to be escorted by a proctor. Once testing begins, any time taken for this purpose will be counted as test time.

7. You will undergo the same standardized process as all other candidates with respect to the testing process (e.g., notification, instructions, etc.).

8. Due to the security measures that will be in place, only authorized candidates will be admitted to the test site.

9. All questions or concerns that arise during the testing process should be directed to the appropriate designated test administration staff person(s).
Appendix A: Ambulance Commander Source Material

The following presents a list of the examination source materials or reading list for the promotional examination process. You should consider this as the reading list to use in studying for the examinations. Note that for the oral examination, you will need to demonstrate your level of the important skills and abilities required for the Ambulance Commander position, *in addition* to the required knowledge of the sources below.

**Local 2 Union Contract (2012 - 2017)**


**Illinois Rules of the Road (2016)**

**Region XI Chicago EMS System Policies and Procedures (2016)**

**Region XI Chicago Paramedic Standing Medical Orders (2016)**

**Quick Drill – Water Rescue Response (May 2004)**

### Chicago Fire Department General Orders

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Addendum 1
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<td>Zero Tolerance for Violence in the Workplace Training Policy and Procedure</td>
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<td>Guidelines for Midway Airport and Staging Areas</td>
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<td>04-002</td>
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<td>Monitoring and Mitigation of Hospitals on Diversion</td>
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<td>LifePak 1000 Defibrillator</td>
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<td>Global Positioning Satellite (GPS) Units for EMS Vehicles</td>
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<td>Pedi-Mate Pediatric Restraint Device</td>
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### Chicago Fire Department Bureau of Operations Orders & Bureau of Fire Suppression and Rescue Orders

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<td>Chief Officer Notification and Response to On-Scene Times Greater than One Hour</td>
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<td>UltraRadiac-Plus Personal Radiation Detector</td>
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<td>EMS Personnel Operating at Fires and Other Emergencies</td>
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<td>Furlough Schedule for 2017 for Uniformed Members of the Bureau of Operations, Division of EMS</td>
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<td>Use of Electronic Siren by Ambulance Companies</td>
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<td>Transport of Relatives/Friends with Patients</td>
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### Standard Operating Procedures

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Manuals

Doffing PPE Checklist Final
Donning PPE Checklist Final
Electrical Power Outage Plan (manual)
Procedures for Changing Zones on Department Radios
Radio Manual Apx-7000
Radio Manual XTS-5000R
Appendix B: List of Job-Related Tasks for Ambulance Commander

Administrative Duties

- Reviews reports for accuracy.
- Writes accurate and detailed reports using the appropriate format (e.g., company actions at emergency scenes and accident and injury reports).
- Writes accurate and detailed reports for each patient, and ensures proper documentation is submitted to the Chicago Fire Department and the hospital the individual was transported to.
- Reviews and maintains company journal; enters staffing information, receipt of new memos, equipment needs, crew activities, etc.
- Completes equipment requisition reports for missing, lost or damaged equipment.
- Supervises maintenance and keeps maintenance records on apparatus, and coordinates repairs/maintenance of apparatus.
- Ensures all equipment and supplies are kept in good working order and keeps a maintenance log.
- Distributes departmental communication or information to company members.
- Maintains and ensures the company has a complete set of all Departmental Orders, Directives, and Memoranda, Region 11 EMS System Policy Manual, Standing Medical Orders, and all other departmental protocols.
- Checks credentials of all personnel during shift change (e.g., driver’s license, paramedic license).
- Reviews trade requests/paybacks from subordinates.
- Reviews emails received in departmental email account.
- Coordinates with outside agencies regularly (e.g., Police Department, Department of Human Services, etc.).
- Completes records and reports (e.g., after-action report, incident reports, shift activity reports, training reports, personnel records, supply requisitions, etc.).
- Uses computer systems or applications to access, create, edit, print, send, and retrieve data files and/or other information.
Community / Citizen Contacts

- Speaks directly to a patient while on a call (e.g., while gathering personal information, conducting patient history, while diagnosing, etc.)
- Communicates with patient's relatives, friends or acquaintances while on a call.
- Gathers information from bystanders while on a call.
- Speaks to citizens over the phone.
- Answers questions and resolves complaints received from the public.
- Provides general services for the general public, such as giving directions, having the firehouse serve as a collection point for toy or fund drives, having the firehouse provide registration information.
- Responds to non-emergency service calls (e.g., aids invalids who need assistance in and out of bed or wheelchair, acts in a "stand by" capacity at various public functions).

Emergency Scene Activities

- Responds to incidents when dispatched and appropriately documents confirms location of incident
- Determines best route to incident scene and hospital, considering weather conditions, general location of the emergency, and traffic patterns
- Implements the Incident Command System and assumes the role of EMS Command until relieved by a senior officer
- Serves as the EMS Command in managing a particular medical emergency incident
- Evaluates the situation upon arrival, provides accurate size up via radio or other communication, and ensures proper response of personnel and equipment (e.g., Level 1 Haz Mat, EMS Plan 1, Pin-In response)
- Evaluates the situation upon arrival for a risk assessment to ensure scene safety, his or her safety, and other EMS/FS&R provider's safety, in order to preserve life and property
- Maintains radio contact / communications with incident commander, communications center, command hospital and/or other units (fire, EMS, and support) during emergency response, requesting assistance as needed
• Conducts size-up to determine critical factors, initiates appropriate triage, patient care and EMS response as warranted by the situation and patient assessment / history

• Establishes EMS communications during large scale, multiple ambulance, and/or high-rise incidents

• Responds to fire-scenes or large emergency incidents, establishes Rehab, and supervises Rehab activities of CFD personnel

• Coordinates the transport of patients to appropriate hospitals by processing multiple and sometimes conflicting information (e.g., patient medical status, hospital availability/specialty and medical capabilities, need to return to ambulance to service, etc.).

• Conducts triage when dispatched as first ambulance to a multiple ambulance response.

• Assumes the role of triage officer when dispatched as first ambulance to multiple ambulance response.

• Responds as dispatched and assumes duties as a RIT ambulance under the direction of the RIT Chief and/or RIT Paramedic Field Chief.

• Supervises or participates in the selection and use of appropriate medical equipment and supplies when necessary, and brings or provides equipment to personnel attending to patient.

• Tracks equipment that is being taken from the apparatus in order to ensure that all equipment is accounted for before leaving the scene.

• Supervises or participates in the selection and use of appropriate medical treatment when necessary.

• Supervises or participates in EMS activities throughout the incident to ensure proper strategies, methods, and procedures are being followed.

• Manages EMS activities (e.g., patient treatment) by balancing patient’s medical needs with patient comfort throughout the incident.

• Communicates with patients who are in normal or altered states of cognizance, informs them of EMS activities taking place regarding their care.

• Documents patient information, chief complaint, history, symptoms, and medical treatment through communication with patient and/or family/civilians, or by proper impression and/or observation.
• Assists other first responders by securing additional appropriate equipment when needed.

• Facilitates the delivery of medical service to patients by intervening with civilians, police, suppression companies, and hospitals staff to address and resolve problems/conflicts.

• Ensures that information needed for medical reports is obtained.

• Advises the incident commander to secure emergency scenes or escalate the alarm.

• Calms distraught victims, relatives, and others, keeping them informed of EMS activities and medical progress.

• Monitors activities, safety and location of emergency personnel and equipment at incident scenes.

• Uses reference sources to look up precautions and health risks associated with the hazardous materials.

• Identifies potential hazards at motor vehicle accidents.

• Directs traffic if an apparatus is in roadway.

• Blocks traffic if needed to protect patients and EMS providers.

• Critiques the incident to determine strong and weak points for future reference and staff development.

• Monitors multiple radio channels (EMS, fireground, and command channels) for critical information and responds accordingly to developing incidents, changing strategy or reassignment.

• Intervenes and redirects EMS providers if Departmental Orders, Directives, and Memoranda, Region 11 EMS System Policy Manual, and Standing Medical Orders are not followed.

• Coordinates operations with other company officers and law enforcement personnel.

• Organizes and manages people and units at a mass casualty incident.

• Makes decisions quickly based on evolving and changing conditions.

• Stages additional resources and equipment in an appropriate manner.
• Ensures that all equipment and personnel are accounted for before leaving the scene.

• Coordinates with suppression Chief to arrive at situations with known or potential emergencies where evacuation may be necessary (e.g., power outage at nursing home).

• Maintains command radio communications during large scale incidents, multiple ambulance responses, and/or fire incidents to coordinate information between EMS, suppression, and hospitals via appropriate radio channels and communications.

• Supervises duties of RIT ambulance through coordinating and communicating with appropriate RIT companies (RIT Truck, RIT BC, RIT PFC).

• Assists and advises the incident commander in establishing a perimeter, decontamination of patients, health monitoring of first responders, if a HazMat team is needed.

• Reassesses strategy and tactics after evaluating updates, progress reports, or patient status.

• Ensures all objectives are addressed and determines why objectives are not met when relevant.

**General Physical Tasks**

• Lifts and carries equipment (e.g., stretcher/gurney, flat board) from the apparatus to the incident scene and up flights of stairs.

• Transfers incapacitated patient from ground, bed, floor, etc. to equipment (e.g., stretcher/gurney, flat board) while safely immobilizing patient movement.

• Lifts and carries patients by means of equipment, regardless of size and weight of individual, from emergency scene to apparatus, and is able to walk long distances, climbing up and down stairs, and maneuvering through tight corridors, and hallways while limiting patient movement.

• Restrains patient movement by use of arm strength and body weight.

• Safely restrains and subdues hostile or aggressive patients to prevent further injury to self or others.

• Performs CPR for long durations when necessary – including long periods of rigorous and frequent downward strokes on patient chest.

• Returns heavy equipment to proper place on apparatus after medical emergency.
• Stands or squats for long durations in extreme weather or room temperature conditions (e.g., extreme heat or cold, rain, snow).

• Aids in rescue operations (e.g., extricates people from automobiles, carries victims out of buildings, safely frees victims).

**Medical Operations – En Route**

• Transports patient, personnel, and equipment from the scene to the apparatus in a safe manner.

• Manages and monitors appropriate patient treatment and comfort during transitions from the scene to the apparatus and from the apparatus to the hospital.

• Selects the safest and most efficient route from an incident scene.

• Directs driver on safe driving of vehicle from incident.

• Responds appropriately to patient’s changing medical status; alters patient care strategy when necessary.

• Engages in EMS actions / activities to provide appropriate medical treatment.

• Communicates patient status, medical history, and medical treatments to hospital staff.

• Manages or assists in patient care / treatment until relieved by hospital staff.

• Completes patient medical documentation and delivers a copy of the document to the hospital.

• Ensures that the apparatus and equipment are returned to response-ready state, and ensures that used equipment is properly treated (e.g., disinfect gurney, sheets changes, etc.) prior to returning to response-ready state.

• Ensures that all equipment is placed back on apparatus before leaving the hospital.

• Maintains all radio communication with the Office of Emergency Management and Communications in order to provide prompt and timely reporting of the company’s availability, location, and operational status.

• Drives apparatus in a safe manner following all appropriate laws and department protocols.
Quality Assurance / Training

- Provides supervision and guidance to all EMS providers on-scene to ensure proper medical treatment, Departmental Orders, Directives, and Memoranda, Region 11 EMS System Policy Manual, Standing Medical Orders, and all other departmental protocols are followed.

- Intervenes and assumes responsibility for patient care if proper medical treatment, Departmental Orders, Directives, and Memoranda, Region 11 EMS System Policy Manual, Standing Medical Orders or any other departmental protocol is not followed.

- Serves as a resource to answer company member questions regarding all Chicago Fire Department literature – e.g., Departmental Orders, Directives, and Memoranda, Region 11 EMS System Policy Manual, and Standing Medical Orders.

- Ensures that company members of the unit meet the standards of dress, appearance, performance, and conduct.

- Ensures the operational readiness, cleanliness and availability of equipment, apparatus and the station itself (e.g., personal equipment are placed on the assigned apparatus to be ready for an emergency).

- Participates in critiques following EMS emergencies.

- Identifies areas that need improvement among members/subordinates and determines how to improve company members’ skill sets.

- Provides guidance and supervision to company members in safety and procedural training, and proper use of equipment.

- Ensure company members are sufficiently familiar with their assigned response district, including streets, special occupancy buildings, road construction, hospital locations, etc.

- Instructs company members on any new laws, rules, medical procedures, and SMOs.

- Oversees the training of new paramedics during “probationary period” to include: job orientation, job task assignments, supervising their patient care techniques, familiarization to the apparatus and equipment, etc.

- Educates and trains new paramedic students fulfilling their “observation” hours.

- Participates in training and company schools to update job knowledge and skills.

- Complies with and completes training hours, educational requirements, or other certifications to the training academy.
• Meets with shift and other personnel to discuss problems, events, current information, and the handling of past emergencies to improve future performance.

• Monitors and remains alert for unusual patterns of calls (e.g., increased run volume in sector, increased types of calls) and communicates this information through the chain of command.

• Documents candidates’ performance during first year on the job.

• Develops drills/training to improve skills and job knowledge of paramedics on key topics relevant to company needs (identified deficiencies in area) or current environmental conditions (dealing with heat stroke in summer).

• Supervises drills, practices and simulations.

• Conducts training presentations when required on current medical related topics approved by the Chicago Fire Department.

**Station Activities**

• Checks the radio and accessories to ensure that radios can give and receive transmissions.

• Ensure that his/her and all subordinates' personal protective equipment are placed on the assigned apparatus to be ready for an emergency or shift change.

• Ensure that all personnel have the appropriate personal protective equipment in a serviceable condition and state of readiness when applicable.

• Ensures that all medications are accounted for and have not expired.

• Ensure the operational readiness of portable/mobile radios, telemetry, and cellular phone.

• Inspects apparatus for visual damage and records/updates company journal and informs their immediate supervisor of any unreported vehicular damage.

• Accounts for all tools and equipment on the apparatus.

• Completes daily apparatus check to document that all equipment is accounted for and the apparatus is operational.

• Ensures that all company personnel carry out their firehouse duties and the work assigned to them (e.g., cleaning, station maintenance, etc.)

• Communicates relevant department information to coworkers on the oncoming shift.
• Enforces departmental standard operating guidelines, rules, regulations and orders, etc.

• Checks to see that the apparatus is full of fuel.

• Cleans all equipment upon return from an incident.

• Tags equipment that is in need of repair.

• Washes and waxes apparatus.

• Maintains firehouse grounds and structure, when applicable.

• Cleans assigned area of firehouse.

**Supervisory / Management Duties**

• Conducts oneself as a role model for subordinates through professional behaviors (e.g., proper dress, speech, work attitudes, and job performance).

• Conducts official roll call by assembling on-going and off-going personnel for inspection and exchange of necessary transition information.

• At onset of shift, contacts supervisor to communicate status of personnel, and notifies Chief of any manpower deficiencies.

• Facilitates daily staff meeting to cover shift activities (e.g., housework schedule, apparatus work, training).

• Facilitates daily staff meeting to review information since last tour of duty, (e.g., review any new SMOs, changes to existing SMOs, lost equipment, dangerous buildings, hospital bypasses or other pertinent information).

• Assumes duties of supervisor in his/her absence.

• Commands and coordinates the activities of EMS personnel at an emergency scene when arriving as first ambulance on-scene.

• Works with staff to establish appropriate goals and objectives for individuals and units (e.g., discusses performance-related problems and establishes a plan for improvement).

• Encourages staff to reach individual and unit goals (e.g., provides relevant training, answers questions, and ensures availability of supplies/equipment).
• Monitors, evaluates, and documents outstanding performance and forwards information through the chain of command to ensure that the individual receives appropriate CFD commendation.

• Explains and enforces policies and procedures, disciplining staff in a fair and equal manner as necessary.

• Monitors all aspects of subordinate staff performance and provides guidance, counseling and direction as needed.

• Properly and effectively intervenes to settle an argument or some interpersonal problem among staff.

• Ensures crisis intervention is available for personnel as needed (e.g., personal problems, excessive stress, family crises) through maintaining open dialogues and taking appropriate actions as appropriate.

• Ensures that all personnel (e.g., new hires, transfers) assigned to his/her company and firehouse are familiar with the apparatus and job duties.

• Supervises the cleaning and maintenance of the specified areas.

• Communicates with company officer to determine required daily activities.

• Assigns, supervises, schedules and directs staff to ensure that assigned firehouse duties are carried out in a correct and thorough manner (e.g., ensures that sufficient personnel and equipment are available to respond to emergencies).

• Documents problem situations and recommends disciplinary action for subordinate personnel.

• Evaluates staff performance and conducts performance appraisals.

• Coordinates the implementation of administrative procedures, personnel policies, labor contracts, and objectives assigned by supervisors, to ensure efficient operation of the company and to comply with changes.

• Ensures that assignments are delegated effectively (e.g., provides specific instructions and due dates to delegated assignments).

• Makes daily work assignments and schedules, coordinating with others as appropriate.
Appendix C: List of Essential Knowledge Areas for Ambulance Commander

Medical Knowledge

Preparation and Professional Issues

- Knowledge of EMS responsibilities and well-being of the EMT-Paramedic.
- Knowledge of the medical and legal issues surrounding patient practice.
- Knowledge of the general principles of pathophysiology.
- Knowledge of pharmacology.
- Knowledge of vascular access and medication administration.
- Knowledge of therapeutic communications.
- Knowledge of signs and symptoms of abuse and or assault of patient.
- Knowledge of hazardous materials, domestic preparedness and homeland security.
- Knowledge of IDPH rules and regulations for maintaining EMT-B/P license.
- Knowledge of signs of cumulative stress in co-workers.

Airway Management and Ventilation

- Knowledge of intubation indications, contradictions and placement and complications.
- Knowledge of needle cricothyrotomy.
- Knowledge of King Airways.
- Knowledge of capnography.

Patient Assessment

- Knowledge of proper history taking and techniques of physical examination.
- Knowledge of proper scene size-up, how to take an initial assessment, GCS, and how to make detailed examination and transport decisions.
- Knowledge of best practices in communication and documentation related to patient assessment.
Trauma Emergencies

- Knowledge of mechanisms of patient injury.
- Knowledge of hemorrhaging and shock.
- Knowledge of soft tissue trauma and burns.
- Knowledge of head and facial trauma.
- Knowledge of spinal trauma.
- Knowledge of thoracic trauma.
- Knowledge of abdominal and pelvic trauma.
- Knowledge of musculoskeletal trauma.

Pulmonary and Cardiovascular Emergencies

- Knowledge of respiratory emergencies.
- Knowledge of cardiovascular emergencies.

Medical Emergencies

- Knowledge of neurology.
- Knowledge of endocrinology.
- Knowledge of allergies and anaphylaxis.
- Knowledge of gastroenterology.
- Knowledge of renal and urogenital disorders.
- Knowledge of toxicology.
- Knowledge of hematologic disorders.
- Knowledge of environmental conditions.
- Knowledge of infectious and communicable diseases.
- Knowledge of behavioral and psychiatric disorders.
- Knowledge of obstetrics.
Neonatology, Pediatrics and Geriatrics

- Knowledge of neonatal assessment and resuscitation.
- Knowledge of pediatrics.
- Knowledge of geriatrics.

Internal CFD Knowledge

Core Department Policies, Procedures, Directives, Memoranda, Orders, etc.

- Knowledge of Region 11 EMS System Policy Manual and Standing Medical Orders.
- Knowledge of all Departmental Orders, Directives, Standard Operating Procedures, Memoranda, Rules and Regulations, and practices.
- Knowledge of radio procedures as outlined in Department publications.
- Knowledge of CFD organizational/rank structure.

Duty-Specific Knowledge

- Knowledge of Incident Command structure regarding specific responsibilities in carrying out the duties of an Ambulance Commander or Paramedic Field Chief and rank above.
- Knowledge of the roles and responsibilities of EMS Paramedic Field Chief.
- Knowledge of the roles and responsibilities of the Ambulance Commander.
- Knowledge of the roles and responsibilities of the Assistant Deputy Chief Paramedic.
- Knowledge of the current Labor Contract between the Chicago Fire Fighters Union, Local 2, and the City of Chicago.
- Knowledge of roles and responsibilities of a Fire Paramedic.
- Knowledge of the roles and responsibilities of Paramedic in Charge
- Knowledge of FS&R responsibilities at expressway incidents.
- Knowledge of responsibilities of first responding FS&R companies at EMS incidents.
Specialized CFD/EMS Knowledge

- Knowledge of the Emergency Response Guide.
- Knowledge of Department-issued manuals which describe relevant information for unusual and large-scale incidents (e.g., extreme weather, power outage, CTA).
- Knowledge of the Mobile Reporting Unit.
- Knowledge of the CFD Defensive Driving Manual and driving techniques related to EMS apparatus.
- Knowledge of Illinois Rules of the Road.
- Knowledge of criteria for transport to STEMI, trauma, stroke, and OB centers, as opposed to closest ER.
- Knowledge of department locations of specialized equipment, and when it is needed.

Operational Knowledge

- Knowledge of incident command including disaster response and crime scene size-up.
- Knowledge of medical equipment (e.g., Defibrillation/ AED), medical supplies (e.g., syringes, stints), medication, and patient transport equipment.
- Knowledge of apparatus (included non-medical appliances and tools) functions, limitations and maintenance.
- Knowledge of mathematics applied to pharmacology.
- Knowledge of department geography, hospital locations, and traffic patterns.
- Knowledge of supervisory principles and practices.
- Knowledge of hazardous materials operations as they relate to EMS.
- Knowledge of Chicago Police Department responsibilities at EMS events.
- Knowledge of pharmaceutical and medical equipment inventory procedures and paperwork.
- Knowledge of City geography.
- Knowledge of CFD MABAS equipment and protocols.
- Knowledge of EZ-IO use.
- Knowledge of LP15 use, including all equipment and transcutaneous pacing.
- Knowledge of medication administration, including calculating/converting dosages.
- Knowledge of drug expiration and exchange procedures.
- Knowledge of current electronic patient care reporting program.
Appendix D: List of Essential Skill/Ability Areas for Ambulance Commander

1. **Composure:** Ability to work under stress and perform in unpleasant or traumatic circumstances. Ability to remain calm in stressful situations. Ability to handle stressful situations appropriately, remaining poised and professional. Ability to maintain emotional control in stressful situations.

2. **Conflict Resolution:** Ability to de-escalate tense situations and quiet potential disturbances. Ability to mediate interpersonal or physical conflict between individuals.

3. **Decision-Making Ability:** Ability to understand when a decision must be made and to have the willingness to make a decision. Ability to quickly and efficiently determine an appropriate course of action to target a particular situation.

4. **Incident Command Ability:** This area is technically a meta-ability comprised of several other abilities including judgment, decision-making, decisiveness, problem-solving, communication skill, stress tolerance, leadership/command presence and related skills and abilities. This area represents the ability to oversee moderate to large scale emergency incidents and make critical and timely decisions involving appropriate tactical protocols.

5. **Interpersonal Skill:** Ability to listen to others and be considerate of the concerns of others. Ability to successfully and appropriately handle interpersonal interactions with others to gain trust, respect and mutual understanding. The ability to act with tact and diplomacy in dealings with the public - keeping public relations concerns in mind when interacting with other agencies and the general public. Ability to counsel, support and be empathetic towards others. Ability to maintain positive work relations with others and interact with people of diverse backgrounds.

6. **Judgment and Reasoning:** Ability to accurately perceive the important elements of a situation, evaluate the situation and determine plausible courses of action that would bring about a desirable result. Ability to reason through a particular problem and decipher a logical course of action. Use of common sense and intelligence in handling day-to-day activities, problems and decisions. Use both inductive and deductive reasoning to aid in problem-solving and analysis.

7. **Leadership:** Ability to set a proper tone for the functioning of the organization. Ability to serve as a role model in behavior, practice and word. Ability to motivate the organization as a whole to achieve greater efficiency and a higher level of purpose.

8. **Management and Supervision:** Ability to direct and guide personnel in the accomplishment of goals and tasks. Includes skill in monitoring activities and evaluating results. Expectations and standards are clearly communicated and consequences exist for insufficient performance. Ability to assert proper authority and be assertive while maintaining the trust and respect of
subordinates. Ability to motivate and counsel employees to greater performance. Skill in prioritizing and delegating the work of others.

9. **Oral Communication**: Ability to speak in a clear, concise, understandable and appropriate manner. Ability to deliver a message in such a way that others clearly understand the meaning of an intended message. Appropriate use of nonverbal cues, such as good eye contact, posture, etc. Oral communication differs from interpersonal skill in that oral communication deals with the content of the message while interpersonal skill deals with the surrounding aspects of communication.

10. **Planning and Organization**: Skill in establishing a course of action for oneself and others to accomplish goals. Skill in properly planning assignments, work duties and tasks; appropriate allocation of resources to ensure efficient, timely and smooth department operations. Ability to anticipate future needs and plan for the allocation of resources to meet those needs.

11. **Problem Analysis/Problem-Solving**: Ability to quickly perceive problem areas, identify options and the potential impact of various solutions. Ability to determine courses of action/solutions to problems. Ability to implement targeted solutions.

12. **Public Relations Skill**: Ability to deal with the public in such a way as to protect the image and reputation of the department while providing the public or individuals with necessary or requested information. The ability to deal prudently with information such that the integrity of individuals or the department as a whole is not compromised.

13. **Teamwork Orientation**: Ability to work with others in a positive, goal-oriented manner. Willingness and ability to accept a particular role in a team and selflessly carry out that role. Actively supports command staff policies and decisions. Ability to remain positive about work despite trying circumstances.

14. **Written Communication**: Ability to convey written messages in a clear, concise and easy to read format. Clear expression of ideas in writing to convey intended meaning. Ability to use correct spelling, grammar, syntax, and proper subject-verb agreement.