



# Oral Examination Preparation Guide

for the rank of

## Paramedic Field Chief

in the

# City of Chicago Fire Department



**INDUSTRIAL/ORGANIZATIONAL SOLUTIONS**  
PUBLIC SAFETY SELECTION EXPERTS

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## **Welcome!**

Welcome to the 2017 Paramedic Field Chief 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 Paramedic Field Chief 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 a Paramedic Field Chief. Scenarios will be representative of the job and will sample your ability to handle many unique situations a Paramedic Field Chief 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, Paramedic Field Chiefs 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 approximately 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 a Paramedic Field Chief in your department. You will respond to each scenario, one at a time, discussing the actions you would take as a Paramedic Field Chief 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 Paramedic Field Chief 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 areas have been determined by the job analysis to be important for the Paramedic Field Chief Position. Some or all of them may be measured in the oral examination. You may reference Appendix C and Appendix D for a list of the KSAs.

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. Ambulances have been complaining to you about constantly responding to calls to the same homeless shelter. When EMS personnel arrive and patients are assessed, they seem to not require any medical attention. The ambulances are complaining that these calls are interfering with their response to people who actually need assistance. The director of the homeless shelter has left you a voicemail complaining about a paramedic with a negative attitude who has made several disparaging comments to her and the homeless individuals at the shelter. The director has always been very cooperative and thankful for CFD's assistance, but in this voicemail she seemed particularly upset and frustrated with the paramedic in charge (PIC). How would you address this situation as the Paramedic Field Chief in charge of the PIC? You will have three minutes (3:00) to provide your response.
  
2. You are the Paramedic Field Chief dispatched to a call for injured victims involved in a stampede at a large concert venue. Upon arrival, CPD reports that 10 known victims have been trampled and are unable to get up. Two ambulances arrive on scene immediately following your arrival. It is 2100 hours, and the temperature at the venue is 92 degrees and humid. What actions will you take to address this incident as the Paramedic Field Chief. You have three minutes and thirty seconds (3:30) to provide your response.
  - a. Follow-up Question: The ADCP has been dispatched and is delayed in responding to the scene. You are notified by your triage ambulance of an additional nine (9) victims. In total, there are four (4) red, seven (7) yellow and eight (8) green victims for total of 19 victims. Please describe your course of action based on this update. You will have three minutes (3:00) to provide your response.

## 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 a Paramedic Field Chief 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: Paramedic Field Chief Source Material**

The following presents a list of the examination source materials (i.e., 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 Paramedic Field Chief position, *in addition* to the required knowledge of the sources below.

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

**North American Emergency Response Guidebook (2016)**

**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**

<b>Number</b>	<b>Date</b>	<b>Title</b>
87-008	2/1/1987	Substance Abuse: Drugs/Alcohol
91-001	12/14/1990	Relief and Roll Call
91-012	6/17/1991	EMS Fire Paramedic
91-016	11/8/1991	Utilization of Fire Department Form 2 & 2A
91-016 Addendum I	8/2/2010	Utilization of Fire Department Form 2 & 2A
92-006	3/23/1992	Badge and Cap Device Policy
92-008	3/23/1992	Locker Privileges
92-009	3/23/1992	Changing of Platoons at or during Emergencies
92-023	11/9/1992	Infection/Exposure Control Program
92-023 Addendum I	5/17/1993	Infection/Exposure Control Program

## Chicago Fire Department General Orders

<b>Number</b>	<b>Date</b>	<b>Title</b>
92-023 Addendum 2	12/23/1993	Infection/Exposure Control Program
93-005	6/2/1993	Ambulance Transport
95-005	2/9/1995	EMS Paramedic in Charge
95-007	6/8/1995	Funeral Bereavement Leave
96-001	3/20/1996	Assignment of Uniformed immediate Members
97-003	8/27/1997	Department Commissary/Clothing Replacement
98-006	6/11/1998	Use of Chicago Fire Department Helicopters
98-007	8/26/1998	Management of School Bus Accidents
99-002	4/16/1999	AWOL/Tardy
00-001	5/25/2000	Physical Violence
00-003	8/21/2000	Visitors To Fire Department Facilities
03-001	4/14/2003	Health Insurance Portability and Accountability Act (HIPAA)
03-004	10/1/2003	Incident Command
04-001	7/23/2004	Chicago Fire Department Random Drug/Alcohol Testing Program
04-002	9/21/2004	Incident Command
06-001	1/13/2006	Smoking Policy
06-005	5/8/2006	Mobile Reporting Unit (MRU) System Upgrade
06-008	6/15/2006	After Hours Operation of EMS Support and Logistics
06-009	6/20/2006	Response changes for a Potential Pandemic Flu or Infectious Disease Outbreak
06-010	7/6/2006	Timekeeping
06-010 Addendum I	8/14/2006	Timekeeping

## Chicago Fire Department General Orders

<b>Number</b>	<b>Date</b>	<b>Title</b>
06-010 Addendum 2	11/5/2010	Timekeeping
06-013	10/2/2006	Drivers License Requirements
07-004	2/2/2007	Advanced Life Support (ALS) Response
07-005	4/4/2007	Response to Improvised Explosive Devices (IED)
07-005 Addendum 1	6/27/2007	Response to Improvised Explosive Devices (IED)
07-010	9/17/2007	Utilization of Seat Safety Belts
07-015	12/12/2007	Emergency Medical Services Response Plan
08-002	1/31/2008	Radiation Detector Use and Response
08-003	4/2/2008	Information Infrastructure Access and Usage
08-004	6/9/2008	Notification of Extended Hospital Times by ambulance Companies
09-002	7/9/2009	Distribution of Personal Protective Equipment for Fire/EMS Companies During an Influenza Pandemic
10-002	5/18/2010	Basic Life Support Company Duties and Responsibilities
10-006	6/4/2010	Ambulance Commander
10-013	11/30/2010	Abandoned Newborn Infant Protection Act
11-001	2/11/2011	Subpoena Compliance
11-001 Addendum 1	3/23/2011	Subpoena Compliance
11-002	5/3/2011	Military Leave
11-003	6/9/2011	Fire Department Emergency Recall Plan
11-005	11/23/2011	Assistant Deputy Chief Paramedic EMS duties & Notification Procedures
12-001	1/24/2012	Mass Distribution of Prophylactic Medications & or vaccinations

## Chicago Fire Department General Orders

<b>Number</b>	<b>Date</b>	<b>Title</b>
12-003	8/30/2012	EMS Quality Performance Review
12-004	8/30/2012	Paramedic Field Chief
12-008	11/29/2012	Department Radio Communications
12-008 A	11/24/2014	Department Radio Communications Amendment A
13-001	1/14/2013	Authorized Use of Fire Department Vehicles Assigned to a Facility or Division
13-003	2/8/2013	Media Affairs Protocol
13-004	2/8/2013	Electronic Mail (E-MAIL) Policy
13-006	4/1/2013	Discrimination/Harassment Investigation Policy & Procedure
13-007	4/4/13	Code of Professional Conduct of the C.F.D
13-009	4/10/2013	Pharmaceutical Controlled Substance Replacement Procedures
13-010	4/17/2013	Sexual Harassment Policy and Procedure
13-011	4/17/2013	Investigation/Disciplinary Procedures
13-015	7/31/2013	Department Awards
13-016	8/13/2013	Department Written Communications
13-018	8/23/2013	Advanced Life Support (ALS) Ambulance Emergency Medical Services (EMS) Inventory System
13-019	8/23/2013	Standard Operating Procedures
13-017	9/1/2013	Company Journals and Record Books
14-001	4/11/2014	Rendering Department Courtesies
14-002	4/11/2014	Out of Services / Limited Service / Special Duty Procedures
14-003	4/11/2014	Floor Watch
14-006	9/18/2014	Personnel Accountability System (PAS) Tags
15-001	1/7/2015	Transfer Policy

### **Chicago Fire Department General Orders**

<b>Number</b>	<b>Date</b>	<b>Title</b>
15-002	3/25/2015	Swiping Program for Platoon duty and 40-Hour Sworn Members
15-003	4/16/2015	Emergency Medical Technician EMT and Paramedic Requirements for Illinois Department of Public Health (IDPH) Licensed Members
15-003 Addendum I	3/30/2016	Emergency Medical Technician EMT and Paramedic Requirements for Illinois Department of Public Health (IDPH) Licensed Members
15-004	5/14/2015	Reporting Change of Address/or Telephone Number
15-008	9/4/2015	Company Helmet Shields
15-009	9/4/2015	Ballistic Safety Vest
16-001	3/4/2016	Department Uniform and Grooming Regulations
16-003	6/27/2016	Company Logo on Apparatus
16-006	8/17/2016	Department Medical Procedure
16-008	8/31/2016	Department Vehicle Accident Policy

### **Chicago Fire Department Administrative Orders**

<b>Number</b>	<b>Date</b>	<b>Title</b>
A-03-11	4/29/2011	Organization of Oxygen Treatment Bus 8-8-11
A-06-12	9/6/2012	Organization of Emergency Medical Services (EMS) Transport bus 8-8-12

### **Chicago Fire Department Special Directives**

<b>Number</b>	<b>Date</b>	<b>Title</b>
93-004	6/11/1993	Notification of Burn Victims by Fire
93-010	8/13/1993	Lost/Stolen/Damage Equipment
95-004	3/9/1995	Changes/Alteration to Apparatus or Equipment
95-011	12/8/1995	Receiving Hospital Diversion

### Chicago Fire Department Special Directives

<b>Number</b>	<b>Date</b>	<b>Title</b>
97-001	8/14/1997	Signaling Traffic & Guiding Apparatus (Vehicles) Upon Leaving or Entering Quarters
98-001	5/15/1998	Department On-Scene Radio Communications
99-001	5/18/1999	Response of EMS Second Field Officer
00-002	6/9/2000	Zero Tolerance for Violence in the Workplace Training Policy and Procedure
01-001	2/9/2001	Guidelines for Midway Airport and Staging Areas
04-002	9/16/2004	Ambulance Transport Billing
07-002	5/9/2007	Contact by Personnel with Head or Body Lice/Scabies
08-001	1/29/2008	Acceptance of Department Apparatus/Vehicles
08-002	2/7/2008	Pharmaceutical Cache and Chemical Antidotes Deployment
08-003	11/24/2008	Guidelines for Operations-O'Hare International Airport
09-002	2/4/2009	Public Safety Vest (PSV)
09-004	7/17/2009	Tuition Reimbursement Program
10-001	5/18/2010	Portable Data Terminal Computers
12-002	5/17/2012	Digital Radio Failure Contingency Plan

### Chicago Fire Department Bureau of Operations Orders & Bureau of Fire Suppression and Rescue Orders

<b>Number</b>	<b>Date</b>	<b>Title</b>
02-002	7/17/2002	Fire Response on Limited Access Roadways
02-003	7/26/2002	Responses to Refusal of Service or DOA Patients
04-007	10/21/2004	Apparatus and Medical Equipment Cleaning and Maintenance Standards
05-004	7/1/2005	Electrical Power Outage Plan



**Chicago Fire Department Bureau of Operations Orders & Bureau of Fire Suppression  
and Rescue Orders**

<b>Number</b>	<b>Date</b>	<b>Title</b>
05-009	10/17/2005	Responding to Elderly "Seniors at Risk"
05-013	12/29/2005	EMS After Actions Report FD503C
06-003	7/1/2006	EMS Response for High Rise Still and Box Alarm
07-010	8/27/2007	Water Rescue Throw Bags
08-002	3/14/2008	Monitoring and Mitigation of Hospitals on Diversion
08-003	4/25/2008	Stalled Chicago Transit Authority Train Response
10-003	4/20/2010	Emergency Oxygen Treatment of Service Animals and/or Household Pets
11-001	5/27/2011	Backup Telemetry Cell Phone
11-002	7/1/2011	Notification Procedures for Heat and Cold related Medical Emergencies and Firework Injuries
11-007	10/28/2011	LifePak 1000 Defibrillator
11-010	12/12/2011	West Rogers Park Emergency Medical Service Volunteer Program: Hatzalah
12-003	1/5/2012	CFD Nerve Agent Antidote: Duodote Auto-Injector
12-003 Addendum I	2/15/2012	CFD Nerve Agent Antidote: Duodote Auto-Injector
12-004	2/15/2012	Assistant Deputy Chief Paramedic EMS Duties and Notification Procedures Within the Bureau Of Operations
12-008	3/2/2012	Officer Development /Ride Along Program
12-009	3/2/2012	Ambulance Ride-Along Program
12-010	3/22/2012	Global Positioning Satellite (GPS) Units for EMS Vehicles
12-024	11/1/2012	Pedi-Mate Pediatric Restraint Device
13-003	2/5/2013	EMS Triage Bags

**Chicago Fire Department Bureau of Operations Orders & Bureau of Fire Suppression  
and Rescue Orders**

<b>Number</b>	<b>Date</b>	<b>Title</b>
13-005	3/26/2013	Streamlight Knucklehead C4 LED Rechargeable Flashlights
13-006	5/1/2013	EMS ToxiRAE 3 Carbon Monoxide Monitor
13-007	5/19/2013	Radio Communications for Incidents in Close Proximity
13-008	5/19/2013	Vacant Structure Marking System
13-012	8/7/2013	Change of Quarters Protocols
13-011	8/8/2013	Chief Officer Notification and Response to On-Scene Times Greater than One Hour
13-017	9/13/2013	UltraRadiac-Plus Personal Radiation Detector
14-011	9/18/2014	EMS Personnel Operating at Fires and Other Emergencies
14-013	9/18/2014	Lifepak 15 Monitor for ALS Ambulances
14-015	10/24/2014	Quat Plus TB Disinfectant for Cleaning and-or Disinfecting Apparatus and Equipment
14-017	11/20/2014	Standby Ambulance Dispatch to Working Fires and Special Operations Incidents 2014
14-018	12/8/2014	Receive-only APX Earpieces for the APX portable Radio
15-001	1/27/2015	Proper Personal Protective Equipment (PPE) for Patients with a Suspected High-Risk Infectious Disease
15-006	7/14/2015	Air Purifying Respirator (APR)
15-013	9/25/2015	Haz-Mat Decontaminable (HMD) Sked® Stretcher
16-003	1/4/2016	Patient Accountability Protocol
16-001	1/12/2016	Cold Weather/Sub-Zero Operations
16-006	3/21/2016	CFD Pre-Hospital Care Report (42.202) For Non-Transport Companies
16-008	7/4/2016	Triage and Traumatic Injury (TTI) Bag

**Chicago Fire Department Bureau of Operations Orders & Bureau of Fire Suppression and Rescue Orders**

<b>Number</b>	<b>Date</b>	<b>Title</b>
16-012	9/2/2016	Furlough Schedule for 2017 for Uniformed Members of the Bureau of Operations, Division of EMS
16-015	10/27/2016	Narcan Kits

**Chicago Fire Department Bureau of EMS Orders & Memos**

<b>Number</b>	<b>Date</b>	<b>Title</b>
87-001	4/28/1987	Paramedic Officer Priority During Treatment/Transport of Patients
93-003	3/22/1993	Implementation of Revised Chicago Fire Department Mobile Intensive Care Unit Report – March 1993 C.F.D. Form #41.101
93-008	8/20/1993	Multiple Victim Release Forms
95-003	8/28/1995	Use of Electronic Siren by Ambulance Companies
98-001	1/30/1998	Transport of Relatives/Friends with Patients

**Standard Operating Procedures**

<b>Number</b>	<b>Date</b>	<b>Title</b>
101	11/1/2013	Structured Risk Management Assessment
102	1/1/2014	Mayday Procedures at Working Fires and Fire Training Exercises
103	1/1/2014	Emergency Alert Procedures
104	1/1/2014	Emergency Evacuation Procedures
105	1/1/2014	Personnel Accountability Report (PAR) Procedures
106	9/19/2014	Rapid Intervention Team (RIT) at Fires
107	11/14/2014	Emergency Incident Rehabilitation
110	4/1/2014	Side and Floor Designations at Fires and Fire Training Exercises
111	4/1/2014	Progress Reports

## Standard Operating Procedures

Number	Date	Title
406	2/18/2016	Active Shooter Incidents
408	9/1/2016	Helicopter Emergency Medical Services (HEMS)
507.07	11/15/2013	Carbon Monoxide Investigations
508	1/9/2015	Water Rescue Incidents
601	1/7/2016	Multi-agency Incident Response Procedures – Rev. I
702	2/1/2014	Backing-Reversing Department Vehicles

## 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 Paramedic Field Chief**

### **Administrative Duties**

- Reports to staff meetings to receive manpower, exchange relevant information, process paperwork and coordinate activities.
- Completes records and reports (e.g., after-action report, incident reports, shift activity reports, training reports, personnel records, supply requisitions, etc.).
- 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).
- 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 I I 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).
- Uses computer systems or applications to access, create, edit, print, send, and retrieve data files and/or other information.
- Monitors scheduling, daily roster, and distributes to company officers.
- Completes and ensures completion of subordinates' payroll records.
- 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.).
- Responds to reports of lost/stolen and damaged equipment by conducting an investigation and gathering all appropriate documentation.

### **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.
- Investigates complaints about departmental personnel and individual citizens regarding various issues.
- Attends community events (e.g. charity events, parades, or fairs).

### **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 I Haz Mat, EMS Plan I, 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 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.
- 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.).
- Supervises duties of RIT ambulance through coordinating and communicating with appropriate RIT companies (RIT Truck, RIT BC, RIT PFC).
- 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.
- 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.
- Communicates with patients who are in normal or altered states of cognizance, informs them of EMS activities taking place regarding their care.
- 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.
- Assists and advises the incident commander in establishing a perimeter, decontamination of patients, health monitoring of first responders, if a HazMat team is needed.
- Identifies potential hazards at motor vehicle accidents.
- 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 I I EMS System Policy Manual, and Standing Medical Orders are not followed.
- Coordinates operations with other company officers and law enforcement personnel.
- Requests updates and progress reports from EMS providers.
- Reassesses strategy and tactics after evaluating updates, progress reports, or patient status.
- 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 all objectives are addressed and determines why objectives are not met when relevant.
- Ensures that all equipment and personnel are accounted for before leaving the scene.

### **General Physical Tasks**

- Stands or squats for long durations in extreme weather or room temperature conditions (e.g., extreme heat or cold, rain, snow).

### **Medical Operations – En Route**

- Drives apparatus in a safe manner following all appropriate laws and department protocols.
- Engages in EMS actions / activities to provide appropriate medical treatment.
- 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.

### **Quality Assurance / Training**

- Provides supervision and guidance to all EMS providers on-scene to ensure proper medical treatment, Departmental Orders, Directives, and Memoranda, Region I I 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 I I 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 I I 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.
- 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.
- 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.
- Ensures that personnel attend appropriate training, "in-services" at the training academy as scheduled, required schooling outside of the department, and maintain their paramedic certification hours.
- Participates in training and company schools to update job knowledge and skills.
- Conducts training presentations when required on current medical related topics approved by the Chicago Fire Department.
- 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.
- Reviews run forms for evidence of compliance with medical and CFD protocols and forwards compiled statistics and patient review forms to Medical Administration Regulation Compliance (MARC).

- Documents candidates' performance during first year on the job.

### **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.
- 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.

## **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 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.
- 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.
- Makes recommendations to have personnel detailed as necessary.

- Documents problem situations and recommends disciplinary action for subordinate personnel.
- Evaluates staff performance and conducts performance appraisals.
- Provides feedback and recommends changes to staff.
- Communicates with company officer to determine required daily activities.
- 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).
- Investigates all accidents involving assigned apparatus, interviewing EMS personnel and witnesses to determine the nature and cause of accident.
- Investigates, as directed, complaints regarding medical treatment and unprofessional behavior by interviewing complainants and EMS personnel.
- Conducts investigations, as dispatched or directed, of incidents with other department or entities (e.g., Suppression, Police, CTA, schools, hospitals) to determine if departmental and professional policies have been followed.
- Checks in on the well-being of sick and injured CFD members and reports on recovery progress through chain of command.

## **Appendix C: List of Essential Knowledge Areas for Paramedic Field Chief**

### **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 II 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 the Subway Manual.
- 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 LPI5 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 Paramedic Field Chief

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.