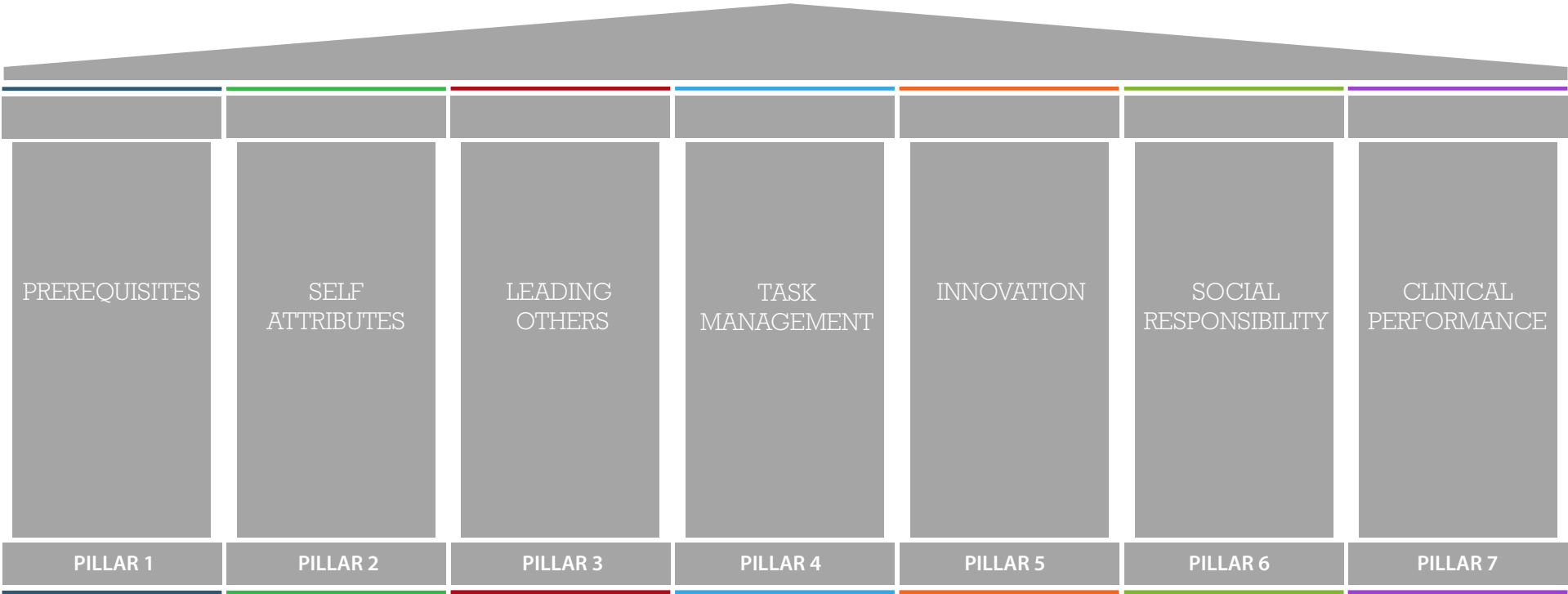


NEMSMA Seven Pillars of National EMS Officer Competencies

The leadership knowledge & operational skill set needed to be a great leader within EMS



NEMSMA Seven Pillars of National EMS Officer Competencies

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WELCOME

INTRO

NEMSMA President

Greetings EMS Professionals,

As representatives of two national EMS leadership associations, we are pleased and excited to announce the release of the National EMS Officer Competencies. This document has been a long time coming with many different groups and individuals contributing to make it a first of its kind in EMS. This project fulfills a significant portion of the vision defined in NEMSMA's EMS Leadership Agenda for the Future, published in 2008.

I believe this competencies project will be a valuable tool for both experienced and new, aspiring EMS leaders to develop their leadership knowledge, skills and abilities to optimize their chance for success in supervision, management, and leadership. It will help create the roadmap for EMS professionals as they advance in their careers to take on more administrative responsibilities.

I would like to thank the many individuals that sacrificed and contributed to make this available to the EMS profession. As in any version 1 release, we look forward to your feedback to make this a living, breathing documents that will continue to improve over time and serve as a valuable resource in EMS leadership.

Thank you for all you do in EMS and we hope you enjoy the competencies!

Sincerely,



Troy M. Hagen, MBA, NREMT-P
NEMSMA President

Committee Chair

Dear EMS Professionals,

I would like to start by saying thank you for making the EMS community truly a network of professionals across the United States and Internationally. As clinical providers from many different delivery models and structures, our common goal is to put others before ourselves and provide outstanding patient care to those in need.

It has been my honor to Chair the EMS Officer Competencies Committee, and to have the chance to help bring our profession and EMS leadership to the next level. Over the last four years, our committee members have labored countless hours to design, develop, review and now release the Seven Pillars of National EMS Officer Competencies.

We are a vital part of the healthcare system while being the youngest public safety discipline. Among the public safety disciplines we are the fastest growing as baby boomers get older and the need for pre-hospital care increases every day. As we continue to advance our profession and ourselves as clinical providers, the demand EMS leadership increases each year. Now, future EMS officers will have a set of expectations, goals and objectives clearly outlined in one set of leadership competencies available for everyone across the country to use.

I am proud to present to the EMS community the "Seven Pillars of National EMS Officer Competencies" and I look forward to ongoing initiatives as we continue to raise the bar as leaders within the EMS profession.

Sincerely,



Ryan P. Greenberg, MBA
Vanguard Health Systems - Chief of EMS Operations

History and Introduction

INTRO

History

As part of the EMS Agenda for the Future, the National EMS Management Association determined that a clear set of leadership competencies would need to be created in order for EMS to grow as a profession. Over the past several years, this growing document has been created out of input from many professionals across the United States; each determined to help achieve the goal of one set of National EMS Officer Competencies. The competencies have been developed from a great deal of research, collaboration of information on leadership and EMS operations, countless hours of input from committee members, and the dedication of an industry ready to grow as a profession.

The concept started with a group of dedicated leaders who met at a national EMS stakeholder's engagement in Las Vegas to discuss the framework for EMS Officer Competencies. Although many components have changed since that first discussion, some of the concepts and content from that original meaning are still a valuable part of the final document. Several years later, a second group of national EMS leaders met in Denver to propose three levels of EMS Officers to be adapted profession-wide and across the United States. Their work is also a valuable part of the final document presented here today.

Content from those initial meetings guided the efforts of the NEMSMA committee on EMS Officer Competencies as they evaluated and researched the best direction toward a final document that would meet and exceed the expectations of the EMS community. After many months of research, it was determined that several other key documents should be used to complete a set of competencies that not only outline core knowledge needed to perform well as an EMS officer but also identify the attributes of a successful leader and mentor within the EMS profession. Among the research was a document created by Central Michigan University, based on extensive research, outlining a competency model that broke down best practices in order to describe the key components of a successful leader. This framework was adopted by the NEMSMA committee and the combined research was synthesized with Bloom's Taxonomy Scale for higher learners. The Bloom's model allowed the committee to associate each attribute within this document with the job descriptions of EMS Officers at three assigned levels. Once the level on Bloom's Taxonomy Scale was determined, the committee could create appropriate correlating leadership competencies for every attribute related to each level of EMS Officer.

In order to ensure that every competency was created fairly and presented accurately to the EMS community, a second set of NEMSMA committee members reviewed and commented on each of the competencies created.

Now, after many comments, revisions, layouts and edits, the final document can be presented to the EMS community for everyone across the country to use. Regardless of the size of the agency or the delivery model (volunteer, paid or combined clinical providers), these competencies are designed to benefit aspiring EMS officers, current EMS officers and the entire EMS profession.

NEMSMA hopes you find this document useful and that it helps your agency achieve superior EMS officers, outstanding EMS operations and positive patient outcomes for many years to come.

Introduction

As the baby boomers get older, the need for additional EMS resources grows every year. With an increase in call volume across the country, there is need for an increased number of pre-hospital clinical providers and a need for leaders who are prepared to guide them in the right direction. Because EMS is the youngest of the public safety fields, we are still developing as a profession and building some of the key components needed to make us successful. In addition, the roles of EMS providers are evolving more each day as EMS becomes a more integrated part of the entire healthcare system.

Over the years, the other public safety disciplines have set clear goals, objectives and competencies establishing what is expected from each level of supervision within their areas. In other public safety disciplines, each step is defined by the level of supervision that person will assume and one step builds on the next as the leader advances in training, responsibilities and managerial skills.

Over the past several years, the National EMS Management Association has been putting together a document that creates competencies for each of the levels of leadership within the EMS profession. NEMSMA has identified three levels of EMS leadership, the Supervising EMS Officer, the Managing EMS Officer and the Executive EMS Officer, with the understanding that each level is a building block to the next. NEMSMA then focused on developing leadership competencies for the entire EMS community, regardless of the model system you work within, the type of staffing your agency uses or the number of calls you respond to each year. These competencies have been developed to help form and guide aspiring and current leaders so they can best perform in their role as EMS officers across the nation. As these EMS Officer Competencies were developed, NEMSMA stressed equally the importance of identifying the attributes of a successful leader and that of identifying the operational tasks and skills needed to best perform in each level of leadership.

Three Levels of EMS Officers

INTRO

Three important components of this document must be considered in order to take full advantage of all it has to offer; the three levels of EMS Officers; the Seven Pillars of EMS Officer Competencies; and the attributes, tasks and skills of an EMS officer.

Because this document was designed to be used with many EMS delivery models, it was important to first establish a clear and universal set of EMS Officer levels. Since so many services in the United States refer to their levels of management with different titles (e.g., Director versus Chief, Supervisor versus Lieutenant), it was determined that the competencies would be based on three levels that fit regardless of specific title and are based on the roles and functions of the EMS officer in question.

The EMS Agenda for the Future helped to define and outline these three levels. The three levels are defined as the Supervising EMS Officer, the Managing EMS Officer and the Executive EMS Officer. We feel that the majority of EMS officers from across the United States can identify their position among these three categories.

The Supervising EMS Officers are the front line supervisors. Often, agencies refer to them as “Field Supervisor” or “EMS Lieutenant”. Their primary role is to provide first-line supervision to EMTs and paramedics in the field. Typically, they are responsible for daily schedules, assignment of personnel to units, assuring adequate resources and response to significant emergencies, and serving as initial incident commander for smaller emergencies. They work within daily operations in the field and/or at station in order to ensure daily operations are running smoothly and provide primary supervisory support to staff for field operations.

The Managing EMS Officers are the middle managers. Often, agencies refer to them as “EMS Coordinator”, “Operations Manager”, “EMS Captain” or “Division Chief”. The Managing EMS Officer is responsible for managing major components of EMS organizations, serves division or unit heads, or acts as a staff specialist responsible for administrative and clinical functions in EMS organizations. These officers plan, direct, and coordinate the work of subordinate supervising EMS officers, EMTs and paramedics, and non-credentialed personnel. Managing EMS Officers typically respond to major incidents involving mass casualties and multi-agency operations, and operate at those incidents as part of a multi-agency unified command structure. Managing EMS Officers also perform highly specialized tasks such as developing and managing educational programs, or developing and implementing deployment plans and system status management. They are involved in administration, finance, human resources, clinical affairs and quality management. Their primary role is to work to ensure daily operations have all the resources needed in order to run smoothly. They often function primarily from an office but still actively participate in field operations as needed and at large scale events.

The Executive EMS Officers are the senior management team members. Often, agencies refer to them as “Deputy Chief”, “Director” or “Chief of Department”. The executive EMS Officer is responsible for providing general management and top-level leadership to an EMS organization. They report to and manage a Board of Directors in the private and not-for-profit EMS sectors, or serve as department heads in governmental EMS agencies. In addition to executive-level leadership, managerial, and administrative duties, this officer typically responds to major incidents involving mass casualties and multi-agency operations, and operates at those incidents as part of a multi-agency unified command structure in a command or general staff position. Their primary role is to ensure overall operational performance and that the organization is meeting goals and expectations. They provide support to other EMS officers and work not only to ensure today’s operations are meeting expectations but also to prepare for changes and to meet expectations for the agency into the future.

The Seven Pillars of National EMS Officer Competencies

Core Leadership Knowledge and Operational Skillsets of an EMS Officer

INTRO

NEMSA determined that the best way to organize the National EMS Officer Competencies was to separate them into seven distinct pillars. Each pillar has several sub-sections that outline different attributes, tasks and skills necessary to be a successful EMS officer.

Within each pillar, the competencies are spelled out for each level of officer side by side so users can understand expectations at their current level and what would be required of them as they advance.

In addition, examples of low confidence, confidence and overconfidence for each category have been defined in order to help guide current leaders in their professional growth and advancement. It is as important to understand that low confidence can create leadership challenges as it is to understand that overconfidence may have negative effects on a leader's ability to lead. The seven pillars each identify distant areas that EMS Officers should excel within in order to be a successful leader.

The Seven Pillars of EMS Officer Competencies are:

- EMS Officer Prerequisites
- EMS Officer Self Attributes
- EMS Officer Leading Others
- EMS Officer Task Management
- EMS Officer Innovation
- EMS Officer Social Responsibility
- EMS Officer Clinical Performance

In the development of this document it was determined that the competencies needed to identify two key components. First was what leadership skills are needed by effective leader in today EMS profession and second was to identify operational skillsets that an EMS Officer requires at each level of leadership. Going forward, we break these two areas out into "EMS Officer Core Leadership Knowledge" which identifies those attributes of a successful leader and "EMS Officer Operational Tasks & Skills" which identifies skillsets unique to our profession that an EMS officer would require in order to effectively perform in their role.

Below we have listed out each of the seven pillars and the associated sub sections for each one. We have then further identified in blue or green if the competencies are associated with the attributes of "Core Leadership Knowledge" or if the competencies are related to "Operational Tasks & Skills". Each competency is equally as important in the development of a well-rounded EMS Officer in order for them to succeed in their role within the EMS profession.

Below is an outline of the pillars and their association as "EMS Officer Core Leadership Knowledge" or "EMS Officer Operational Tasks & Skills":

EMS Officer Prerequisites

Pre-requisites

EMS Officer Self Attributes

Work Habits
Work Attitudes
Stress Management
Self Insight
Learning

EMS Officer Leading Others

Communicating
Interpersonal Awareness
Motivating Others
Developing Others
Influencing Others
Human Resources

EMS Officer Task Management

Executing Tasks
Solving Problems
Managing Information and Material Resources
Managing Human Resources
Enhancing Performance
Emergency Service Delivery
Administration
Logistics

EMS Officer Innovation

Creativity
Enterprising
Integrating Perspectives
Forecasting
Managing Change

EMS Officer Social Responsibility

Civic Responsibility
Social Knowledge
Ethical Processes
Leading Others Ethically
Acting with Integrity
Health & Safety
Community Relations & Government Affairs

EMS Officer Clinical Performance

Quality and Performance
Education and Learning Systems

Leadership Attributes Identified with blue backing

Operational Tasks Identified with green backing

The Different Uses Of The Document:

INTRO

These competencies were designed to be used in three very different ways. First, they offer goals and direction for aspiring EMS officers. They create a clear understanding of what a clinical provider may need to obtain or achieve in order to advance to a role as a Supervising EMS Officer. Second, the document sets benchmarks to help current officers improve performance within their current assignments.

The document clearly outlines what is expected of the EMS officer in his or her current role and indicates what is needed to advance to the next level in any agency. Third, the document sets expectations for EMS officers who lead other EMS officers. No longer will individual EMS officers have to wonder if other officers should know how to perform a given skill or respond to a certain situation.

There will be no ambiguity regarding what is outside a given officer's scope of leadership. This document will help create defined roles and expectations so the entire EMS leadership team has a clear understanding of each other's roles and responsibilities.

Let's take a look at the three methods in a little more detail:

For Aspiring Leaders:

The competencies outline a set of goals, expectations and suggested prerequisites for optimal performance as an EMS officer. The competencies allow aspiring leaders to set a path to best prepare for the future and desired promotional opportunities. The competencies help create aspiring leaders by outlining what areas they need to focus on, what additional education they may want to obtain to be the most prepared, and what expectations will confront them in each new role they assume in the organization.

For Current Leaders:

The competencies outline a clear set of goals and expectations for EMS leaders in similar roles across the United States. Since every agency is different, the delivery model can be modified to meet local demands and challenges. The competencies offer guidelines for current EMS officers to help them understand what is expected of them in their current organizational roles. Current leaders may use the competencies in two different ways; first, as a tool to benchmark and set clear expectations on how to best perform as a leader in their current role; second, as an indicator of what will be expected of them if they desire to move up to the next level of leadership within the organization. This allows current leaders to understand what is expected of them today, how to improve as a leader and what attributes, tasks and skills would be needed to achieve a promotion. In addition, the competencies outline levels of "confidence". These outlines can help current EMS officers determine where their current strengths and areas of opportunity for improvement lie. As an additional tool, the document can be used to perform self and peer evaluation of the current EMS officer's, based on these competencies and the outlined levels of confidence to help them grow as officers and as a member of the leadership team.

For Leaders of Leaders:

In the past, EMS officers responsible for overseeing other EMS officers have often held erroneous expectations of, misjudged or incorrectly evaluated each other. Often, EMS officers exceeded their roles within the organization or they underachieved in their operational functions due to a lack of communication or clear expectations. The competencies now outline a clear set of expectations for each level of EMS officer leadership. This allows both the EMS officer and his or her superior EMS officer to understand what to expect of one another, how to respond to different situations and how best to work together. This small change can help reduce stress among the leadership team, improve operational performance and help achieve organizational goals.

Committee Members

INTRO

Committee Chairman

Ryan P. Greenberg, MBA
Chief of EMS Operations
Vanguard Health Systems
Hasbrouck Heights, NJ

Executive Board Advisor

Michael Touchstone, BS
Fire Paramedic Services Chief
Philadelphia Fire Department
Philadelphia, PA

Committee Members

Aimee M. Binning, BS
Emergency Manager
Albany County
Laramie, WY

George Carter, BS, MBA
Clinical Education Coordinator
HackensackUMC Mobile ICU Paramedics
Hackensack, NJ

Andy Caruso
Director of Operations
MONOC
Neptune, NJ

Anthony Cascio, MS
Director of Mobile Health Services
Robert Wood Johnson University Hospital
New Brunswick, NJ

Chris Cebollero, MS
Chief, EMS
Christian Hospital
St Louis, MO

Steven A. Cohen, MBA
Assistant Director of EMS
Jersey City Medical Center
Jersey City, NJ

Steven Cotter, MBA
Director of EMS
Berkeley County EMS
Charleston, SC

Jeff Czyson, BA
Director of Operations
Allina Health EMS
Saint Paul, Minnesota

Mark Flauter, AAS
Chief Medical Officer
Florissant Valley Fire Protection District
Florissant, MO

Mic Gunderson
Executive Director
Kent County EMS
Grand Rapids, Michigan

James Jackson
Director of Operations
North Shore LIJ Health System CEMS
Syosset, New York

Jeffrey Kelly, BS
EMS Chief
Cranberry Township EMS
Cranberry Township, PA

John R. Logan, JD, MBA
Director / Chief
Community LifeTeam, Inc.
Harrisburg, PA

Robert Luckritz, JD
Director of EMS
Jersey City Medical Center - Barnabas Health
Jersey City, NJ

Mark E. Milliron, MS
Instructor
Kaplan University
Lemont, PA

Frank P. Mineo, PhD
Partner
EP Solutions
Newburgh, New York

Lloyd C. Parker, BS
EMS Chief
The GW Medical Faculty Associates EMS
KBOSSS/ASG-Kuwait , Camp Arifjan, Kuwait

John Pierce
University of Pittsburgh
Center for Emergency Medicine
Pittsburgh, PA

Danielle Quintino
Deputy Division Chief of EMS
Vanguard Healthcare
Burlington, NJ

Jason G. Scheiderer, MS
Lt. EMS Education
Indianapolis EMS
Indianapolis, IN

William Snoke
Director
Allina Health EMS
St.Paul, MN, 55102

Forest Weyen, MBA
Executive Director
Bennington Rescue Squad
Bennington, VT

Contributors

INTRO

EMS Stakeholder's Engagement
Framework for EMS Officer Competencies
November 2010 - Las Vegas, NV

EMS Stakeholder's Engagement
Framework for Levels of EMS Officer Leadership
August 2007 - Denver, CO

National Association of EMTs represented by:

- Chuck Kearns
- Amie Binning

International Association of Fire Chiefs EMS Section, represented by:

- Gary Ludwig
- John Sinclair

Fire and Emergency Services Higher Education Consortium, represented by:

- Bruce Evans
- Mike Ward

EMS Chiefs of Canada, represented:

- Mike Nolan
- Kelly Nash

International Association of EMS Chiefs, represented by:

- Graydon Lord

National Association of EMS Educators, represented by:

- Mike Miller

The American Ambulance Association was represented by:

- Jerry Zapolnik

National EMS Management Association was represented by:

- Gary Wingrove
- Skip Kirkwood
- Troy Hagen
- Sean Caffrey
- Mike Touchstone
- Forrest "Woody" Wood

Hospital-affiliated EMS organizations were represented by:

- Vince Robbins

The meeting was facilitated by:

- Frank Mineo, Ph.D

Participating in the conference was:

Sean Caffey

Chris Callsen

Gill Glass

Brandon Graham

Donald Hiett

Skip Kirkwood

Gregg Lord

Don Lundy

Paul M. Maniscalco

Dennis Mauk

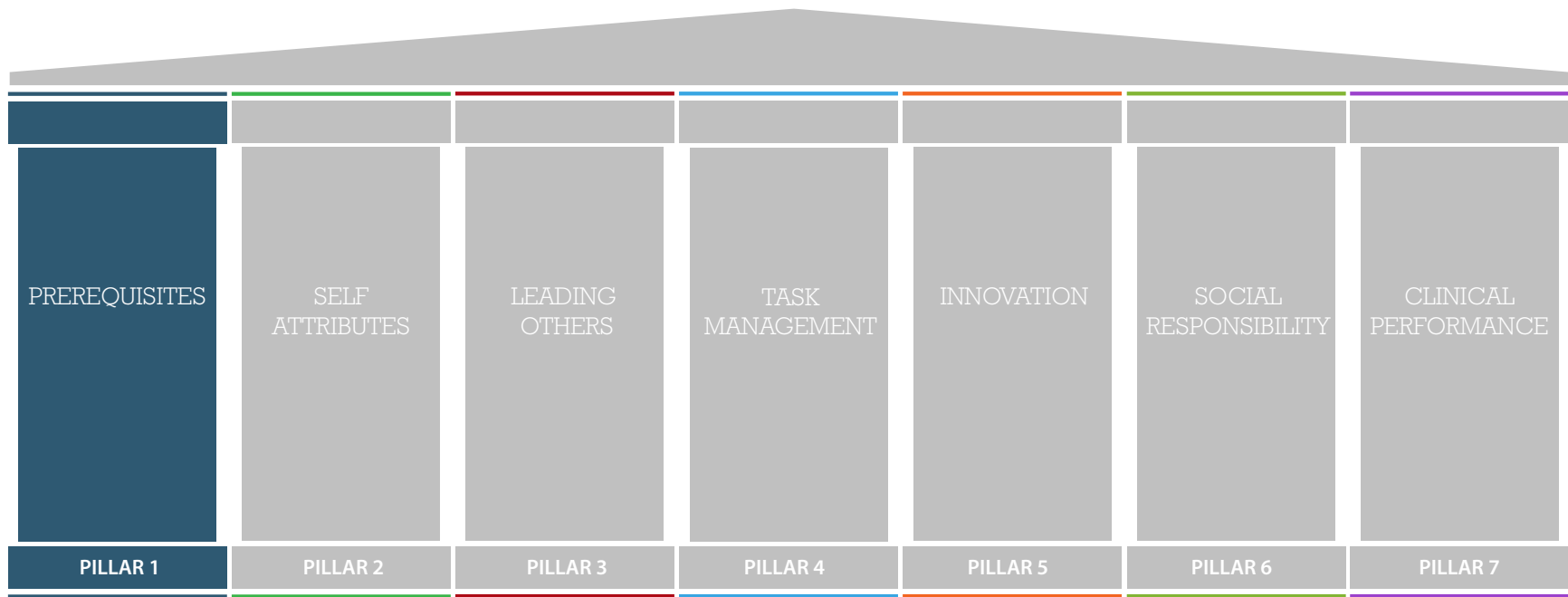
Cliff Parker

Jon Politis

James Robinson

Richard Serino

Andy Wordin



PREREQUISITES

GENERAL PREREQUISITES

	General Clinical Prerequisite	General Academic Prerequisite	General Operational Prerequisite
S Supervising	<p>GPR-2-1- The Supervising Officer will have current clinical certification at the highest EMS level provided by the employing organization.</p>	<p>GPR-2-2- The Supervising Officer will have or be working towards an associate level degree from a regionally accredited post-secondary educational institution.</p>	<p>GPR-2-3-The Supervising Officer will have minimum of 3 years experience as a field provider at the highest EMS level provided by the employing organization.</p>
M Managing	<p>GPR-3-1-The Managing Officer will have current clinical certification at the highest EMS level provided by the employing organization.</p>	<p>GPR-3-2-The Managing Officer will hold or be working towards a bachelor's degree from a regionally accredited post-secondary educational institution preferably a discipline associated with job related responsibilities.</p>	<p>GPR-3-3-The Managing Officer will have minimum of 3 years experience as a supervising EMS officer.</p>
E Executive	<p>GPR-4-1-The Executive Officer will have current clinical certification at the highest EMS level provided by the employing organization.</p>	<p>GPR-4-2-The Executive Officer will hold an academic credential equivalent or working towards a Master's degree in a discipline demonstrably related to the emergency services, management/administration, or communications from a regionally-accredited post-secondary educational institution.</p>	<p>GPR-4-3-The Executive Officer will have a minimum of three years full time service at the Managing EMS Officer or higher level.</p>

PRE QUALIFICATIONS

JOB PERFORMANCE PREREQUISITES

S

Supervising

JPR-2-1- The Supervising Officer will meet the job performance requirements listed for Supervising Officer.

M

Managing

JPR-3-1- The Managing Officer will meet the job performance requirements defined in Supervising Officer and as listed for Managing Officer.

E

Executive

JPR-4-1-The Executive Officer will meet the job performance requirements defined in Supervising Officer, Managing Officer and as listed for Executive Officer.

Job Performance Knowledge Prerequisites

JPR-2-2-The Supervising Officer will have general Prerequisite Knowledge. The organizational structure of the EMS agency; geographical configuration and characteristics of response districts and the medical components therein; , emergency operations, incident management systems, and safety;; basic understanding of information management and record keeping; current trends, technologies, and socioeconomic factors that impact the emergency medical service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management and members; agreements in force between the organization and members; ethical practices, including a professional code of ethics; basic understanding of methods, procedures and practices of internal and external quality management system, and policies and procedures regarding the operation of the agency as they involve supervisors and members.

JPR-3-2-The Managing Officer will understand the organization of local government; enabling and regulatory legislation and the law-making process at the local, state/provincial, and federal levels; and the functions of other bureaus, divisions, agencies, and organizations and their roles and responsibilities that relate to the emergency medical service. Current national and international trends and developments related to emergency medical service organization, management, and administrative principles; public and private organizations that support the emergency medical services and the functions of each.

JPR-4-2-The Executive Officer will understand principles of advanced administrative, financial, communications, political, legal, managerial, analytical, and information management.

Job Performance Skills Prerequisites

JPR-2-3-The Supervising Officer will have general Prerequisite Skills. The ability to effectively communicate verbally and in writing utilizing technology provided by the authority having jurisdiction ; write reports, letters, and memos utilizing word processing and spreadsheet programs; operate in an information management system; and effectively operate at all levels in the incident management system utilized by the authority having jurisdiction .

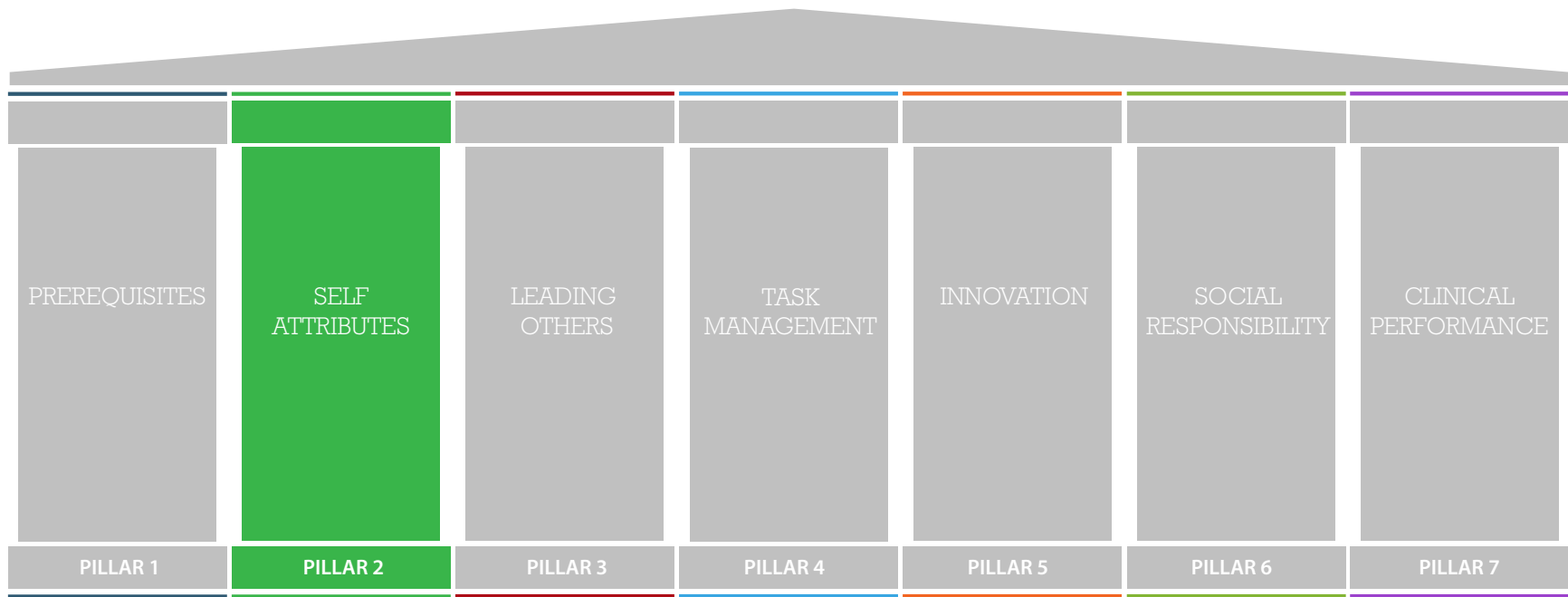
JPR-3-3-The Managing Officer will have Intergovernmental and interagency cooperation skills. Will have the ability to research, to use evaluative methods, to analyze data, to communicate orally and in writing, and to motivate members.

JPR-4-3-The Executive Officer will have the ability to effectively apply prerequisite knowledge.

Job Performance Competencies Prerequisites

JPR-3-4-Demonstrate all competencies required of a Supervising EMS Officer.

JPR-4-4-Demonstrate all competencies required of a Managing EMS Officer.



SELF ATTRIBUTES

WORK HABITS

S

Supervising

Time Management

The supervising officer will plan and structure time effectively and efficiently. He or she should concentrate effort on the most important priorities and multitask well. The supervising officer should be able to attend to a broad range of activities.

M

Managing

The managing officer will place high value on his or her time and plan accordingly, making quality time for the most important tasks. He or she should multitask effectively. The managing officer should be able to attend to a broad range of activities.

E

Executive

The executive officer will be an expert on efficient use of time and energy. He or she should schedule thoughtfully and skillfully discriminate between the urgent and the important, often accommodating a broad timeframe. The executive officer will be able to easily handle multiple tasks at the same time, while considering plans for future tasks. He or she should consider short, medium and long-term, while attending to a broad range of activities.

Goal Orientation

The supervising officer will understand the concepts of setting and attaining specific and challenging goals. He or she should analyze these goals in terms of importance and deadline and then categorize them in terms of priority.

The managing officer will understand the concepts and importance of setting and attaining specific and challenging goals. He or she should analyze these goals in terms of importance and deadline and then categorize them in terms of priority.

The executive officer will clearly understand all processes of effective goal setting, including (but not limited to) developing, evaluating, prioritizing and attaining specific and challenging goals. These goals should be developed with the future direction of the industry in mind.

Organization Skills

The supervising officer will organize work flow to effectively execute his or her duties while assuring that all action items assigned to him or her are completed in a timely manner.

The managing officer will organize work flow to effectively execute his or her duties while assuring that all action items assigned to him or her are completed in a timely manner.

The executive officer will organize work flow to effectively execute his or her duties while assuring that all action items assigned to him or her are completed in a timely manner.

Work Ethic

The supervising officer will demonstrate and live an ethical work model. This should be done by treating all direct reports fairly and honestly while assuring that the needs of the customer are met in a professional and caring manner.

The managing officer will demonstrate and live an ethical work model. This should be done by treating all direct reports fairly and honestly while assuring that the needs of the customer are met in a professional and caring manner. The manager will also keep in mind the overall needs of the management team and those of the entire organization.

The executive officer should demonstrate and live an ethical work model. This should be done by treating all direct reports fairly and honestly while assuring that the needs of the customer are met in a professional and caring manner. While acting in an ethical manner, the executive also needs to assure that he or she is leading the team with the overall needs of the organization in mind.

SELF ATTRIBUTES

WORK ATTITUDES

	Initiative	Effort	Persistence	Energy	Optimism
S Supervising	<p>The supervising officer will take the initiative to complete the job at hand without prompting.</p>	<p>The supervising officer will always exert maximum effort and serve as a role model for the staff he or she supervises.</p>	<p>The supervising officer will demonstrate persistence during the daily performance of his or her duties.</p>	<p>The supervising officer will always bring a high level of energy to his or her job performance.</p>	<p>The supervising officer will maintain an optimistic demeanor during his or her daily job performance.</p>
M Managing	<p>The managing officer will not only take the initiative to complete the job at hand but should also seek out opportunities to improve the operation of the organization.</p>	<p>The managing officer should always exert maximum effort and serve as a role model for the organization.</p>	<p>The managing officer will serve as a role model illustrating why persistence is important in managing projects.</p>	<p>The managing officer will serve as a role model, demonstrating that working with high energy will produce better job performance.</p>	<p>The managing officer will maintain a high level of optimism and show how that can produce better job performance.</p>
E Executive	<p>The executive officer will take the initiative to seek out opportunities to improve the strength of the organization and solidify the integrity and stability of the organization.</p>	<p>The executive officer will demonstrate to the entire organization that utilizing maximum effort will improve and expand the success of the organization.</p>	<p>The executive officer will demonstrate to the entire organization how persistence in the workplace will produce organizational improvements.</p>	<p>The executive officer will demonstrate to the entire organization that bringing energy to job performance will produce organizational improvements.</p>	<p>The executive officer will demonstrate to the entire organization how maintaining an optimistic demeanor will benefit the organization and produce organizational improvements.</p>

SELF ATTRIBUTES

STRESS MANAGEMENT

	Self Control	Stress Tolerance	Personal Resiliency	Work/Life Balance	Adaptability
Supervising	<p>The supervising officer will display self control during the performance of his or her duties.</p>	<p>The supervising officer will be aware of the daily stressors that can affect the staff's job performance.</p>	<p>The supervising officer will demonstrate and educate staff to be personally resilient to assure peak job performance.</p>	<p>The supervising officer will educate staff on the importance of ensuring a strong work/life balance in order to maintain their peak job performance.</p>	<p>The supervising officer will demonstrate the importance of keeping up with the continual changes in healthcare and educate staff so they can adapt.</p>
Managing	<p>The managing officer will exhibit self control and demonstrate to the organization the benefits of maintaining same.</p>	<p>The managing officer will maintain awareness of employees' stress levels and assure that they have the tools to manage their daily stress. He or she should ensure supervisors perform appropriate tasks in appropriate locations (e.g., praise in public and discipline in private).</p>	<p>The managing officer will research and develop processes to assure that staff are personally resilient and, therefore, able to deliver peak job performance.</p>	<p>The managing officer will research and develop processes to ensure that staff maintain a strong work/life balance and are, therefore, able to deliver peak job performance.</p>	<p>The managing officer will research and develop processes to educate staff and reinforce the concept that adaptability assures peak performance.</p>
Executive	<p>The executive officer will demonstrate how acting with self control benefits the entire organization.</p>	<p>The executive officer will ensure that all staff members benefit the entire organization and act in a manner that represents the organization's goals, mission statement and policies.</p>	<p>The executive officer will ensure that the organization develops best practices to guarantee that personal resilience is fostered and maintained throughout the organization.</p>	<p>The executive officer will ensure that the organization develops best practices to guarantee that a strong work/life balance is maintained throughout the organization.</p>	<p>The executive officer will ensure that the organization develops a culture of adaptability and emphasize that this benefits the entire organization.</p>

SELF ATTRIBUTES

SELF-INSIGHT

S

Supervising

Self-Confidence

The supervising officer will demonstrate the importance of maintaining a self-confident approach to daily operations and educate staff about its benefits. He or she should work to ensure that self confidence is not perceived as arrogance.

M

Managing

The managing officer will research and develop processes to educate staff and reinforce the idea that a self-confident approach to patient care ensures peak job performance.

E

Executive

The executive officer will ensure that the organization maintains a self-confident staff and should demonstrate its benefits to the organization.

Self-Awareness

The supervising officer will demonstrate the importance of maintaining self-awareness and educate staff about its benefits in daily operations.

The managing officer will research and develop processes to educate staff about a self-aware approach to patient care and reinforce for them the ways that awareness ensures peak job performance.

The executive officer will ensure that the organization maintains a self-aware staff and should demonstrate its benefits to the organization.

Self-Reliance

The supervising officer will demonstrate maintenance of self-reliance during daily operations and educate staff about its benefits and importance.

The managing officer will research and develop processes to educate staff about the ways a self-reliant approach to patient care ensures peak job performance and should reinforce that concept.

The executive officer will ensure that the organization maintains a self-reliant staff and should demonstrate its benefits to the organization.

Humility

The supervising officer will demonstrate the importance of maintaining humility during daily operations and educate staff about the benefits of same.

The managing officer will research and develop processes to educate the staff about humility and reinforce the concept to ensure peak workforce performance.

The executive officer will ensure that the organization maintains a staff that has a level of humility and should demonstrate to the organization the benefits of same.

Suspending Judgment

The supervising officer will demonstrate the importance of maintaining a non-judgmental attitude during daily operations and educate staff about the benefits of same.

The managing officer will research and develop processes to educate staff about the power of maintaining a non-judgmental attitude and reinforce the idea that this ensures peak job performance.

The executive officer will ensure that the organization maintains a non-judgmental staff whose members demonstrate the power of this mentality and its benefit to the organization. He or she should lead by example and address noncompliance.

SELF ATTRIBUTES

LEARNING

S

Supervising

Learning Strategies

The supervising officer will demonstrate the importance of developing good learning strategies and educate staff about the benefits of same.

M

Managing

The managing officer will research and develop processes to ensure that the staff uses effective learning strategies to reinforce their performance.

E

Executive

The executive officer will ensure that the organization maintains specific learning strategies which will benefit the organization.

Intellectual Curiosity

The supervising officer will demonstrate the importance of maintaining a level of intellectual curiosity and educate staff about the benefits of same.

The managing officer will research and develop processes to reinforce to staff that maintaining a strong level of intellectual curiosity will allow for continuous personal growth and ensure organizational peak performance.

The executive officer will ensure that the organization and its personnel maintains a strong level of intellectual curiosity so that the organization continues to develop and grow.

Continuous Learning

The supervising officer will demonstrate the importance of continuous learning and educate staff about the benefits of same. He or she should take advantage of learning opportunities during daily operations to further educate staff and help them grow as clinical providers and team members.

The managing officer will research and develop processes to ensure that staff participates in continuous learning activities so that the organization achieves peak operational performance.

The executive officer will ensure that the organization sets standards that allow and require continuous learning so that the organization continues to develop and grow.

Seeking Feedback

The supervising officer will demonstrate the importance of seeking feedback and educate staff about the benefits of same. He or she should desire positive and constructive feedback regarding personal performance in order to continuously grow as a leader.

The managing officer will research and develop processes to assure that feedback is actively sought throughout the organization, thereby ensuring peak organizational performance.

The executive officer will ensure the development of an organizational culture in which staff seeks and has the opportunity to provide feedback designed to help the organization develop and grow.

SELF ATTRIBUTES

PILLAR 2

WORK HABITS

	Limited Confidence	Confidence	Overconfidence
Supervisor	The supervising officer manages time ineffectively and has trouble completing tasks on schedule and/or with expected quality.	The supervising officer handles assignments efficiently and completes work punctually and with consistent, expected, quality.	The supervising officer completes assignments early and meets minimum quality standards but could provide higher quality work if the full timetable was utilized without rushing through the projects.
Manager	The managing officer is unable to set priorities and goals to manage workflow. This affects work quality and company timetables.	The managing officer sets priorities and goals for the betterment of the company. The managing officer provides high quality results in a timely and efficient manner.	The managing officer believes that his or her goals should be the company's priorities and always resists delegating important projects.
Executive	The executive officer does not prioritize the creation of timetables or set obtainable goals. Consequently, customer needs are not met.	The executive office sets timely and obtainable goals and keeps the future of the industry and the company in mind. As a result, customer needs are met.	The executive officer sets goals and timetables that other managers find unrealistic. The executive officer does not listen to input from other leaders about customer needs or new goals to further the company.

SELF ATTRIBUTES

PILLAR 2

WORK ATTITUDES

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer needs coaching to start projects. The supervising officer puts forth limited effort and is generally pessimistic and negative about daily performance.</p>	<p>The supervising officer is a self-starter, has a positive attitude, and brings energy to every duty. The supervising officer is optimistic about daily performance but is also realistic and practical.</p>	<p>The supervising officer oversteps his or her role to complete projects. The supervising officer invests all his or her time in work and expects others to do the same. He or she is always optimistic, to the point of unrealistic expectations of others.</p>
Manager	<p>The managing officer does not seek to improve the organization, works only to meet minimum requirements and does not put energy and effort into new projects.</p>	<p>The managing officer is a role model for others. The managing officer demonstrates exemplary work quality; maintains a high energy level and a realistic, positive attitude; and seeks to improve personal and organizational opportunities.</p>	<p>The managing officer oversteps his or her role to seek opportunities for more work and makes overly persistent demands on others whose projects are on schedule. The managing officer's optimism about said projects and opportunities seems unrealistic to others.</p>
Executive	<p>The executive officer does not seek out opportunities to improve the organization and stability of the workplace. The executive officer is pessimistic about changes that could benefit the organization and is generally unwilling to try ideas suggested by other organizational leaders.</p>	<p>The executive officer seeks to improve the organization and projects an encouraging energy and an innovative spirit. The executive officer approaches new ideas with an open mind and keeps a positive attitude about innovations but also evaluates outcomes fairly.</p>	<p>The executive officer is always changing the organization, to the point where attempts at improvement become distractions. The executive officer believes in suggestions and opportunities to the extent that he or she denies negative outcomes.</p>

SELF ATTRIBUTES

PILLAR 2

STRESS MANAGEMENT

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer is not fully aware of daily stressors affecting the staff and is unable to educate them about coping with stress to improve performance. The supervising officer does not display self-control and reacts negatively to personal stress.</p>	<p>The supervising officer is even-handed and deals well with personal stress. The officer is aware of stressors affecting the staff and can help educate them to cope. The supervising officer helps staff maintain high levels of performance even with high amounts of stress.</p>	<p>The supervising officer believes that everyone should be able to deal with stress just as the officer does. The supervising officer does not understand others who have problems coping and cannot educate them to overcome stress and maintain high performance.</p>
Manager	<p>The managing officer has a poor work/life balance, causing a lack of control and allowing stress to break his or her own resiliency and that of the staff.</p>	<p>The managing officer deals well with personal stress, maintains an exemplary work/life balance, and counsels others to help them achieve a similar balance. Thus, the managing officer creates a strong staff that can work in the face of stress.</p>	<p>The managing officer micromanages staff, telling them how to achieve balance between work and life for peak performance. The managing officer evaluates how well staff conforms with the officer's thoughts about stress management.</p>
Executive	<p>The executive officer acts without self-control and makes emotional decisions which limit the organization's ability to adapt.</p>	<p>The executive officer is a model of self-control, is thoughtful in his or her reaction to stressors and manages to create a work/life balance. The executive officer fosters a culture of adaptability so the organization can function in response to stress.</p>	<p>The executive officer believes in being resilient and that all staff should be able to cope with stressors in the same time period as the executive. The executive officer believes the mission and goals of the organization are above the staff's personal issues.</p>

SELF ATTRIBUTES

PILLAR 2

SELF-INSIGHT

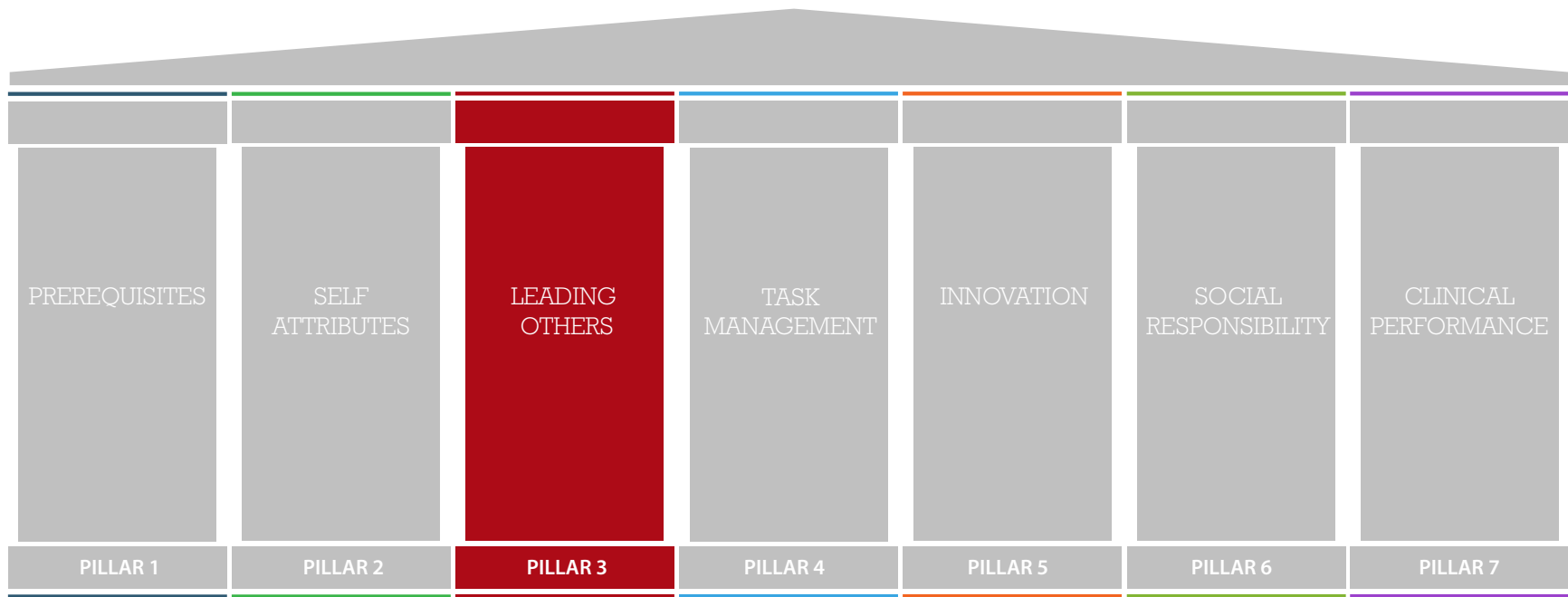
	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer is unaware of his or her limitations and shortcomings. The officer is reactionary and quick to judge staff about their actions. The supervising officer also lacks confidence in his or her own decisions.</p>	<p>The supervising officer is seen as confident but not arrogant and is aware of how he or she appears to and talks with staff. The supervising officer maintains a non-judgmental attitude toward staff and helps them develop.</p>	<p>The supervising officer appears arrogant to staff. The supervising officer is aware of his or her own strengths, shares them with others, and only seeks out projects that work with those strengths.</p>
Manager	<p>The managing officer appears self-reliant but does not understand how to help others understand their limitations and has trouble reinforcing self-confidence and non-judgmental behaviors by staff.</p>	<p>The managing officer provides an example of self-confidence and non-judgmental leadership and counsels staff to develop their own confidence to improve job performance.</p>	<p>The managing officer attempts to educate staff about humility by discussing his or her own humbleness. The managing officer is always talking about developing peak performance with staff by having them model his or her behavior.</p>
Executive	<p>The executive officer does not maintain self-awareness or humility in the staff. The staff does not lead by example and the executive does not correct the staffs' behavior and its effect on the organization.</p>	<p>The executive officer maintains a self-aware staff that is confident and aware of their own limitations. Both executive officer and staff are non-judgmental and are an example to other members of the organization.</p>	<p>The executive officer encourages the staff to model behaviors that include overconfidence and encourages arrogance that interferes with the goals of the service.</p>

SELF ATTRIBUTES

PILLAR 2

LEARNING

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer lacks intellectual curiosity and does not take advantage of educational opportunities. The supervising officer puts in the minimum educational hours required to keep his or her job.</p>	<p>The supervising officer is a constant student and educator. The officer takes time to educate staff when learning situations arise and seeks out opportunities to learn and increase personal knowledge.</p>	<p>The supervising officer is always trying to show and share his or her knowledge, even when not applicable to the situation at hand. The supervising officer tries to gain new knowledge, but to the point of missing deadlines and not completing assignments.</p>
Manager	<p>The managing officer lacks intellectual curiosity and does not seek out new knowledge and training to improve staff performance. The managing officer does not research questions or provide feedback on processes to increase organizational performance.</p>	<p>The managing officer develops strong processes for research, development and feedback regarding performance enhancement by using his or her strong intellectual curiosity. The managing officer uses the new information to develop and educate staff.</p>	<p>The managing officer's intellectual curiosity is so strong that he or she constantly experiments with staff and the staff finds it difficult to keep up with the new ideas and implement them. The managing officer expects the organization's results to mirror results obtained by other organizations when trying new things and ignores actual results.</p>
Executive	<p>The executive officer does not maintain a culture of learning and intellectual curiosity within the organization, nor does he or she provide feedback. There are no specific learning styles to enhance the organization's growth and development.</p>	<p>The executive officer creates a culture that fosters learning and development by implanting strong learning strategies and closed feedback loops, which allows the organization to grow.</p>	<p>The executive officer sets high standards for continuous learning, to the extent that the staff does not have time to properly implement, develop, and collect feedback. Consequently, lessons are incomplete and are not clearly beneficial to the organization.</p>



LEADING OTHERS

COMMUNICATIONS

S

Supervising

The supervising EMS officer will understand the importance of effectively communicating with co-workers at all levels of the organization and should demonstrate the methods essential for verbal and non-verbal communication.

M

Managing

The managing EMS officer will understand the importance of effectively communicating with co-workers at all levels of the organization and should demonstrate the methods essential to achieve this skill.

E

Executive

The executive EMS officer will understand the importance of effectively communicating with co-workers at all levels of the organization and should demonstrate the methods essential to achieve this skill.

Communicating With Co-Workers

Active Listening

The supervising EMS officer will understand the importance of active listening and how it promotes effective communication both within and outside the organization. He or she should demonstrate active listening techniques.

The managing EMS officer will understand the importance of active listening and how it promotes effective communication both within and outside the organization. He or she should demonstrate active listening techniques.

The executive EMS officer will understand the importance of facilitating discussions with various stakeholders in a variety of settings both within and outside the organization. He or she should demonstrate the methods used to facilitate such discussions. Said methods include informal and formal meetings, continuing education sessions and/or presentations.

Facilitating Discussion

The supervising EMS officer will understand the importance of facilitating discussions with various stakeholders in a variety of settings both within and outside the organization. He or she should demonstrate the methods used to facilitate such discussions. Said methods include informal and formal meetings, continuing education sessions and/or presentations.

The managing EMS officer will understand the importance of facilitating discussions with various stakeholders in a variety of settings both within and outside the organization. He or she should demonstrate the methods used to facilitate such discussions. Said methods include informal and formal meetings, continuing education sessions and/or presentations.

The executive EMS officer will understand the importance of facilitating discussions with various stakeholders in a variety of settings both within and outside the organization. He or she should demonstrate the methods used to facilitate such discussions. Said methods include informal and formal meetings, continuing education sessions and/or presentations.

Public Speaking

The supervising EMS officer will understand the importance of public speaking and should demonstrate the basic skills associated with same, including (but not limited to) facilitating active communication, presenting with slides/materials and responding to questions both within and outside the organization.

The managing EMS officer will understand the importance of public speaking and should demonstrate the skills associated with same, including (but not limited to) facilitating active communication, presenting with slides/materials and responding to questions both within and outside the organization.

The executive EMS officer will understand the importance of public speaking and should demonstrate a high level of the skills associated with same, including (but not limited to) facilitating active communication, creating and presenting with slides/materials, and responding to questions both within and outside the organization.

Developing External Contacts

The supervising EMS officer will understand the importance of developing and maintaining a list of contacts that can be used to assist with job-related responsibilities both within and outside the organization. He or she should demonstrate methods used to create such a list.

The managing EMS officer will understand the importance of developing and maintaining a list of contacts that can be used to assist with job-related responsibilities both within and outside the organization. He or she should demonstrate methods used to create such a list.

The executive EMS officer will understand the importance of developing and maintaining an extensive list of contacts that can be used to assist with job-related responsibilities both within and outside the organization. He or she should demonstrate the methods used to create such a list. Said list should include high level internal and external contacts including public and government officials.

Communicating Outside the Organizations

The supervising EMS officer will understand the importance of active listening and how it promotes effective communication with various stakeholders outside the organization, including (but not limited to) other public safety personnel, media outlets, and private/public organizations. He or she should demonstrate active listening techniques.

The managing EMS officer will understand the importance of active listening and how it promotes effective communication with various stakeholders outside the organization, including (but not limited to) other public safety personnel, media outlets, and private/public organizations. He or she should demonstrate active listening techniques.

The executive EMS officer will understand the importance of active listening and how it promotes effective communication with various stakeholders outside the organization, including (but not limited to) other public safety personnel, media outlets, and private/public organizations. He or she should demonstrate active listening techniques with a high level of proficiency.

LEADING OTHERS

INTERPERSONAL AWARENESS

S
Supervising

M
Managing

E
Executive

Psychological

The supervising EMS officer will understand the behaviors and traits that impact his or her interactions (both within and outside the organization) and their importance.

The managing EMS officer will understand the behaviors and traits that impact his or her interactions (both within and outside the organization) and their importance. He or she should take appropriate action when such behaviors may negatively impact the organization.

The executive EMS officer will understand the behaviors and traits that impact his or her interactions (both within and outside the organization) and their importance. He or she should take appropriate action when such behaviors may negatively impact the organization.

Social Orientation

The supervising EMS officer will understand the importance of maintaining an environment that is supportive of appropriate and lawful social interactions both within and outside the organization.

The managing EMS officer will understand the importance of maintaining an environment that is supportive of appropriate and lawful social interactions both within and outside the organization.

The executive EMS officer will understand the importance of maintaining an environment that is supportive of appropriate and lawful social interactions both within and outside the organization.

Social Perceptiveness

The supervising EMS officer will understand the importance of knowing why individuals act/react the way they do both within and outside the organization.

The managing EMS officer will understand the importance of knowing why individuals act/react the way they do both within and outside the organization. He or she should demonstrate the appropriate actions to take in response to a variety of behaviors.

The executive EMS officer will understand the importance of knowing why individuals act/react the way they do both within and outside the organization. He or she should demonstrate the appropriate actions to take in response to a variety of behaviors.

Service Orientation

The supervising EMS officer will understand the importance of being able to effectively communicate. He or she should promote effective communication within and outside the organization.

The managing EMS officer will understand and should demonstrate the importance of being able to effectively communicate. He or she should promote effective communication within and outside the organization.

The executive EMS officer will understand and should demonstrate the importance of being able to effectively communicate. He or she should promote effective communication within and outside the organization.

Nurturing Relationships

The supervising EMS officer will understand what skills are needed to maintain an effective and positive work environment for all members within the organization. He or she should demonstrate those skills.

The managing EMS officer will understand what skills are needed to maintain an effective and positive work environment for all members within the organization. He or she should demonstrate those skills.

The executive EMS officer will understand what skills are needed to maintain an effective and positive work environment for all members within the organization. He or she should demonstrate those skills.

LEADING OTHERS

MOTIVATING OTHERS

S

Supervising

The supervising EMS officer will understand the importance of his or her role as a leader of the organization. He or she should demonstrate the skills needed to ensure an environment that supports effective and efficient operations.

M

Managing

The managing EMS officer will understand the importance of his or her role as a leader of the organization. He or she should demonstrate the skills needed to ensure an environment that supports effective and efficient operations.

E

Executive

The executive EMS officer will understand the importance of his or her role as a leader of the organization. He or she should demonstrate the skills needed to ensure an environment that supports effective and efficient operations at all levels.

Taking Charge

Orienting Others

The supervising EMS officer will understand the importance of organizational goals and objectives and should ensure all staff members understand same. He or she should provide an environment that supports effectiveness and openness at all levels of the organization.

The managing EMS officer will understand the importance of organizational goals and objectives and should ensure all staff members understand same. He or she should provide an environment that supports effectiveness and openness at all levels of the organization.

The executive EMS officer will understand the importance of organizational goals and objectives and should ensure all staff members understand same. He or she should provide an environment that supports effectiveness and openness at all levels of the organization.

Setting Goals For Others

The supervising EMS officer will understand the importance of working with staff to ensure the successful completion of individual and organizational goals.

The managing EMS officer will understand the importance of establishing HARD and SMART goals for the leaders he or she is responsible for managing; these will be in alignment with organizational goals and objectives. He or she should demonstrate the skills needed to establish said goals.

The executive EMS officer will understand the importance of establishing HARD and SMART goals for the leaders he or she is responsible for managing; these will be in alignment with organizational goals and objectives and within parameters established by the governing authority. He or she should demonstrate the skills needed to establish said goals.

Reinforcing Success

The supervising EMS officer will understand the importance of identifying and reinforcing progress toward accomplishing individual and organizational goals, and of promoting an open and supportive environment that allows for meaningful correction when goals are not being met. He or she should demonstrate the skills needed for same.

The managing EMS officer will understand the importance of identifying and reinforcing progress toward accomplishing individual and organizational goals, and of promoting an open and supportive environment that allows for meaningful correction when goals are not being met. He or she should demonstrate the skills needed for same.

The executive EMS officer will understand the importance of identifying and reinforcing progress toward accomplishing individual and organizational goals, and of promoting an open and supportive environment that allows for meaningful correction when goals are not being met. He or she should demonstrate the skills needed for same.

Developing And Building Teams

The supervising EMS officer will understand the importance of team and group relationships that promote the organization's mission and values. He or she should demonstrate the skills needed to build, support and maintain said relationships.

The managing EMS officer will understand the importance of team and group relationships that promote the organization's mission and values. He or she should demonstrate the skills needed to build, support and maintain said relationships.

The executive EMS officer will understand the importance of team and group relationships that promote the organization's mission and values. He or she should demonstrate the skills needed to build, support and maintain said relationships.

LEADING OTHERS

DEVELOPING OTHERS

S

Supervising

Knowledge Of Principles Of Learning

The supervising EMS officer will understand the importance of maintaining a workplace that supports the adult learner, one that provides the methodologies and processes that promote active and ongoing education.

M

Managing

The managing EMS officer will understand the importance of maintaining a workplace that supports the adult learner, one that provides the methodologies and processes that promote active and ongoing education.

E

Executive

The executive EMS officer will understand the importance of maintaining a workplace that supports the adult learner, one that provides the methodologies, means and processes that promote active and ongoing education.

Interpreting The Meaning Of Information For Others

The supervising EMS officer will understand the importance of interpreting organizational and individual data and should use said data to measure workplace performance.

The managing EMS officer will understand the importance of interpreting organizational and individual data and should use said data to measure workplace performance. He or she should provide said data as appropriate.

The executive EMS officer will understand the importance of interpreting organizational and individual data and should use said data to measure workplace performance. He or she should present said data to stakeholders within and outside the organization.

Assessing Others

The supervising EMS officer will understand the importance of effectively assessing those he or she leads in a manner that is open, honest and supportive. He or she should demonstrate the skills required for same.

The managing EMS officer will understand the importance of effectively assessing those he or she leads in a manner that is open, honest and supportive. He or she should demonstrate the skills required for same.

The executive EMS officer will understand the importance of effectively assessing those he or she leads in a manner that is open, honest and supportive. He or she should demonstrate the skills required for same.

Coaching, Developing, Instructing

The supervising EMS officer will understand the importance of identifying organizational and individual strengths and opportunities. He or she should develop an open and supportive plan of action, and continually assess progress for those he or she leads.

The managing EMS officer will understand the importance of identifying organizational and individual strengths and opportunities. He or she should develop an open and supportive plan of action, and continually assess progress for those he or she leads.

The executive EMS officer will understand the importance of identifying organizational and individual strengths and opportunities. He or she should develop an open and supportive plan of action, and continually assess progress for those he or she leads.

LEADING OTHERS

INFLUENCING

S

Supervising

The supervising EMS officer will understand the importance of attaining identified goals and objectives. He or she should demonstrate the skills needed to work with colleagues both within and outside the organization to achieve same.

M

Managing

The managing EMS officer will understand the importance of attaining identified goals and objectives. He or she should demonstrate the skills needed to work with colleagues both within and outside the organization to achieve same.

E

Executive

The executive EMS officer will understand the importance of attaining identified goals and objectives. He or she should demonstrate the skills needed to work with colleagues both within and outside the organization to achieve same.

Cooperating

Persuading

Resolving Conflicts / Negotiating

Empowering

Inspiring

Political Savvy

The supervising EMS officer will understand the importance of communicating different points of view in a manner that is open and positive, recognizing that individuals are entitled to opinions that may be different from those of the leader. He or she should demonstrate the skills needed for such communication.

The managing EMS officer will understand the importance of communicating different points of view in a manner that is open and positive, recognizing that individuals are entitled to opinions that may be different from those of the leader. He or she should demonstrate the skills needed for such communication.

The executive EMS officer will understand the importance of communicating different points of view in a manner that is open and positive, recognizing that individuals are entitled to opinions that may be different from those of the leader. He or she should demonstrate the skills needed for such communication.

The supervising EMS officer will understand the importance of promoting an environment where staff members can openly communicate differences in opinion and work towards finding common ground that supports the organization's mission and vision. He or she should demonstrate the skills needed for same.

The managing EMS officer will understand the importance of promoting an environment where staff members can openly communicate differences in opinion and work towards finding common ground that supports the organization's mission and vision. He or she should demonstrate the skills needed for same.

The executive EMS officer will understand the importance of promoting an environment where staff members can openly communicate differences in opinion and work towards finding common ground that supports the organization's mission and vision. He or she should demonstrate the skills needed for same.

The supervising EMS officer will understand the importance of maintaining a workplace that supports staff members' ideas and suggestions when they align with the organization's mission and values.

The managing EMS officer will understand the importance of maintaining a workplace that supports staff members' ideas and suggestions when they align with the organization's mission and values. He or she should demonstrate the skills needed to maintain such an environment.

The executive EMS officer will understand the importance of maintaining a workplace that supports staff members' ideas and suggestions when they align with the organization's mission and values. He or she should demonstrate the skills needed to maintain such an environment.

The supervising EMS officer will understand the importance of and demonstrate a thorough understanding of the mission and vision of the organization. He or she should provide an environment that is open, supportive and authentic for all within and outside the organization.

The managing EMS officer will understand the importance of and demonstrate a thorough understanding of the mission and vision of the organization. He or she should provide an environment that is open, supportive and authentic for all within and outside the organization.

The executive EMS officer will understand the importance of and demonstrate a thorough understanding of the mission and vision of the organization. He or she should provide an environment that is open, supportive and authentic for all within and outside the organization.

The supervising EMS officer will understand the internal and external political influences affecting the organization and their importance.

The managing EMS officer will understand the internal and external political influences affecting the organization and their importance. He or she should demonstrate the skills needed to manage said internal influences.

The executive EMS officer will understand the internal and external political influences affecting the organization and their importance. He or she should demonstrate the skills needed to manage said influences (both internal and external) as required by various stakeholders.

LEADING OTHERS

PILLAR 3

COMMUNICATING

	Limited Confidence	Confidence	Overconfidence
Supervisor	The supervising officer puts together presentation materials, memos and other communications that contain grammatical errors.	The supervising officer puts together presentation materials, memos and other communications that convey accurate information, presented in a way that optimizes understanding.	The supervising officer puts together presentation materials, memos and other communications that are repetitive and poorly designed.
Manager	The managing officer has a list of contacts limited to his or her organization and a couple neighboring organizations.	The managing officer has a list of contacts that includes his or her organization, all neighboring organizations, and selected regional and state organizations/legislatures.	The managing officer has a list of contacts that includes his or her organization, all neighboring organizations, and regional, state and national organizations that are unnecessary.
Executive	The executive officer fails to communicate clearly and is hampered by poor body language when addressing members of other organizations and/or the media.	The executive officer communicates clearly, provides evidence to support statements, and utilizes proper body language when addressing members of other organizations and/or the media.	The executive officer's communications are overstated. The executive officer fails to tailor delivery to the audience and has an air of arrogance when addressing members of other organizations and/or the media.

LEADING OTHERS

PILLAR 3

INTERPERSONAL AWARENESS

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer is unaware of issues that affect the personal lives of staff members and may also affect their work performance.</p>	<p>The supervising officer is aware of issues that affect the personal lives of staff members. The supervising officer works with subordinates to remedy said issues, thereby maximizing performance at work.</p>	<p>The supervising officer has an inappropriate level of knowledge of issues that affect the personal lives of staff members. The supervising officer feels compelled to be involved in remedying said issues.</p>
Manager	<p>The managing officer does nothing to address inappropriate relationships between staff members and vendors (e.g., receiving monetary incentives or using a vendor's product exclusively).</p>	<p>The managing officer properly reprimands staff members found to be in inappropriate relationships with vendors (e.g., receiving monetary incentives or using a vendor's product exclusively). The managing officer sets policy to prevent any future occurrences.</p>	<p>The managing officer harshly reprimands staff members found to be in inappropriate relationships with vendors (e.g., receiving monetary incentives or using a vendor's product exclusively) in order to send a message. The managing officer investigates the entire staff for misdeeds, no matter how minor or unrelated to the initial offense.</p>
Executive	<p>The executive officer fails to address issues of equipment supply/maintenance required to maintain day-to-day operations.</p>	<p>The executive officer addresses issues of equipment supply/maintenance, thereby maintaining day-to-day operations. The executive officer solicits staff for input and opinions regarding equipment issues that impact operational performance.</p>	<p>The executive officer provides staff with supplies that he or she believes would optimize operational performance.</p>

LEADING OTHERS

PILLAR 3

MOTIVATING OTHERS

	Limited Confidence	Confidence	Overconfidence
Supervisor	The supervising officer preaches to staff regarding adherence to the organization's mission statement, but fails to live up to the standard he or she describes.	The supervising officer adheres to the organization's mission statement, thereby setting an example for staff.	The supervising officer tells staff members how they should adhere to the organization's mission statement and "shadows" them to ensure compliance.
Manager	The managing officer is not accessible to staff members who have suggestions for improvement and doesn't explain his or her decisions.	The managing officer maintains an open, running dialogue with staff and provides information that supports his or her decisions.	The managing officer has no communication with staff and renders decisions unilaterally.
Executive	The executive officer sets goals and objectives so low that they are no challenge for officers or staff to reach.	The executive officer coordinates with staff to set goals that are both reachable and challenging for all levels of the organization.	The executive officer sets goals and objectives that will be difficult for staff to achieve without the officer's intervention.

LEADING OTHERS

PILLAR 3

DEVELOPING OTHERS

	Limited Confidence	Confidence	Overconfidence
Supervisor	The supervising officer fails to delegate responsibility for projects or programs, despite the availability of staff with significantly more applicable experience than the officer possesses.	The supervising officer assigns responsibility for projects and programs to the staff member with the most applicable experience. The supervising officer allows the staff member to work with minimal interference.	The supervising officer assigns responsibility for projects and programs to the staff member with the most applicable experience, but then micromanages the project by constantly interfering and ordering the project be done his or her way.
Manager	The managing officer employs teaching methods that he or she favors, not ones that work best for those being taught.	The managing officer determines what learning methods will best meet the learning needs of his or her audience and tailors presentations appropriately.	The managing officer packs so much unnecessary information into presentations that his or her audiences are overwhelmed and learn very little.
Executive	The executive officer allows personal feelings to cloud his or her judgment during staff performance evaluations.	The executive officer fairly and objectively evaluates each staff member based on job performance.	The executive officer breaks down each section of the performance evaluation and finds specific instances of the staff member's performance that steer the evaluation negatively.

LEADING OTHERS

PILLAR 3

INFLUENCING

	Limited Confidence	Confidence	Overconfidence
Supervisor	The supervising officer does not consider the staff's ideas or contributions to improve the organization.	The supervising officer solicits the staff's ideas and contributions to improve the organization and credits the staff when said ideas are implemented.	The supervising officer takes ideas or contributions from staff and passes them off as his or her own without giving proper credit.
Manager	The managing officer does not attend regular meetings with medical direction to update the organization on protocol revisions and hospital capabilities.	The managing officer attends regular meetings with medical direction, actively engages in protocol revisions and ensures staff is aware of areas of specialization at particular hospitals so that patients are transported to appropriate facilities for optimal treatment.	The managing officer attends regular meetings with medical direction but attempts to get protocol revisions that exceed the established scope of practice or go beyond the capabilities of the organization or hospital based on something seen at a national conference.
Executive	The executive officer disregards his or her staff member's version of events when registering and investigating a complaint.	The executive officer considers his or her staff member's version of events when registering a complaint and thoroughly investigates by contacting objective third parties, such as the police, to verify what happened.	The executive officer "grills" staff members over complaints and repeatedly contacts the complainant to get information that can potentially incriminate said staff members.

LEADING OTHERS

HUMAN RESOURCES MANAGEMENT

Supervising

This duty involves providing direct and indirect supervision to line EMS providers during field and station operations; conducting small group training sessions, performance feedback, and complaint/and investigation Management.

S

Supervising

T

Task

K

Knowledge

S

Skill

T

HR-2-1-The supervising officer will be able to assign tasks or responsibilities to team members, so that safety considerations are addressed; the instructions are complete, clear, and concise; and the desired outcomes are conveyed.

T

HR-2-5-The supervising officer will be capable of directing unit members during a training evolution, given a multi-unit training evolution including training policies and procedures, so that the evolution is performed in accordance with safety plans, efficiently, and as directed.

T

HR-2-12-The supervising officer will use human resource policies and procedures to effectively ensure staff meet operational goals and objectives in an effective and manner.

T

HR-2-14-The supervising officer will coordinate the completion of assigned tasks and projects by members, given a list of projects and tasks and the job requirements of subordinates, so that the assignments are prioritized, a plan for the completion of each assignment is developed, and members are assigned to specific tasks and supervised during the completion of the assignments.

T

HR-2-10-The supervising officer will have the ability to recognize a member related problem and the ability to recommend a course of action for a member in need of assistance.

K

HR-2-3-The supervising officer will have knowledge of basic employment law principles including FMLA, FLSA, ADA, harassment, etc., at minimum at the awareness level, preferred at the operational level. Able to identify each of the major issues and know how to contact additional resources with appropriate training on HR issue at hand.

K

HR-2-6-The supervising officer will understand how to effectively use verbal communication techniques to facilitate understanding and ongoing communications between staff and leadership.

K

HR-2-8-The supervising officer will have a firm understanding of human resources policies and procedures; Able to recognize when and which policies and procedures are needed based on a situation with a staff member, executes policy and appropriate actions, documents and follows up appropriately.

K

HR-2-15-The supervising officer will have an understanding of principles of supervision and basic human resource management

K

HR-2-9-The supervising officer will have a understanding of common member problems, signs and symptoms of member related problems, causes of stress in emergency services personnel, and adverse effects of stress on the performance of emergency service personnel and other related pathologies that may inhibit performance. Utilizes mitigation techniques to resolve or prevent member related issues.

S

HR-2-4- The supervising officer will have the ability to condense instructions for frequently assigned unit tasks based on training and standard operating procedures. The Supervising Officer will be able to use appropriate verbal communications during various situations, use techniques to make assignments under all situations clear, and uses methods of confirming understanding.

S

HR-2-7-The supervising officer will have the ability to distribute issue-guided directions to unit members via various communication methods and styles.

S

HR-2-11-The supervising officer will apply human resource policies and procedures of the authority having jurisdiction, given an administrative situation requiring action, so that policies and procedures are followed.

S

HR-2-16-The supervising officer will have the ability to set priorities, plan, observe the plan in action, evaluate and make adjustments as needed to ensure the successful completion of the task. .

S

HR-2-13-The supervising officer will have the ability to communicate orally and in writing and to relate interpersonally in an effective and appropriate manner in relation to human resources correspondence

LEADING OTHERS

HUMAN RESOURCES MANAGEMENT

Managing

This duty involves providing leadership to the agency's human resources function, including recruitment, retention, assignment, evaluation, discipline and termination of employees.

M

Managing

T

Task

K

Knowledge

S

Skill

T

HR-3-1-The Managing Officer will establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures.

T

HR-3-4-The Managing Officer will develop procedures for hiring members, given policies of the authority having jurisdiction and legal requirements, so that the process is valid and reliable.

T

HR-3-7-The Managing Officer will initiate actions to maximize member performance and/or to correct unacceptable performance, given human resource policies and procedures, so that member and/or unit performance improves or the issue is referred to the next level of supervision.

T

HR-3-11-The Managing Officer will evaluate the job performance of assigned members, given personnel records and evaluation forms, so each member's performance is evaluated accurately and reported according to human resource policies and procedures.

T

HR-3-14-The Managing Officer will develop procedures and programs for promoting members, given applicable policies and legal requirements, so that the process is valid and reliable, job-related, and nondiscriminatory.

T

HR-3-17-The Managing Officer will describe methods to facilitate and encourage members to participate in professional development to achieve their full potential including development of a professional development system and/or succession planning program with your organization.

K

HR-3-2-The Managing Officer will understand minimum staffing requirements, available human resources, and policies and procedures.

K

HR-3-5-The Managing Officer will understand applicable federal, state/provincial, and local laws; regulations and standards; and policies and procedures.

K

HR-3-8-The Managing Officer will understand human resource policies and procedures, problem identification, organizational behavior, group dynamics, leadership styles, types of power, and interpersonal dynamics.

K

HR-3-12-The Managing Officer will understand human resource policies and procedures, job descriptions, objectives of a member evaluation program, and common errors in evaluating.

K

HR-3-15-The Managing Officer will have understanding of applicable federal, state/provincial, and local laws; regulations and standards; and policies and procedures as it relates to task at hand.

K

HR-3-19-The Managing Officer will have the understanding of how to recognize and to evaluate potential among staff, effectively coach others and how to counsel members in a manner that encourages growth and professional development.

HR-3-9-The Managing Officer will have knowledge of basic employment law principles including FMLA, FLSA, ADA, harassment, etc., at an operations level.

S

HR-3-3-The Managing Officer will have the ability to relate interpersonally and to communicate orally and in writing.

S

HR-3-6-The ability to be able to conduct a pre-employment interview of potential staff that follows agency, state and federal guidelines

S

HR-3-10-The Managing Officer will have the ability to communicate orally and in writing in order assist in resolving problems, increase team work and to counsel members.

S

HR-3-13-The Managing Officer will have the ability to communicate orally and in writing and to plan and conduct staff evaluations.

S

HR-3-16-The Managing Officer will have the ability to communicate orally and in writing, to encourage professional development, and to mentor members

S

HR-3-18-The Managing Officer will use interpersonal and motivational techniques to help encourage professional development.

HR-3-19-The Managing Officer will have the ability to evaluate potential among staff, effectively coach others, communicate orally, and to counsel members.

LEADING OTHERS

HUMAN RESOURCES MANAGEMENT

Executive

This duty involves administrating job performance requirements and evaluating and improving the EMS agency, according to the following job performance requirements.

E

Executive

T

Task

K

Knowledge

S

Skill

T

HR-4-1-The Executive Officer will develop, implement, oversee, and operate a comprehensive human resources management system as is appropriate within the particular agency structure.

T

HR-4-3-The Executive Officer will manage the agency's labor relations affairs if working within a organized labor work setting.

T

HR-4-7-The Executive Officer will develop procedures for dealing with complex human resources, given policies of the authority having jurisdiction and legal requirements, so that the process is valid and reliable.

K

HR-4-2-The Executive Officer will have executive level knowledge of human resources issues, practices, laws and regulations

K

HR-4-4-The Executive Officer will have knowledge of labor-management matters including collective bargaining if appropriate, principles and techniques of contract negotiations.

K

HR-4-8-The Executive Officer will understand applicable human resources expertise, federal, state/provincial, and local laws; regulations and standards; and policies and procedures.

S

HR-3-3-The Managing Officer will have the ability to relate interpersonally and to communicate orally and in writing.

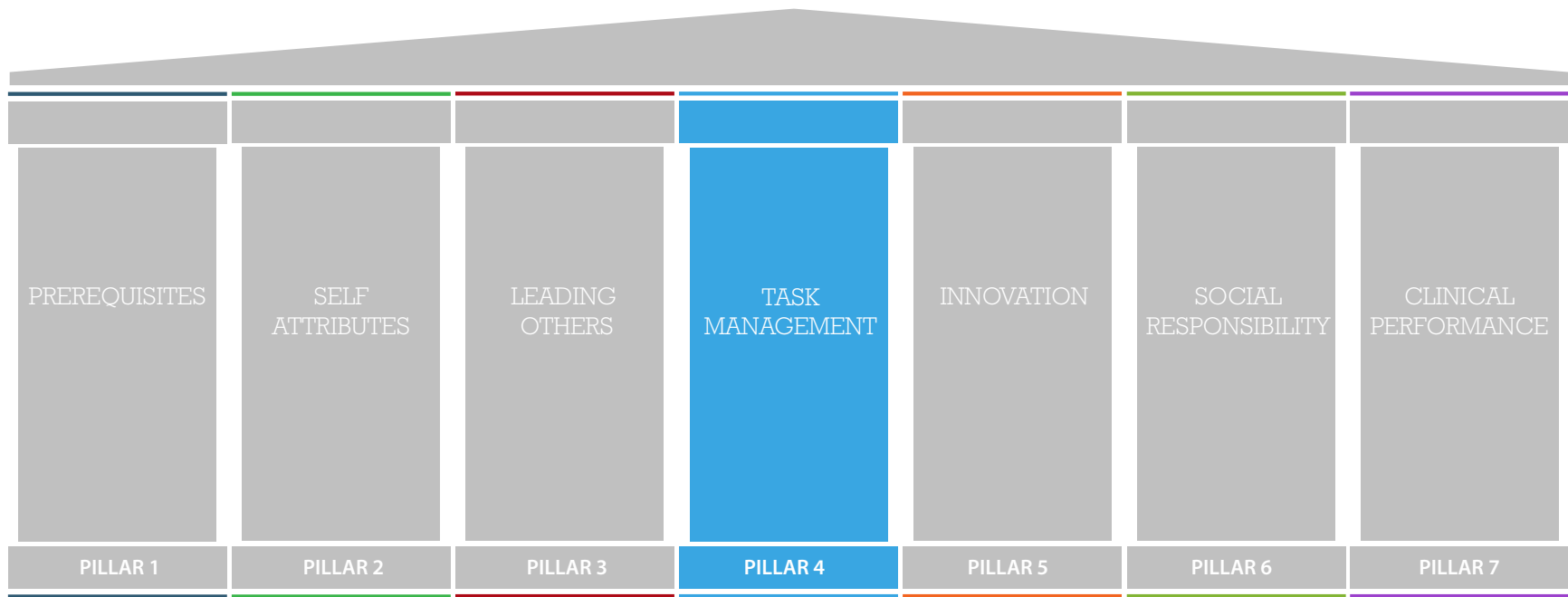
S

HR-4-5-The Executive Officer will have the ability to negotiate labor-relations matters in the context of applicable state and federal laws and regulations.

HR-4-6-The Executive Officer will have the ability to relate interpersonally and to communicate orally and in writing.

S

HR-4-9-The Executive Officer will have the ability to communicate orally and in writing when dealing with human resource issues including documentation related to employee actions, evaluations and response to incident investigations.



TASK MANAGEMENT

EXECUTIVE TASKS

	Task-Relevant Knowledge	Delegating	Attention To Detail	Coordinating Work Activities	Providing Feedback	Multi-Tasking
S Supervising	<p>The supervising officer will have a clear understanding of the basic practices and procedures required to perform his or her daily job responsibilities and tasks.</p>	<p>The supervising officer will have basic knowledge, understanding and comfort assigning tasks to others as needed or as instructed by management.</p>	<p>The supervising officer will be able to carry out instructions to ensure the necessary steps are completed in order for tasks to be accomplished appropriately.</p>	<p>The supervising officer will appropriately coordinate staff to complete tasks within a specified timeframe.</p>	<p>The supervising officer will have a clear understanding of the tasks assigned to his or her staff and should provide positive educational feedback to team members.</p>	<p>The supervising officer will appropriately prioritize tasks and multitask when required during his or her work day.</p>
M Managing	<p>The managing officer will have a clear understanding of the practices and procedures required to perform his or her daily tasks. He or she should be able to explain these processes to others and evaluate procedures for optimum performance outcomes.</p>	<p>The managing officer will delegate assignments based on his or her evaluation and determination of staff skill level, process evaluation and most ideal team working environment.</p>	<p>The managing officer will create processes and steps to be followed to ensure tasks are completed appropriately.</p>	<p>The managing officer will prioritize tasks, coordinate resources and assign staff so that work is completed on time. The manager should be open to change in order to complete the tasks assigned.</p>	<p>In addition to providing constructive feedback to supervisors and staff members, the managing officer will work to create, for staff, an environment that is open and responsive to feedback from others.</p>	<p>In order to achieve required outcomes, the managing officer will be able to easily multitask when required, to prioritize tasks as needed, and to function without difficulty while working on several open items.</p>
E Executive	<p>The executive officer will have a clear understanding of the practices and procedures necessary to accomplish his or her daily job responsibilities. He or she should independently evaluate such procedures, determine areas in need of improvement and create new procedural plans based on research and best practices.</p>	<p>After due consideration of factors that affect job performance, the executive officer will work to match job responsibilities and duties to those who are best suited to complete tasks.</p>	<p>The executive officer will create and evaluate processes and/or procedures to best complete tasks.</p>	<p>The executive officer will have a clear understanding of how to formulate plans and coordinate staff and resources in order to ensure completion of tasks in the time required. The executive officer should provide appropriate resources to facilitate completion of tasks by team members.</p>	<p>The executive officer will work to encourage the staff, to build an environment that is responsive to feedback, and to build systems which enable managers and supervisors to recognize team members' accomplishments.</p>	<p>To ensure tasks are completed on schedule and in accordance with required outcomes, the executive officer will be able to multitask, prioritize tasks as required, and assign tasks as needed while providing assistance and supervision.</p>

TASK MANAGEMENT

SOLVING PROBLEMS

	Analytic Thinking	Analyzing Data	Mental Focus	Decision Making	Designing Work Systems
Supervising	<p>The supervising officer will use current information to make educated decisions and to manage incidents that occur during shift.</p>	<p>The supervising officer will have a basic understanding of how analytical decisions are made to help ensure clinical and operational excellence.</p>	<p>The supervising officer will be able to concentrate, avoid distractions, and use information gathering skills to make immediate, coherent decisions.</p>	<p>The supervising officer will be able to quickly prioritize and evaluate relative risks / benefits in order to promote safety, efficiency and policy compliance for the front line staff during daily operations.</p>	<p>The supervising officer will have basic knowledge of all job functions that he or she oversees. The supervising officer should be able to instruct the front line employees on their assigned tasks.</p>
Managing	<p>The managing officer will use current information and knowledge of past incidents to make informed decisions to resolve problems. The managing officer should evaluate situations from all perspectives to determine the best solutions.</p>	<p>The managing officer will perform basic analytical functions to ensure operational and clinical excellence. He or she should have the expertise to suggest key performance indicators that should be monitored to achieve clinical and operational excellence.</p>	<p>The managing officer will be able to avoid distractions and make immediate, coherent decisions.</p>	<p>The managing officer will be able to quickly prioritize and evaluate the risks / benefits of various methods of completing a task.</p>	<p>The managing officer will delegate tasks to supervisors and line staff to accomplish the strategic goals of the organization as determined by the executive officer.</p>
Executive	<p>The executive officer will use current information from both internal and external sources to make decisions that will lead to the best possible outcomes. The executive officer should set up an evaluation process to assist in making these decisions. This process should include review of the incident from multiple perspectives.</p>	<p>The executive officer will utilize analytical data to achieve operational and clinical excellence in the organization. He or she will select the data to be examined and present this information in a clear and understandable manner to the appropriate stakeholders.</p>	<p>The executive officer will be able to concentrate, avoid distractions and organize the collection of information from multiple sources. He or she should be able to process said information and make informed decisions based on the material gathered.</p>	<p>The executive officer will determine the strategic direction of the organization by prioritizing and evaluating the risks, benefits and long term effects of each of his or her decisions.</p>	<p>The executive officer will develop job descriptions for all positions in the organization and design work groups to accomplish organizational goals.</p>

TASK MANAGEMENT

MANAGING INFORMATION AND MATERIAL RESOURCES

	Managing Materials And Facilities	Managing Information Resources	Performing Administrative Activities	Maintaining Quality
S Supervising	<p>The supervising officer will have basic operational knowledge of all functions in the organization that involve delivery, inventory, flow, tracking, location and layout.</p>	<p>The supervising officer will have a basic knowledge of project management tools, data analysis, strategic planning and process control.</p>	<p>The supervising officer will have a basic understanding of all requests, paperwork, and tasks that are expected of front line employees.</p>	<p>The supervising officer will have a basic understanding of the measures used for quality tracking within the organization.</p>
M Managing	<p>The managing officer will oversee and monitor all functions in the organization that involve delivery, inventory, flow, tracking, location and layout.</p>	<p>The managing officer should have a functional knowledge of and will provide access to efficiency tools for project management, data analysis, strategic planning and process control.</p>	<p>The managing officer will have the ability to enter, transcribe, record and store all written and electronic information for approval from the executive officer.</p>	<p>The managing officer will be able to collect data from the organization for the purposes of benchmarking and quality improvement.</p>
E Executive	<p>The executive officer will identify task-appropriate locations in the facility and design the workplace layout in a manner that will foster efficiency. He or she should assign delivery, inventory, and flow of material tasks to members of the management team.</p>	<p>The executive officer will have oversight of all aspects of project management, data analysis, strategic planning and process control for the organization to properly function.</p>	<p>In order to maintain operational performance, the executive officer should be responsible for ensuring that all functions of the organization are properly documented, processes followed and appropriate approvals are granted during daily operations.</p>	<p>The executive officer will design performance standards for front line employees and lower level management team members. The executive officer should ensure that all member of the management team are familiar with the data collection and analysis system.</p>

TASK MANAGEMENT

MANAGING HUMAN RESOURCES

S

Supervising

Succession Planning / Recruiting

The supervising officer will have a basic knowledge of the organizational structure, promotion, recruitment, and selection processes. The officer should help to identify potential candidates for open positions based on observations of the candidates' experience and expertise.

Personnel Decision Quality

The supervising officer will have the ability to make informed, logical and ethical decisions and should expect the same from the front line employees he or she supervises.

Managing Personnel Policies

The supervising officer will have basic knowledge of all policies, programs, and procedures related to work practices within the organization.

Maintaining Safety

The supervising officer will have basic knowledge of all policies, laws, and regulations regarding workplace safety.

M

Managing

The managing officer will be able to examine the organizational structure in order to identify staffing issues with bearing on achievement of the strategic objectives of the organization. The managing officer should develop recruitment methods that attract qualified applicants for open positions within the organization.

The managing officer will set forth guidelines for performance expected from front line employees. He or she should ensure that these are followed and that employees are empowered to make informed, logical and ethical decisions.

The managing officer will ensure that front line employees and supervising officers abide by all policies, programs, and procedures related to work practices and compensation within the organization.

The managing officer will ensure that front line employees and supervising officers abide by all policies, laws, and regulations regarding workplace safety.

E

Executive

The executive officer will design the organization's structure and its recruitment, promotion, and application process.

The executive officer will design employee roles and outline the foundation of knowledge, skill and experience required in order to perform these roles successfully.

The executive officer will develop and monitor all policies, programs and procedures of the organization to ensure that front line employees and lower level management team members have the ability to use these to improve work related practices and compensation within the organization.

The executive officer will design all organizational policies in accordance with applicable laws, regulations and best practices. These policies should be designed to minimize potential safety hazards in the workplace.

TASK MANAGEMENT

ENHANCING PERFORMANCE

	Enhancing Task Knowledge	Eliminating Barriers To Performance	Benchmarking	Strategic Task Management
Supervising	The supervising officer will have basic knowledge of the tasks required of front line employees and should work, as appropriate, to encourage a team approach to achieve assigned tasks.	The supervising officer will be able to identify road blocks and redundancies in the work process of front line employees and point said items out to members of the management team.	The supervising officer will have basic knowledge of the performance standards expected of front line employees and should work to ensure front line staff are achieving set benchmarks.	The supervising officer will understand task performance within the organization. He or she should work with front line staff to assign employees to complete the specific tasks for which they are best suited.
Managing	The managing officer will encourage and facilitate group participation in order to discover methods to enhance task performance and achieve better task outcomes.	The managing officer will be able to use the identified road blocks and redundancies in work processes to promote improvement in task performance.	The managing officer will facilitate communication and research with sources outside the organization to identify best practices in task design and performance. He or she should integrate these practices to benefit the organization.	The managing officer will understand the individual attributes of his or her staff members in order to best match the appropriate employees and/or resources to maximize task performance.
Executive	The executive officer will create processes that improve efficiency and task completion rates. The executive officer should use group participation, when possible, to develop these processes for the organization.	The executive officer will be able to evaluate problems, and to research and facilitate solutions in order to eliminate road blocks and redundancies in the organization.	The executive officer will use best practices to improve task design and performance in the workplace. These best practices should be communicated to the management and staff of the organization.	The executive officer will match the appropriate employees and resources to specific tasks in order to maximize performance and to maintain it through times of turbulence.

TASK MANAGEMENT

PILLAR 4

EXECUTING TASKS

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer has difficulty prioritizing tasks, is often late in addressing assigned tasks and frequently has unresolved tasks waiting to be completed.</p>	<p>The supervising officer prioritizes tasks and seeks to bring each task to completion in a single effort. The supervisor defines a timeline for tasks requiring follow-up.</p>	<p>The supervising officer completes tasks but is sometimes frustrated when tasks require more time and attention than originally anticipated. The supervising officer may also delegate assignments inappropriately.</p>
Manager	<p>The managing officer has difficulty prioritizing tasks and offers little support to staff members to whom tasks have been delegated.</p>	<p>The managing officer prioritizes tasks and delegates to subordinates appropriately. The managing officer monitors staff progress on delegated tasks and facilitates their completion.</p>	<p>The managing officer rarely delegates tasks and frequently becomes overwhelmed by his or her workload. Productivity suffers as a result of the managing officer's failure to delegate.</p>
Executive	<p>The executive officer fails to follow-up on delegated tasks which may communicate a lack of commitment. The executive officer sometimes fails to choose the appropriate organizational resource when delegating tasks and is unavailable to facilitate said tasks.</p>	<p>The executive officer prioritizes tasks and delegates frequently, using both individuals and focus groups or teams. The executive officer facilitates task completion by monitoring progress and offering support.</p>	<p>The executive officer handles many tasks, becomes overwhelmed and is "too busy to talk." The executive officer may appear unapproachable and demanding and organizational productivity may suffer.</p>

TASK MANAGEMENT

PILLAR 4

SOLVING PROBLEMS

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer fails to complete analysis of problems and/or makes assumptions about their origins. Hasty decision-making may result in action affecting the wrong issue.</p>	<p>The supervising officer seeks employs information-gathering techniques to understand the scope of any problem (including reports, stakeholder interviews and subsequent analysis). The supervising officer formulates plans and offers solutions appropriate to the issue at hand. He or she recognizes problems that require elevation to management.</p>	<p>The supervising officer over-analyzes problems, leading to excessive time expenditure. The supervising officer inflates the scope of problems, leading to unnecessarily complex and inefficient solutions.</p>
Manager	<p>The managing officer fails to treat direct reports equally and allocates a disproportionate amount of work to certain managers. The managing officer often gets distracted when juggling concurrent tasks, creating sub-standard final products and/or outcomes.</p>	<p>The managing officer effectively uses PDCA (Plan-Do-Check-Act) to analyze the scope of complex problems. Stakeholders are included in the process of defining the current problem and ensuring actions taken toward resolution are appropriate.</p>	<p>The managing officer uses PDCA (Plan-Do-Check-Act) but consistently over-triages, resulting in inefficient processes and fatigued subordinates. The managing officer fails to delegate smaller problems.</p>
Executive	<p>The executive officer fails to recognize that solutions to immediate problems may include system process changes applied as preventive measures. The executive officer makes decisions without proper analysis or input from stakeholders. He or she takes excessive time to analyze problems that need immediate attention.</p>	<p>The executive officer recognizes the complexities of certain problems and that system process changes may be indicated as part their resolution. The executive officer applies PDCA (Plan-Do-Check-Act), takes timely action and includes appropriate stakeholders or workgroups.</p>	<p>The executive officer over-analyzes problems or repeatedly and inappropriately changes system processes, failing to address the problem's root or cause.</p>

TASK MANAGEMENT

PILLAR 4

MANAGING INFORMATION AND MATERIAL RESOURCES

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer ignores or misinterprets information, leading to inappropriate use/allocation of resources.</p>	<p>The supervising officer effectively uses information to guide the use of resources, resulting in efficient operations that conform to budget and time constraints. require elevation to management.</p>	<p>The supervising officer responds to new information before trends are identified, makes unnecessary changes in resources and creates inefficiencies. The supervising officer may modify resource status based on perceived needs rather than actual findings.</p>
Manager	<p>The managing officer exceeds budget constraints due to lack of proper information analysis. This results in overruns or inappropriate management of materials.</p>	<p>The managing officer uses reports and new information to guide changes in material management systems. The managing officer compares projected with actual material use to validate current measurement tools.</p>	<p>The managing officer spends excessive time analyzing information and making system changes. Time management becomes problematic.</p>
Executive	<p>The executive officer misses opportunities to use information as a metric for improvement of material management. tion.</p>	<p>The executive officer analyzes information in order to best direct material management and meet budget and QA metrics. The executive officer directs monitoring systems and employee training to meet efficiency objectives as they relate to material use.</p>	<p>The executive officer fixates on material usage and fails to recognize changes in trends due to valid indicators such as call volume.</p>

TASK MANAGEMENT

PILLAR 4

MANAGING HUMAN RESOURCES

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer escalates staff issues too soon, without engaging tools at his or her authority level.</p>	<p>The supervising officer follows policies and procedures within the scope of his or her duties. The supervising officer assigns tasks and provides coaching and counseling as needed. He or she escalates continued staff issues appropriately to fully address concerns.</p>	<p>The supervising officer takes disciplinary action too soon, always concerned with risk to the organization. The supervising officer feels the need to establish his or her authority through action.</p>
Manager	<p>The managing officer fails to immediately use tools for coaching and counseling staff when an incident occurs. The managing officer sometimes fails to address issues when informed of them.</p>	<p>The managing officer follows policies and procedures. He or she obtains stakeholder input to ensure objective decision-making. The managing officer applies just culture in the decision-making process.</p>	<p>The managing officer handles human resource issues, establishing new policies (so the situation will never happen again) for every incident that occurs. The officer seeks to use punishment as a deterrent for future infractions and does so without a root cause analysis.</p>
Executive	<p>The executive officer fails to take corrective measures in order to resolve the issues of recently-hired staff. The executive officer misses opportunities to collaborate with stakeholders and, as a result, chooses inappropriate remedies for some repetitive issues.</p>	<p>The executive officer uses trends noted in human resource domain to strategically plan for training or process redesign in conjunction with just culture sequence. The executive officer recognizes changes in what skill sets are necessary and seeks to modify criteria for candidate selection to enhance the pool of available skills accordingly.</p>	<p>The executive officer makes policy changes for every human resource issue that arises.</p>

TASK MANAGEMENT

PILLAR 4

ENHANCING PERFORMANCE

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer misses opportunities to coach or correct because he or she does not want to offend staff. The supervising officer occasionally ignores undesired behavior thinking that the staff member will do better next time.</p>	<p>The supervising officer promotes dialogue during the QA/QI process, seeking input from team members in order to exceeding benchmarks. The supervising officer coaches and counsels subordinates frequently. He or she recognizes the value of praising in public and disciplining discreetly.</p>	<p>The supervising officer aggressively addresses failures by staff members to meet expectations. He or she emphasizes penalties for future infractions without demonstrating proper behavior. The supervising officer addresses the entire staff rather than the individual member when pointing out unsatisfactory conduct.</p>
Manager	<p>The managing officer is frustrated that team members don't value the same things he or she does. The managing officer finds it difficult to motivate team members to strive for performance goals.</p>	<p>The managing officer coaches and counsels staff and develops a shared vision for performance. The managing officer seeks opportunities for professional development of staff, engages team members and incorporates organizational values. He or she ties improved performance goals directly to the needs of the patient.</p>	<p>The managing officer focusses on staff who do not meet performance goals. He or she believes shame will work better than praise. The managing officer inadvertently encourages risky behaviors in order to meet performance goals.</p>
Executive	<p>The executive officer ineffectively communicates expectations for performance, resulting failure to meet organizational goals. The executive officer has difficulty in keeping the team engaged in mission-pertinent activities.</p>	<p>The executive officer seeks to engage managers in achieving performance goals and improvement. He or she sets reasonable goals based on industry standards using stakeholder input. The executive officer monitors progress toward established operational benchmarks at quarterly meetings, shares information with the team, and adjusts strategy as needed.</p>	<p>The executive officer micromanages managers requiring frequent individual meetings and reports. The executive officer sometimes operates outside the chain of command, undermining the authority structure.</p>

TASK MANAGEMENT

EMERGENCY SERVICE DELIVERY

Supervising

This duty involves supervising emergency operations, conducting pre-incident planning, and deploying assigned resources in accordance with the local emergency plan and according to the following job performance requirements.

S
Supervising

T
Task

K
Knowledge

S
Skill

- | | | | | | |
|--|---|--|---|--|---|
| <p>T</p> <p>ESD-2-1-The supervising officer will function as a primary responder at the highest service delivery level of the agency having jurisdiction.</p> | <p>T</p> <p>ESD-2-4-The supervising officer will be able to function within the Incident Command System as incident commander in the initial phases of an incident or for the totality of a smaller incident; as Medical Branch Director at larger incidents involving multiple casualties; as a Division/Group supervisor at an incident of any size, or as a Task Force/Strike Team Leader for an out-of-jurisdiction response to a major event.</p> | <p>T</p> <p>ESD-2-7-The supervising officer will develop a pre-incident plan, given an assigned facility and preplanning policies, procedures, and forms, so that all required elements are identified and the approved forms are completed and processed in accordance with policies and procedures.</p> | <p>T</p> <p>ESD-2-10-The supervising officer will develop an initial incident action plan, given size-up information for an incident and assigned emergency response resources, so that resources are appropriately deployed to control the emergency.</p> | <p>T</p> <p>ESD-2-13-The supervising officer will implement an action plan at an emergency operation, given assigned resources, type of incident, and a preliminary plan, so that resources are deployed to mitigate the situation.</p> | <p>T</p> <p>ESD-2-16-The supervising officer will develop and conduct a post-incident analysis, given a single or small multi-unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated, and the approved forms are completed and processed in accordance with policies and procedures.</p> |
| <p>K</p> <p>ESD-2-2-The supervising officer will be able to follow set EMS system protocols and procedures</p> | <p>K</p> <p>ESD-2-5-The supervising officer will understand how and ensure the use of the Incident Command System for events lasting one operational period.</p> | <p>K</p> <p>ESD-2-8-The supervising officer will have a firm understanding of the elements of the local emergency plan, a pre-incident plan, basic elements of emergency response and mass-gathering planning.</p> | <p>K</p> <p>ESD-2-11-The supervising officer will understand the elements of a size-up, standard operating procedures for emergency operations, and incident dynamics; a thorough understanding of the EMS delivery system.</p> | <p>K</p> <p>ESD-2-14-The supervising officer will understand agency standard operating procedures, resources available for the mitigation of emergency incidents, an incident management system, scene safety, and a personnel accountability system.</p> | <p>K</p> <p>ESD-2-17-The supervising officer understand the elements of a post-incident analysis, and agency procedures relating to dispatch response tactics and operations and customer service.</p> |
| <p>S</p> <p>ESD-2-3-The supervising officer will have the ability to perform basic and advanced life support (if agency appropriate) medical procedures.</p> | <p>S</p> <p>ESD-2-6-The supervising officer will have the ability to fulfill the functions of ICS positions during times of stress.</p> | <p>S</p> <p>ESD-2-9-The supervising officer will have the ability to write reports, to communicate orally and written in an effective and appropriate manner.</p> | <p>S</p> <p>ESD-2-12-The supervising officer will have the ability to analyze emergency scene conditions; to activate the local emergency plan, including localized evacuation procedures; to allocate resources; and to communicate orally.</p> | <p>S</p> <p>ESD-2-15-The supervising officer will have the ability to implement an incident management system, to communicate orally, to manage scene safety, and to supervise and account for assigned personnel under emergency conditions.</p> | <p>S</p> <p>ESD-2-18-The supervising officer will have the ability to write reports, to communicate orally, and to evaluate skills.</p> |

TASK MANAGEMENT

EMERGENCY SERVICE DELIVERY

Managing

This duty involves supervising multi-unit emergency operations, conducting pre-incident planning, and deploying assigned resources, according to the following job requirements.

M
Managing

T
Task

K
Knowledge

S
Skill

<p>T</p> <p>ESD-3-1-The Managing Officer will function within the Incident Command System as Incident Commander at any type of incident that is primarily EMS in nature/scope.</p>	<p>T</p> <p>ESD-3-1-The Managing Officer will function within the Incident Command System as Incident Commander at any type of incident that is primarily EMS in nature/scope. (continued)</p>	<p>T</p> <p>ESD-3-6-The Managing Officer will produce operational plans, given an emergency incident requiring multi-unit operations, so that required resources and their assignments are obtained and plans are carried out in compliance with approved safety procedures resulting in the mitigation of the incident.</p>	<p>T</p> <p>ESD-3-9-The Managing Officer will prepare an action plan, given an emergency incident requiring multiple agency operations, so that the required resources are determined and the resources are assigned and placed to mitigate the incident.</p>	<p>T</p> <p>ESD-2-13-The supervising officer will implement an action plan at an emergency operation, given assigned resources, type of incident, and a preliminary plan, so that resources are deployed to mitigate the situation.</p>	<p>T</p> <p>ESD-3-12-The Managing Officer will develop and conduct a post-incident analysis, given a multi-agency incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated, and the appropriate forms are completed and processed in accordance with policies and procedures.</p>
<p>K</p> <p>ESD-3-2-The Managing Officer will have the knowledge and ability to be a member of the Unified Command or Command and General staff, Task Force or Strike Team leader for an out-of-jurisdiction response</p>	<p>K</p> <p>ESD-3-4-The Managing Officer will have the knowledge and ability to be the EMS Branch Director at a larger incident involving multiple casualties.</p>	<p>K</p> <p>ESD-3-7-The Managing Officer will have an understanding of standard operating procedures; national, state/provincial, and local information resources available for the mitigation of emergency incidents; an incident management system; and a personnel accountability system.</p>	<p>K</p> <p>ESD-3-10-The Managing Officer will have an understanding of policies and procedures, resources, capabilities, roles, responsibilities, and authority of support agencies.</p>	<p>K</p> <p>ESD-2-14-The supervising officer will understand agency standard operating procedures, resources available for the mitigation of emergency incidents, an incident management system, scene safety, and a personnel accountability system.</p>	<p>K</p> <p>EESD-3-13-The Managing Officer will understand the elements of a post-incident analysis, emergency management plan, critical issues, involved agencies' resources and responsibilities, procedures relating to dispatch response, strategy tactics and operations, and customer service.</p>
<p>S</p> <p>ESD-3-3-The Managing Officer will have the knowledge and ability to be the EMS representative in the jurisdiction's Emergency Operations Center</p>	<p>S</p> <p>ESD-3-5-The Managing Officer will have the knowledge and ability to be the Division/Group Supervisor.</p>	<p>S</p> <p>ESD-3-8-The Managing Officer will have the ability to implement an incident management system, to communicate orally, to supervise and account for assigned personnel under emergency conditions; and to serve in command staff and unit supervision positions within the Incident Management System.</p>	<p>S</p> <p>ESD-3-11-The Managing Officer will have the ability to use evaluative methods, to delegate authority, to communicate orally and in writing, and to organize emergency operational plans.</p>	<p>S</p> <p>ESD-2-15-The supervising officer will have the ability to implement an incident management system, to communicate orally, to manage scene safety, and to supervise and account for assigned personnel under emergency conditions.</p>	<p>S</p> <p>ESD-3-14-The Managing Officer will have the ability to write reports, to communicate orally, and to evaluate skills in relation to develop of post incident analysis materials.</p>

TASK MANAGEMENT

EMERGENCY SERVICE DELIVERY

Executive

This duty involves developing plans for major emergencies, and performing at a high level during major emergencies and large-scale non-emergency events requiring emergency medical services involvement or support

E
Executive

T
Task

K
Knowledge

S
Skill

T
ESD-4-1-The Executive Officer will function within the Incident Command System as:

T
ESD-4-2-The Executive Officer will develop a comprehensive major emergency plan that integrates other agencies' resources, given data, in order to rapidly and effectively mitigate the impact on a community.

T
ESD-4-5-The Executive Officer will develop a comprehensive plan, given data (including agency data), so that the agency operates effectively, integrates with other agencies' actions, and provides for the safety and protection of members.

T
ESD-4-8-The Executive Officer will have the ability to manage unanticipated events involving multiple agencies including public health, public safety, and ancillary agencies

T
ESD-4-11-The Executive Officer will plan and execute post-incident analysis for complex multi-agency incidents.

K
ESD-4-3-The Executive Officer will understand major incident policies and procedures, physical and geographic characteristics, demographics, target hazards, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.

K
ESD-4-6-The Executive Officer will understand major incident policies and procedures, physical and geographic characteristics, demographics, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/ provincial, and federal regulations and resources.

K
ESD-4-9-The Executive Officer will have the knowledge of the community's public health, public safety, and ancillary agencies resources, abilities, and limitations.

K
ESD-4-12-The Executive Officer will have knowledge of post-incident analysis principles and techniques, after-action reports, and the business and operating structures of related public health, public safety, and ancillary agencies.

S
ESD-4-4-The Executive Officer will have the ability to communicate orally and in writing and to organize a plan; familiarity with inter-agency planning and coordination.

S
ESD-4-7-The Executive Officer will have the ability to communicate orally and in writing and to organize a plan; and familiarity with inter-agency planning and coordination.

S
ESD-4-10-The Executive Officer will have the ability to mobilized non-EMS resources to manage unanticipated events related to community health and and/or public safety.

S
ESD-4-13-The Executive Officer will have the ability to communicate effectively with senior officials of related public health, public safety, and ancillary agencies, including the management of potential interagency conflicts and the process for interagency operational approval.

TASK MANAGEMENT

ADMINISTRATION

Supervising

Recommend changes to existing agency policies and/or implement a new agency policy at the multi-unit level, given a new agency policy, so that the policy is communicated to and understood by unit members.

S

Supervising

T

Task

K

Knowledge

S

Skill

T

A-2-0 - The supervising officer will have the ability to clearly communicate department policies and procedures in order to ensure safe and effective operational performance of the organization.

T

A-2-3-The supervising officer will execute routine multi-unit-level administrative functions, given forms and record-management systems, so that the reports and logs are complete and files are maintained in accordance with policies and procedures.

T

A-2-5-The supervising officer will properly prepare a budget request for a project or program including supporting data and research using the appropriate forms and required processes.

K

A-2-1-The supervising officer will understand how to communicate effectively and appropriately using written and/or oral communication.

K

A-2-4-The supervising officer will have a strong understanding of agencies Administrative policies and procedures and records management. Familiar with local, state and federal regulations regarding patient records, HIPAA and other related record management issues.

K

A-2-6-The supervising officer will understand all agency policies and procedures and a basic understanding of the revenue sources and budget process. Understands basic payroll operation.

S

A-2-2-The supervising officer will have the ability to communicate effectively while in meetings and while communicating with other associates.

TASK MANAGEMENT

ADMINISTRATION

Managing

This duty involves preparing a project or divisional budget, news releases, and policy changes, preparing a divisional or agency budget, developing a budget management system, soliciting bids, planning for resource allocation, and working with information management systems, according to the following job performance requirements.

M

Managing

T

Task

K

Knowledge

S

Skill

T

A-3-1-The Managing Officer will develop a policy or procedure, given an assignment or identified issue, so that the recommended policy or procedure identifies the problem and proposes a solution.

T

A-3-4-The Managing Officer will develop a divisional or agency budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified

T

A-3-7-The Managing Officer will develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.

T

A-3-10-The Managing Officer will describe the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding.

T

A-3-13-The Managing Officer will prepare a news release, given an event or topic, so that the information is accurate and formatted correctly.

T

A-3-15-The Managing Officer will prepare a concise report for transmittal to an EMS executive, given EMS agency department record (s) and a specific request for details such as trends, variances, or other related topics.

K

A-3-2-The Managing Officer will have an understanding of organizational policies and procedures and resolution process problems identification.

K

A-3-5-The Managing Officer will be able to manage the process in place in order to ensure the supplies and equipment necessary for existing and new programs are in place; repairs to existing facilities are completed; new equipment, apparatus maintenance are completed in timely manner, and personnel costs are all with the approved budgeting system.

K

A-3-8-The Managing Officer will understand how to identify and report revenue to date, project revenue, track expenditures, encumbered amounts, and projected expenditures.

K

A-3-11-The Managing Officer will have a understanding of purchasing laws, policies, and procedures.

K

A-3-14-The Managing Officer will understand agencies policies and procedures in relation to releasing information to the media and the format used for news releases.

K

A-3-16-The Managing Officer will understand data processing system.

S

A-3-3-The Managing Officer will have the ability to communicate in writing in order to relay information to staff in order to avoid and/or resolve potential issues.

S

A-3-6-The Managing Officer will have the ability to communicate orally and in writing in order to ensure supplies and equipment are maintained in place for daily operations to run efficiently.

S

A-3-9-The Managing Officer will interpret financial data and then communicate that information orally and in writing to the appropriate stake holders .

S

A-3-12-The Managing Officer will have the ability to use evaluative methods and to communicate orally and in writing in relation to the purchasing process.

S

The Managing Officer will be able to formulate and produce appropriate media information packets as needed based on agency policy and procedures

S

A-3-17-The Managing Officer will have the ability to interpret data and communicate interpretation of information via written, presentation and/or oral skillsets

TASK MANAGEMENT

ADMINISTRATION

Managing

This duty involves preparing a project or divisional budget, news releases, and policy changes, preparing a divisional or agency budget, developing a budget management system, soliciting bids, planning for resource allocation, and working with information management systems, according to the following job performance requirements.

M

Managing

T

Task

K

Knowledge

S

Skill

T

A-3-18-The Managing Officer will direct the development, maintenance, and evaluation of a department record keeping system, given policies and procedures, so that completeness and accuracy are achieved.

T

A-3-21-The Managing Officer will analyze and interpret records and data, given a EMS agency records system, so that validity is determined and improvements are recommended.

T

A-3-25-The Managing Officer will develop a model plan, given resources for an area to be protected, so that resource utilization is maximized.

T

A-3-28-The Managing Officer will development of a new or revised policy or procedure, so that the recommended policy or procedure addresses the need.

T

A-3-31-The Managing Officer will develop a plan, given an identified illness/injury problem, so that the approval for a new program, piece of legislation, form of public education, or statute or regulation is facilitated.

K

A-3-19-The Managing Officer will understand the principals involved in the acquisition, implementation, and retrieval of information by data processing as it applies to the record and budgetary processes, capabilities, and limitations of information management systems.

K

A-3-22-The Managing Officer will understand principals involved in the acquisition, implementation, and retrieval of information and data.

K

A-3-26-The Managing Officer will have an understanding of policies and procedures; physical and geographic characteristics and hazards; demographics; community plan; staffing requirements; response time benchmarks; contractual agreements; and local, state/provincial, and federal regulations.

K

A-3-29-The Managing Officer will understand policies and procedures and problem identification.

K

A-3-32-The Managing Officer will understand policies and procedures and applicable codes, ordinances, and standards and their development process.

S

A-3-20-The Managing Officer will have the ability to use evaluative methods, to communicate orally and in writing, and to organize data.

S

A-3-23-The Managing Officer will have the knowledge of data protection requirements including the application of HIPAA.

A-3-24-The Managing Officer will have the ability to use evaluative methods, to communicate orally and in writing, and to organize and analyze data.

S

A-3-27-The Managing Officer will have the ability to research and use evaluative methods, and analyze data, to communicate orally and in writing, and to organize.

S

A-3-30-The Managing Officer will have the ability to communicate orally and in writing, to relate interpersonally, to delegate authority, to analyze data, and to solve problems.

S

A-3-33-The Managing Officer will have the ability to use evaluative methods, to use consensus-building techniques, to communicate orally and in writing, and to organize plans.

TASK MANAGEMENT

ADMINISTRATION

Executive

This duty involves long-range planning and fiscal projections; creating and managing an organizational environment wherein administrative processes, procedures, and practices facilitate optimal delivery of service to the community and to individual patients.

E

Executive

T

Task

K

Knowledge

S

Skill

T

A-4-1-The Executive Officer will develop a comprehensive long-range plan, given community requirements, current department status, and resources, so that the projected needs of the community are met.

T

A-4-4-The Executive Officer will evaluate and project capital requirements, facilities, vehicular, and building needs, given data that reflect community needs and resources, to meet agency training goal

T

A-4-7-The Executive Officer will have the ability to manage ambulance and other EMS-related billing and collection procedures and regulations, particularly Medicare and Medicaid regulations, in a manner appropriate to the organization's financial model.

T

A-4-10-The Executive Officer will evaluate an organization's data security and integrity situation including, but not limited to, personnel information, patient and "protected health information" (PHI) data, and processes for legal release of PHI.

T

A-4-13-The Executive Officer will develop and manage the EMS agency's technical infrastructure to include data collection and analysis for EMS operations, administration, finance, and clinical affairs.

T

A-4-16-The Executive Officer will oversee an efficient and effective purchasing and contracting program.

K

A-4-2-The Executive Officer will understand policies and procedures, physical and geographic characteristics, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, and local, state/provincial, and federal regulations.

K

A-4-5-The Executive Officer will understand policies and procedures, physical and geographic characteristics, building and fire codes as related to issues, agency plan, staffing requirements, training standards, needs assessment, contractual agreements, and local, state/ provincial, and federal regulations.

K

A-4-8-The Executive Officer will understand statutes, regulations, reimbursement agency regulations, jurisdictional requirements.

K

A-4-11-The Executive Officer will understand HIPAA and state or provincial-level data protection requirements.

K

A-4-14-The Executive Officer will have knowledge of principles and practices of information systems infrastructure and architecture; knowledge of industry standards and practices concerning receipt of emergency calls, dispatch, system status management, patient care recordkeeping, data extraction and analysis, geographic information systems.

K

A-4-17-The Executive Officer will have the knowledge of appropriate public or private sector purchasing and contracting procedures and practices.

S

A-4-3-The Executive Officer will have the ability to communicate orally and in writing and familiarity with fiscal analysis, public policy processes, forecasting resources, and analyzing current department status requirements.

S

A-4-6-The Executive Officer will have the ability to communicate orally and in writing and familiarity with fiscal analysis, forecasting needs, and analyzing data. The ability to clearly frame questions and to request demographic, fiscal, and geographic data to facilitate analysis and discussion of relevant issues.

S

A-4-9-The Executive Officer will have the ability to communicate effectively, verbally and in writing. Ability to work with and manage the work of specialized knowledge-based teams, consultants, and contractors.

S

A-4-12-The Executive Officer will have the ability to communicate effectively, verbally and in writing. Ability to work with and manage the work of specialized knowledge-based teams, consultants, and contractors.

S

A-4-15-The Executive Officer will have the ability to lead planning and project teams, ability to provide strategic direction to subordinates involved with planning, implementing, and using technology to facilitate improved EMS agency operations.

S

A-4-18-The Executive Officer will have the ability to draft, review, negotiate and execute appropriate purchasing and contractual documents.

TASK MANAGEMENT

LOGISTICS

Supervising

This duty involves ensuring fleet resources are fully operational and that adequate maintenance needs ensure fleet reliability. Ensures all medical supplies both durable and disposable are sufficiently stocked and able to sustain the operation.

S

Supervising

T

Task

K

Knowledge

S

Skill

T

L-2-1-The Supervising Officer will have basic understanding of local, state and federal requirements for ambulance design and equipment requirements.

T

L-2-4-The Supervising Officer will have an understanding of agency policies and procedures and ensure compliance in relation to agency equipment and who can appropriately service equipment prior to returning to service and/or to remain in service.

T

L-2-7-The supervisor will have a understanding of at what times it is best to use disposable medical equipment on the ambulance and will work to ensure equipment is maintained and used correctly.

K

L-2-2-The Supervising Officer will have basic knowledge of ambulance design and performance. An understanding of periodic maintenance requirements and intervals between such.

K

L-2-5-The Supervising Officer will have the knowledge of durable medical equipment. This includes knowledge of operation of devices, knowledge of what is entailed in a PM check, and knowledge of how to perform basic repairs to devices when needed and if appropriate to perform.

K

L-2-8-The Supervising Officer will have the knowledge of all types of disposable medical equipment. This includes keeping up with the latest technological advancements in disposable medical equipment as appropriate.

S

L-2-3-The Supervising Officer will have the ability to perform a comprehensive vehicle preventative maintenance check.

S

L-2-6-The Supervising Officer will have the ability to operate all types of durable medical devices, ability to perform a basic PM check on a device, and an ability to perform basic repairs on devices as appropriate.

S

L-2-9-The Supervising Officer will have the ability to utilize all types of disposable medical equipment and perform comparisons between different equipment used for the same purpose.

TASK MANAGEMENT

LOGISTICS

Managing

This duty involves ensuring fleet resources are fully operational and that adequate maintenance needs ensure fleet reliability. Ensures all medical supplies both durable and disposable are sufficiently stocked and able to sustain the operation.

M

Managing

T

Task

K

Knowledge

S

Skill

T

L-3-1-The Managing Officer will have firm understanding of local, state and federal requirements for ambulance design and equipment requirements.

T

L-3-4-The Managing Officer will have an understanding of durable medical equipment devices and pros and cons of using different equipment to achieve different set goals. The Managing Officer will use effective tracking mechanisms designed to trend effectiveness of equipment used and assist in resolution of issues that are identified related to durable medical equipment.

T

L-3-7-The Managing Officer will have an understanding how to appropriately handle a medical device failure or issues and appropriate actions their after.

T

L-3-10-The Managing Officer will have an understanding of the latest technological advancements in disposable medical equipment, ability to integrate changes and make recommendations to the medical director or executive leadership based on the findings related to new technologies.

K

L-3-2-The Managing Officer will have basic knowledge of ambulance design and performance. The Managing Officer will have knowledge of how of periodic maintenance requirements and intervals between such ensure optimal performance of the vehicle.

K

L-3-5-The Managing Officer will have understanding of medical equipment devices and the risk management issues associated with durable medical equipment.

K

L-3-8-The Managing Officer will have an knowledge of medical device failure reporting requirements and appropriate actions in response thereto. Able to conduct analysis of events leading up to, of the incident and post incident in order to make recommendations to prevent future similar events from occurring.

K

L-3-11-The Managing Officer will have an understanding of all types of disposable medical equipment used within the agency, the appropriate use for the equipment and any restrictions.

S

L-3-3-The Managing Officer will have the ability to develop and manage a comprehensive fleet management program. The program would entail a maintain tracking system in order to ensure compliance of maintenance programs.

S

L-3-6-The Managing Officer will have an understanding of how to appropriately check organizational medical equipment in addition to ensuring safety checks are appropriately completed on a regular basis.

S

L-3-9-The Managing Officer will be able to conduct a investigations after a medical device failure and be able to appropriately document the findings using facts and details from event.

S

L-3-12-The Managing Officer will be able to perform research and side by side analysis of current and future equipment in order to best determine new devices to be used in future in the organization.

TASK MANAGEMENT

LOGISTICS

Executive

This duty involves ensuring fleet resources and fleet reliability meet expectations in order to ensure operational performance. Ensures systems are in place to ensure all medical supplies both durable and disposable available to meet operational expectations.

E

Executive

T

Task

K

Knowledge

S

Skill

T

L-4-1-The Executive Officer will have an understanding of supply chain management and the evaluation of process in order to best ensure operational and financial performance.

T

L-4-4-The Executive Officer will understand the financial impact inventory control and supply chain management.

T

L-4-7-The Executive Officer will understand how to conduct a product or service evaluation and procurement process.

K

L-4-2-The Executive Officer will have understanding of strategic impacts of effective logistics program pertaining to the system effectiveness and efficiency of the systems operations.

K

L-4-5-The Executive Officer will have the knowledge of supply chain management processes and how to reduce costs based on effective inventory controls.

K

L-4-8-The Executive Officer will have knowledge of how to determine a specification sheet, select appropriate bidders and perform a procurement process.

S

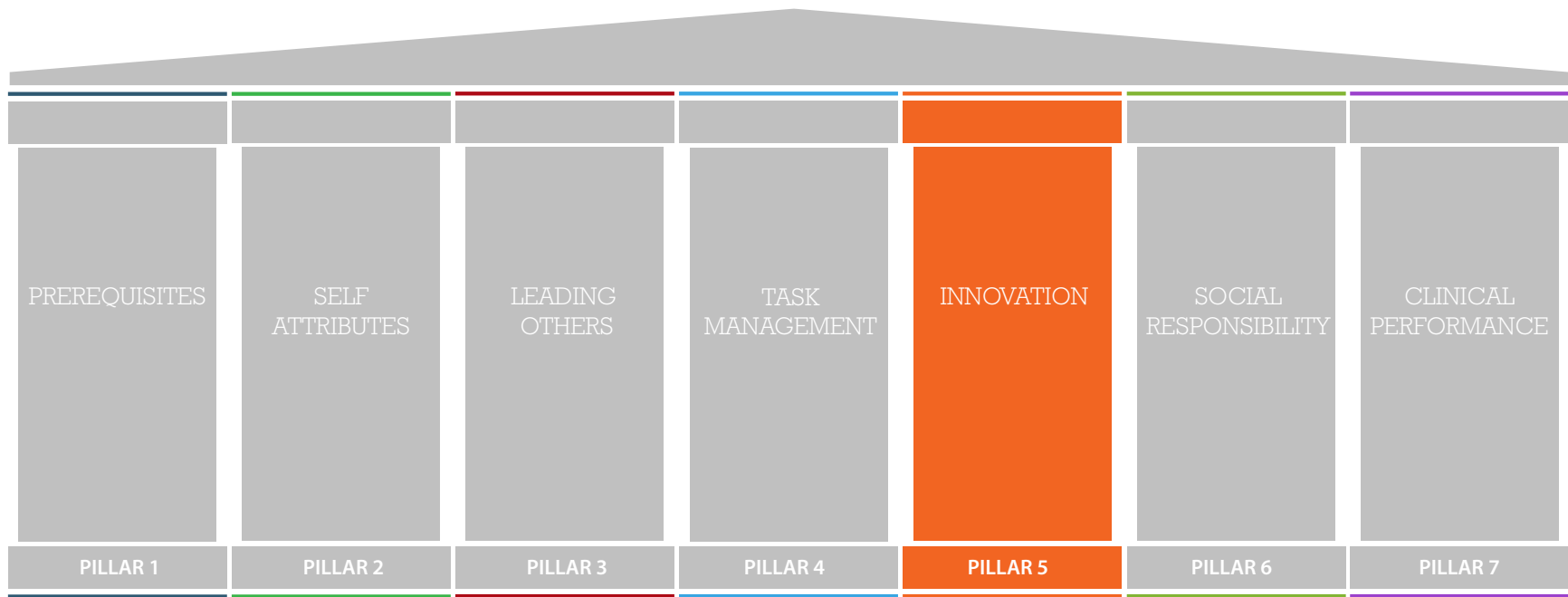
L-4-3-The Executive Officer will be able to development and ensure compliance of equipment replacement plan that is based on data and helps to ensure agency equipment meets the operational needs and expectations.

S

L-4-6-The Executive Officer will be able to develop and put into operations successful inventory controls that allows for effective delivery, use and distribution of medical supplies and equipment.

S

L-4-9-The Executive Officer will be able to perform a complete procurement process in order to best select the appropriate product or service to meet the organizational needs.



INNOVATION

CREATIVITY

S

Supervising

Generating Ideas

The supervising officer will recognize both problems and opportunities in his or her areas of responsibility. He or she should use those observations to generate ideas and present them to managers and executives. The supervising officer should also have good listening and coaching skills and use them to help front line staff do the same.

M

Managing

The managing officer will recognize process design problems and opportunities in his or her areas of responsibility. He or she should use those observations to generate ideas and present them to other managers and executives. The managing officer should listen and coach to help front line staff and supervisors do the same.

E

Executive

The executive officer will recognize cross-functional process design problems and opportunities. He or she should use those observations to generate ideas and develop them into formal proposals, to prioritize proposals based on strategic and operational priorities, and to allocate resources and oversee / delegate project execution.

Critical Thinking

The supervising officer will apply basic critical thinking skills in his or her areas of responsibility. He or she should coach front line employees in critical thinking skills.

The managing officer will broadly apply critical thinking skills throughout the organization. He or she should coach front line employees and supervisors in critical thinking skills.

The executive officer will have mastery of critical thinking skills. He or she should apply these throughout the organization and in cross-functional and cross-organizational contexts. He or she should coach front line employees, supervisors and managers in critical thinking skills.

Synthesis / Reorganization

The supervising officer will take ideas from disparate sources within the organization and apply them to his or her areas of responsibility.

The managing officer will take ideas from disparate sources inside and outside the organization and apply them to his or her areas of responsibility.

The executive officer will take ideas from disparate sources inside and outside the organization and apply them throughout the organization.

Creative Problem Solving

The supervising officer will take creative approaches to problem solving in his or her areas of responsibility.

The managing officer will take creative approaches to problem solving in his or her areas of responsibility and work to develop ideas and suggestions from supervisors and line staff.

The executive officer will take creative approaches, using internal and external information and resources, to resolve problems throughout the organization.

	Identifying Problems	Seeking Improvement	Gathering Information	Independent Thinking	Technological Savvy
Supervising	<p>The supervising officer will have general knowledge of how to identify problems by working to identify the cause of the problem.</p>	<p>The supervising officer will have general knowledge of ways to improve the organization.</p>	<p>The supervising officer will have general knowledge of techniques useful in gathering information for the organization.</p>	<p>The supervising officer will have the ability to think independently in order to supervise front line employees.</p>	<p>The supervising officer will have basic knowledge of the ways technology is used within the organization and by front line employees.</p>
Managing	<p>The managing officer will be able to pinpoint the nature and cause of problems and the dynamics that underlie them.</p>	<p>The managing officer will constantly look for ways to improve the organization and should include other officers' ideas in this task.</p>	<p>The managing officer will identify sources of information essential for the betterment of the organization.</p>	<p>The managing officer will have the ability to "think outside the box" in order to get things accomplished.</p>	<p>The managing officer will have the ability to improve use and understanding of technology in order to maximize efficiency.</p>
Executive	<p>The executive officer will delegate to his or her officers the task of identifying where problems lie within the organization. He or she should assist in identifying and evaluating, in depth, the causes of said problems.</p>	<p>The executive officer will ensure that the management team works to improve the organization and to solve its underlying problems.</p>	<p>The managing officer will identify sources of information essential for the betterment of the organization.</p>	<p>The executive officer will ensure that new ideas that will benefit the organization are employed, even when these ideas are resisted by the workforce. He or she should recognize that innovation is essential for the betterment of the organization.</p>	<p>The executive officer will orchestrate use of technology within the organization. He or she should train the management team to use devices in ways that benefit the organization.</p>

INNOVATION

INTEGRATING PERSPECTIVES

	Openness To Ideas	Research Orientation	Collaborating	Engaging In Non-Work Related Interests
Supervising	<p>The supervising officer will understand the importance of being open to the suggestions and ideas of front line employees.</p>	<p>The supervising officer will understand the importance of research, development and observation.</p>	<p>The supervising officer will be able to work well with others to reach collaborative solutions derived from communication with front line staff.</p>	<p>The supervising officer will be well rounded.</p>
Managing	<p>The managing officer will be willing to listen to suggestions from others and pass them along to executive level officers for implementation.</p>	<p>The managing officer will observe the behaviors of others and keep an open mind to their ideas and solutions. He or she will get feedback from others in the field and keep abreast of current trends and innovations which can be brought back to the organization.</p>	<p>The managing officer will seek the opinions of others and collaborate with them to reach creative solutions.</p>	<p>The managing officer will be well-rounded. He or she should seek information from other fields and areas of interest in order to approach situations in new ways.</p>
Executive	<p>The executive officer will listen to suggestions brought forth by lower level officers. He or she will implement suggestions that will benefit the organization.</p>	<p>The executive officer will implement the ideas and suggestions of others when they will benefit the organization and are within the current trends of the field.</p>	<p>The executive officer will seek the opinions and ideas of others and employ them in collaborations for the betterment of the organization.</p>	<p>The executive officer will take information gathered from other fields and areas of interest and use them to create different approaches to situations that arise in the organization.</p>

INNOVATION

FORECASTING

	Perceiving Systems	Evaluating Long-Term Consequences	Visioning	Managing The Future
Supervising	<p>The supervising officer will be aware of changes that occur within the organization.</p>	<p>The supervising officer will have a basic knowledge of changes occurring in the field and their impact on the organization.</p>	<p>The supervising officer will have basic knowledge of the expected image of the organization.</p>	<p>The supervising officer will know how to manage for the future in terms of front line employees.</p>
Managing	<p>The managing officer will acknowledge important changes that are occurring in the organization and also be able to predict them.</p>	<p>The managing officer will be able to conclude changes within the organization and what the long term result of the change will mean for the organization.</p>	<p>The managing officer will be able to develop an image of the ideal working environment of the organization and the expected state of the front line employees.</p>	<p>The managing officer will evaluate the strengths, weaknesses, opportunities and threats of the front line employees within the organization.</p>
Executive	<p>The executive officer will ensure that changes within the organization are prepared for, perceived well, and the front line staff abide by the changes when they occur.</p>	<p>The executive officer is tasked with implementing all changes within an organization and assuring the front line managers and employees are aware of the changes, the long term effects of the change and are abiding by the changes.</p>	<p>The executive officer will have the ability to decide the expected outcome of all changes in order to set an expected and ideal working environment for all staff within the organization to follow.</p>	<p>The executive officer will have the ability to implement future directions and risks within the organization based on the evaluations of current strengths, weaknesses, opportunities and threats of the front line employees within the organization.</p>

INNOVATION

MANAGING CHANGE

	Sensitivity To Situations	Challenging The Status Quo	Intelligent Risk-Taking	Reinforcing Change
S Supervising	The supervising officer will know how to handle sensitive situations.	The supervising officer will promote change when the status quo is impeding improvement.	The supervising officer will be able to take risks.	The supervising officer will understand how to reinforce change within the organization how to implement said change among front line employees.
M Managing	The managing officer will assess situations and be aware of the ways they promote and/or inhibit new ideas.	The managing officer will be willing to act against the status quo when traditional methods impede performance improvements.	The managing officer will be willing and able to take calculated risks when necessary.	The managing officer will encourage subordinates to come up with innovative ideas for change in the organization.
E Executive	The executive officer will use ideas generated by sensitive situations to create positive change within the organization.	The executive officer will alter the organization's traditional methods when it is determined that change is necessary in order for performance improvement to occur.	The executive officer will be able to minimize risks for front line employees when making changes that are necessary for the organization.	The executive officer will recognize and reward those who take initiative and act in a creative manner. The executive officer should also facilitate changes based on said initiative and creativity to benefit the organization.

INNOVATION

PILLAR 5

CREATIVITY

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer maintains the status quo during the shift and is unable or unwilling to provide thoughts and ideas for the betterment of the department. The supervising officer often demonstrates difficulty with interpersonal communication.</p>	<p>The supervising officer gathers information from the workplace and synthesizes the data to formulate a course of action for the division's betterment. This gathered information is also used to guide necessary, immediate decision-making.</p>	<p>The supervising officer implements new ideas prior to vetting them, which leads to inconsistency with the rest of the leadership team. The supervising officer often refuses the input of coworkers.</p>
Manager	<p>The managing officer resists new ideas and recommendations, and sees the desire for new practice as a threat or as an indictment of his or her leadership. The managing officer is unwilling to share identified best practice with peers so they stand out.</p>	<p>The managing officer is receptive to ideas and observations from supervisors and staff and investigates industry best practices. The managing officer demonstrates the ability to synthesize data and apply information for the betterment of the department. In a large organization, the managing officer shares information with peers.</p>	<p>The managing officer believes his or her own practices are best and refuses to consider alternatives despite evidence to the contrary.</p>
Executive	<p>The executive officer is unable to provide an environment where new ideas are welcomed and shared openly.</p>	<p>The executive officer evaluates ideas and suggestions with all divisions and stakeholder departments to determine viability and risk-benefit. The executive officer ensures the appropriate people and resources are present to develop and sustain new practices.</p>	<p>The executive officer implements new practices without identifying stakeholders and fails to consider the impact those practices will have on said stakeholders.</p>

INNOVATION

PILLAR 5

ENTERPRISING

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer continually seeks assistance from others before taking action or providing validation afterward. The supervising officer frequently allows the same issue to repeat itself without implementing a true solution.</p>	<p>The supervising officer evaluates issues and determines appropriate actions based on each issue's scale and scope. The supervising officer shares with peers when a course of action has been successful or makes recommendations for mitigating the issue.</p>	<p>The supervising officer minimizes issues or refuses to acknowledge problems exist.</p>
Manager	<p>The managing officer is unable to identify the root cause of an issue independently and refuses to consult with supervisors or peers.</p>	<p>The managing officer, with or without assistance, identifies the causes at the root of a particular issue and identifies the tools and talents required to minimize or eliminate said issue.</p>	<p>The managing officer refuses to accept input from others and always believes he or she has identified and acted upon the only source of the issue.</p>
Executive	<p>The executive officer fails to delegate action until the issue in question has been personally researched and vetted. The executive officer reacts to issues rather than encouraging the management team to be proactive in identifying them.</p>	<p>The executive officer recognizes he or she is not expected to have all the answers and welcomes input from those closer to the issue and also from experts outside the organization. The executive officer possess the ability to confidently pursue a mitigation strategy, which may be unpopular, while remaining open to course correction when presented with new information.</p>	<p>The executive officer believes any action he or she dictates is the appropriate one and only utilizes internal tools and personnel.</p>

INNOVATION

PILLAR 5

INTEGRATING PERSPECTIVES

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer communicates infrequently and shares limited information to minimize exposure.</p>	<p>The supervising officer regularly rounds with employees and incorporates their ideas, plus his or her personal experiences and study, into solutions and proposals.</p>	<p>The supervising officer trusts only his or her own beliefs and ideas and places them above those belonging to employees and peers.</p>
Manager	<p>The managing officer takes credit for the ideas and work of others out of fear of being outperformed.</p>	<p>The managing officer encourages further information sharing by ensuring credit individuals receive credit for the contributions they make. The managing officer seeks out information from a variety of sources and shares openly.</p>	<p>The managing officer disregards the perspective of others, believing their opinions to be substandard or otherwise inferior. The managing officer does not communicate with other entities and may make risky decisions based solely on personal feeling.</p>
Executive	<p>The executive officer is isolated in the EMS industry and unable to introduce ideas from life experience, independent study or other fields. The executive officer limits collaborative efforts by managers and supervisors and seeks to maintain the status quo.</p>	<p>The executive officer welcomes the ideas and suggestions of others throughout the organization and creates opportunities for collaboration. When deciding upon a course of action that holds some risk he or she protects others from potential fallout and ensures recognition is meted out when success is achieved. These actions encourage further sharing and collaboration.</p>	<p>The executive officer dominates discussion during meetings and discredits or distracts from the ideas and suggestions of others.</p>

INNOVATION

PILLAR 5

FORECASTING

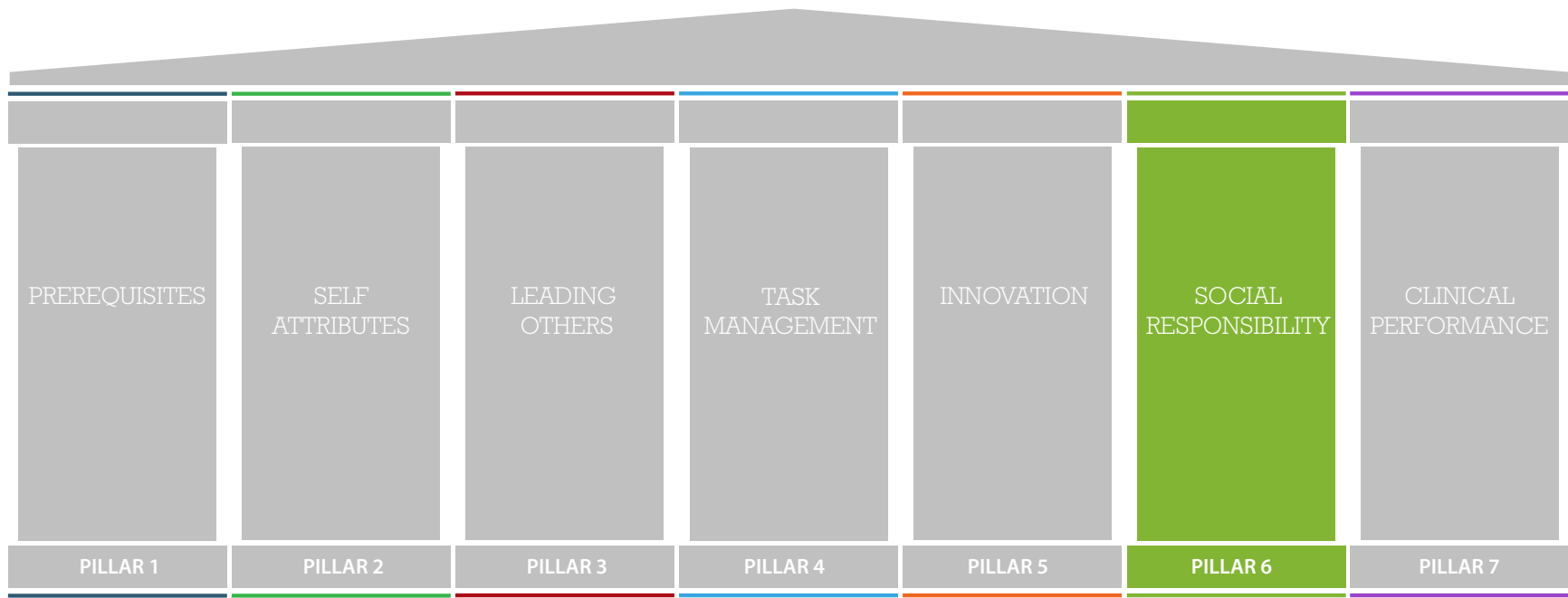
	Limited Confidence	Confidence	Overconfidence
Supervisor	The supervising officer repeats the company “elevator speech” but cannot provide additional rationale, when questioned by staff, for the necessity of new practices.	The supervising officer monitors employee acceptance of recent new practices and uses this information to predict how new practices will be handled in the future. The supervising officer possesses the ability to help staff understand why change is necessary.	The supervising officer disregards the impact new practices will have on the workforce, expecting them to adopt new methods without explanation.
Manager	The managing officer is disconnected from staff and struggles to understand why they are resistant to new practices.	The managing officer has a finger on the pulse of his or her division and understands the staff’s capacity to accept and implement new practices. The managing officer is able to predict the long range impact of proposed changes.	The managing officer believes employees will adopt new practices despite reports from supervisors and staff to the contrary. This may cause too little information to be shared regarding why the change in practice is important.
Executive	The executive officer resists new practices until a given situation reaches critical levels.	The executive officer examines the benefits and potential ramifications of new practices and determines the appropriate team to implement said practices and monitor for success against established measures	The executive officer implements new practices without careful consideration of the ramification or fails to clearly identify or fully support the implementation team.

INNOVATION

PILLAR 5

MANAGING CHANGE

	Limited Confidence	Confidence	Overconfidence
Supervisor	The supervising officer fails to manage up and blames management for imposing change without sound reasons.	The supervising officer promotes change, supports implementation of new practices, and is able to communicate the specific reasons change is necessary.	The supervising officer does not acknowledge the difficulty some employees have with change and punishes those who are non-compliant without determining the reasons for it.
Manager	The managing officer avoids change and does not support or nurture it by communicating progress or sharing ideas for improvement once changes have been implemented.	The managing officer understands that change is necessary and welcomes new ideas from all directions. The managing officer supports change and works toward success even when he or she has personal reservations about the new practices.	The managing officer takes significant risks with change, expecting others to adopt and support it without question.
Executive	The executive officer chooses to maintain the status quo, believing it is safe.	The executive officer builds a culture of creativity by embracing the ideas of others and recognizing change is healthy and necessary for any organization to excel.	The executive officer implements change without sound reason, creating discomfort among employees. Changes may be premature and may eliminate the ability to learn important lessons from current practices.



SOCIAL RESPONSIBILITY

CIVIC RESPONSIBILITY

S

Supervising

During times of crisis, the supervising officer will provide communication to community stakeholders (including, but not limited to, the media, community, and government stakeholders) as per department policy. He or she should understand the ramifications of improper or untimely communication and be able to communicate effectively without causing community unrest.

M

Managing

The managing officer will provide immediate and prearranged communication to members of the public as required by department policy. He or she should understand the consequences of improper or untimely communication and be able to communicate without causing unrest amongst stakeholders.

E

Executive

The executive officer will create and deliver messages that are consistent with the mission, vision, and values of the organization. He or she should respond appropriately to inquiries and participate in dialogues with key stakeholders (including, but not limited to, the media, community, and government stakeholders). The executive officer should ensure the department has a clear policy and/or communication plan indicating who should communicate with the media and key community stakeholders based on

Communicating With The Community

Helping The Community

The supervising officer will understand the value of giving within a community. He or she should understand the contribution of financial aid and human resources toward the success of community organizations. The supervising officer should educate his or her staff about the importance of community outreach and presence.

The managing officer will provide resources as directed. He or she should understand the financial value of the services provided and the political and social value they confer on the community. The managing officer will create and/or select community outreach initiatives that enable the organization to best serve the community.

The executive officer will determine the appropriateness of participation by the organization in a given outreach program. He or she should determine a level of contribution (via both financial and human resources) consistent with the mission, vision, and values of the organization while remaining fiscally responsible to same.

Civic Action

The supervising officer will understand the importance of individual participation in the political process and the impact that an individual can have on the community through political engagement.

The managing officer will understand the importance of both individual and organizational participation in the political process. He or she should understand the impact of both favorable and unfavorable political environments on the organization

The executive officer will understand the role of the political arena in the organization's success. He or she should drive advocacy for public policy that will support the success of the organization and is consistent with its mission, vision, and values.

Adopting Beneficial Values For Society

The supervising officer will understand that, during certain incidents, society's success might be more important than the organization's success. He or she will balance the success of the organization with that of society and should always focus on doing what is in the best interest of the patient first and foremost.

The managing officer will understand that it is important for a public sector organization to benefit the community. He or she should ensure the needs of the community are being met and balance this success with the overall success of the organization.

The executive officer will understand the delicate balance between organizational success and societal benefit. The executive officer should drive policy that consistently works toward societal benefit while ensuring the financial success of the organization.

Providing A Good Example

The supervising officer will set a good example for employees and should consistently behave in accordance with law and policy. He or she will ensure staff members uphold similar work ethics and practices.

The managing officer will set a good example for employees and supervisors and should consistently behave in accordance with law and policy. He or she will understand the importance of exemplifying the mission, vision, and values of the organization and should do so at all times.

The executive officer will set a good example for employees and should consistently behave in a professional manner. He or she should understand the importance of exemplifying the mission, vision, and values of the organization and should drive policy that encourages the same from employees.

Social Action

The supervising officer will understand that patient advocacy is important to the organization. He or she should be prepared to advocate for individual patients and to teach staff to be advocates for their patients in the face of opposition.

The managing officer will understand the importance of patient advocacy and the role of the organization in driving social change and reform for underrepresented groups. He or she should be prepared to implement policies designed to improve access to healthcare for the underserved.

The executive officer will identify underrepresented groups and understand the role of the organization in improving their quality of life. He or she will develop and direct policy that has a positive impact on quality of life for these groups.

SOCIAL RESPONSIBILITY

SOCIAL KNOWLEDGE

S

Supervising

Sociology And Anthropology Knowledge

The supervising officer will understand the importance of cultural diversity. He or she should have a baseline understanding of common customs and beliefs and a moderate level of understanding of the diverse backgrounds of his or her constituents. The supervising officer should ensure the work environment is one that welcomes diversity.

M

Managing

The managing officer will understand the value of cultural diversity. He or she should have a moderate understanding of common cultures and beliefs and significant knowledge of the customs and diversity of his or her constituents. The managing officer will develop programs, policies and guidelines that help promote diversity and understanding.

E

Executive

The executive officer will understand the value of diversity in the organization and community and should have intimate knowledge of local cultures. He or she will educate staff on cultural diversity and the customs and beliefs that may be encountered in the organization.

History And Geography Knowledge

The supervising officer will have rudimentary knowledge of cultural relationships and geographic layout in the local area. He or she will also have an entry-level understanding of local history and its impact on current cultures in the community served.

The managing officer will have rudimentary knowledge of cultural relationships and geographic layout in the local area. He or she will also have an entry-level understanding of local history and its impact on current cultures in the community served.

The executive officer will have a thorough understanding of local geography and should thoroughly understand the history of the community served and its impact on the current political and cultural climate.

Foreign Language Knowledge

The supervising officer will understand the various foreign languages spoken in the community and the tools available to assist the staff with communication.

The managing officer will understand the various foreign languages spoken in the community and the tools available to assist with communication. The managing officer should ensure language tools are used and are working effectively.

The executive officer will understand the various foreign languages spoken in the community and the tools available to assist with communication. He or she should develop policies and relationships to strengthen the staff's ability to communicate with patients.

Philosophy And Theology Knowledge

The supervising officer should understand various cultural and religious perspectives on ethics and be prepared to act in accordance with ethical beliefs that may differ from his or her personal perspective. The supervising officer should provide guidance to staff on how to handle ethical challenges.

The managing officer will thoroughly understand the impact of varying ethical perspectives on the organization's ability to function. He or she will implement policies designed to assist staff in handling ethical challenges.

The executive officer will thoroughly understand varying cultural beliefs and should develop functionally appropriate policies to deal with varying ethical philosophies in the community. He or she should engage the community in active discussion of ethical philosophies and serve as a bridge between the community and staff.

Knowledge Of Organizational Justice Principles

The supervising officer will understand the difference between distributive justice, interpersonal justice, informational justice and procedural justice and should apply these principles to ensure that subordinates are treated fairly.

The managing officer will understand the various forms of "justice" and ensure that all members of the organization are treated fairly. He or she should examine the operations of the organization to ensure that all justice principles are being applied at the appropriate times.

The executive officer will understand the various forms of "justice" and ensure that all members of the organization are treated fairly. He or she should examine organizational policy and procedures and ensure that the framework of the organization encourages appropriate application of justice.

Legal Regulations

The supervising officer will thoroughly understand the laws and regulations that apply to the daily operation of the organization and ensure that the organization maintains appropriate compliance.

The managing officer will thoroughly understand the laws and regulations governing the organization and be able to provide feedback, in his or her area of expertise, on their impact. The managing officer will create and/or adapt current policies to remain compliant as laws and regulations change and should make recommendations to the executive officer regarding same.

The executive officer will thoroughly understand the laws and regulations governing the organization. He or she should understand the importance of advocacy and how to engage political stakeholders in affecting policy related to the organization.

SOCIAL RESPONSIBILITY

ETHICAL PROCESSES

	Open-Door Policy	Instituting And Following Fair Procedures	Explaining Decisions In A Respectful Manner	Ensuring Ethical Behavior Of Subordinates
S Supervising	<p>The supervising officer will understand the importance of trust in an organization and respect opposing viewpoints. He or she should encourage open communication within the organization.</p>	<p>The supervising officer will provide appropriate feedback to employees in a fair and consistent manner.</p>	<p>The supervising officer will communicate the reasoning for his or her decisions to employees in a manner that ensures understanding while showing employees a high level of respect.</p>	<p>The supervising officer will review the actions of employees to verify compliance with appropriate levels of ethical behavior. He or she should hold employees accountable for ethical behavior and provide appropriate corrective action.</p>
M Managing	<p>The managing officer will understand the importance of trust in an organization and respect opposing viewpoints. The managing officer should manage and mitigate differences in opinion while maintaining and encouraging open communication within the organization.</p>	<p>The managing officer will provide feedback to employees in a fair and consistent manner. He or she should ensure that feedback is consistent between various supervisors in the organization.</p>	<p>The managing officer will communicate effectively and respectfully.</p>	<p>The managing officer will review the actions of employees to verify compliance with appropriate levels of ethical behavior. He or she should examine the behavior of the workforce, in general, and develop appropriate remedial programs for deficiencies.</p>
E Executive	<p>The executive officer will understand the importance of trust in an organization and respect opposing viewpoints. He or she should develop policies that encourage open communication within the organization and align with organizational goals and values.</p>	<p>The executive officer will ensure that feedback is consistent across the organization. He or she should ensure that policies are clear and facilitate equitable institution.</p>	<p>The executive officer will ensure that communication across the organization is respectful of cultural diversity while still conveying an appropriate level of information.</p>	<p>The executive officer will have a thorough understanding of the organization's ethical behavior and should provide appropriate department-wide programs to reinforce ethical standards. He or she should hold employees accountable to these standards and take action to correct employees that fail to meet standards.</p>

SOCIAL RESPONSIBILITY

LEADING OTHERS ETHICALLY

S

Supervising

The supervising officer will understand the concept of servant leadership and provide appropriate resources to assist employees to complete their work assignments --- address their concerns and best interests.

M

Managing

The managing officer will understand the concept of servant leadership and ensure that it is appropriately applied in the workplace. He or she will ensure that supervisors have all the tools necessary to effectively run the organization.

E

Executive

The executive officer will thoroughly understand servant leadership and lead the organization by example. He or she will ensure that members of the organization are held accountable for their job performance while still providing all the tools necessary for operations.

Servant Leadership

Valuing Diversity

The supervising officer will understand the importance of diversity in the workforce. He or she should respect various cultural beliefs and customs and ensure that employees are appropriately educated to respect and value the opinions and beliefs of others in the organization.

The managing officer will understand the importance of diversity in the workforce. He or she should strive to increase awareness of diversity and encourage members of the organization to express their individuality.

The executive officer will understand the value and benefits of a diverse organization and develop appropriate policies and procedures that encourage a variety of viewpoints and cultures within the organization.

Distributing Rewards Fairly

The supervising officer will ensure that all employees are recognized appropriately and consistently in a manner aligned with organizational values, policies and mission.

The managing officer will ensure that rewards, pay and recognition are applied consistently across the organization and that appropriate safeguards are in place to ensure impartiality in distribution.

The executive officer will ensure that appropriate policies are in place to ensure distribution of recognition and rewards in a fair and consistent manner. He or she should examine compensation plans and create written guidelines to ensure same.

Responsibility For Others

Supervising officers will understand their influence on the behavior of subordinates and hold themselves accountable for the behavior of employees under their command.

Managing officers will understand their responsibility for the organization as a whole and take responsibility for organizational failures. The managing officer should be receptive to recommendations for improvement based on identified failures.

Executive officers will understand their responsibility for the organization as a whole and take responsibility for organizational failures.

Avoiding Exploitative Mentality

The supervising officer will ensure that all employees are treated appropriately and provided the same opportunities for success. He or she should ensure that no employees are subject to bullying or exploitation.

The managing officer will ensure that all employees are treated appropriately and provided the same opportunities for success. He or she should ensure that no employees are subject to bullying or exploitation. The managing officer will verify appropriate policies, procedures, and safeguards are in place to ensure compliance.

The executive officer will ensure that all employees are treated appropriately and provided the same opportunities for success. He or she should ensure that no employees are subject to bullying or exploitation. The executive officer will ensure development and implementation of policies, procedures, and safeguards to guarantee compliance.

SOCIAL RESPONSIBILITY

ACTING WITH INTEGRITY

S

Supervising

Financial Ethics

The supervising officer will understand EMS finance and take appropriate action to reduce waste in daily operations.

Work-Place Ethics

The supervising officer will follow all appropriate ethical standards in the workplace and ensure that all subordinates behave in an ethical manner.

Honesty And Integrity

The supervising officer will consistently act honestly and display the highest level of integrity. He or she should hold others to the same level, based on accepted organizational values and professional standards.

Being Accountable

The supervising officer will be accountable and accept personal responsibility for his or her own actions and those of his or her subordinates.

Courage Of Convictions

The supervising officer will understand the importance of ethical behavior in the face of adversity and / or contrary public opinion. He or she should follow through with unpopular decisions when ethically appropriate.

M

Managing

The managing officer will thoroughly understand financial responsibility and EMS finance as it relates to his or her position. The managing officer should examine the budget and make appropriate organizational changes to ensure compliance.

The managing officer will thoroughly understand workplace ethics and ensure that all members of the organization are compliant. The manager should also ensure that subordinate supervisors behave fairly and equitably during their interactions with field staff.

The managing officer will consistently act honestly and display the highest level of integrity. He or she should hold others across the organization to the same level, based on accepted organizational values and professional standards.

The managing officer will be accountable and accept personal responsibility for the actions of all members of the organization. He or she should ensure that all members of the organization are held accountable for their job responsibilities as appropriate.

The managing officer will understand the importance of ethical behavior in the face of adversity and / or contrary public opinion. He or she should follow through with unpopular decisions when ethically appropriate.

E

Executive

The executive officer will have a comprehensive understanding of finance in all areas of the organization and be able to adjust expenses as appropriate to ensure compliance. He or she should build programs that instruct managers, supervisors and line staff on financial matters. The executive officer should recognize financial deficiencies and analyze revenue and expenses as appropriate.

The executive officer will thoroughly understand workplace ethics and ensure that all members of the organization are compliant. The executive officer will design, implement and keep current the organizational ethical and professional code of conduct for the workplace.

The executive officer will consistently act honestly and display the highest level of integrity. He or she should hold others across the organization to the same level.

The executive officer will be accountable and accept personal responsibility for the actions of all members of the organization. He or she should ensure that all members of the organization are held accountable as appropriate. The executive officer will ensure a defined list of expectations is outlined for each role in the organization, based on the organization's mission and values.

The executive officer will follow through with unpopular decisions when ethically appropriate. He or she should ensure that all employees across the organization have executive-level support for unpopular decisions.

SOCIAL RESPONSIBILITY

PILLAR 6

CIVIC RESPONSIBILITY

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer is not able to adequately assess resource needs and communicate them to the managing officer in order to meet both operational and community commitments. The supervising officer does not ensure that staff is engaged in supporting community relations.</p>	<p>The supervising officer is able to ensure that the organization presents a positive image in the community during operations, at events, and when cooperating with other organizations. The supervising officer is able to appropriately respond to requests for information from the public and educates staff about ways to effectively handle requests and present an image that reflects well on the organization.</p>	<p>The supervising officer injects personal priorities and beliefs into the engagement of staff and the organization in day-to-day community relations activities in ways that are not completely designed to benefit the organization.</p>
Manager	<p>The managing officer is unreliable with regard to responding to public requests for information about the organization and its operations, and in participating in community events and projects. The managing officer is unable to manage resources adequately to support both operations and public outreach, making outreach commitments undependable.</p>	<p>The managing officer recognizes the need for ongoing and reliable communications with the public, the media, related service organizations, and community networks. The managing officer maintains a positive public message about the organization and its activities, responds positively to requests for the organization to participate in community activities and projects, and develops community trust.</p>	<p>The managing officer assumes that past successes and goodwill will carry the organization through public appearances and participation in events without preplanning or resource allocation. The managing officer does not consider the potential negative impact of overextending staff and resources.</p>
Executive	<p>The executive officer is not involved in civic organizations or charities. The executive officer does not realize the value of community associations and collaborative work that could benefit the organization.</p>	<p>The executive officer takes leadership roles in community civic organizations and commits appropriate organizational resources to the development of collaborative projects that are mutually beneficial to the organization and the community. The executive officer develops a network of professional relationships that builds trust and support with community stakeholders.</p>	<p>The executive officer makes overstated assumptions regarding the organization's reputation, and places a low priority on taking a personal interest in maintaining community relationships. The executive officer sends subordinates to represent the organization at meetings and events that are normally attended by executives and peers from other organizations.</p>

SOCIAL RESPONSIBILITY

PILLAR 6

SOCIAL KNOWLEDGE

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer is unable or unwilling to support diversity in either the community or in the workplace and does not ensure fair and equitable conduct. This increases the organization's risk of engaging in discrimination or violating individual rights.</p>	<p>The supervising officer knows the demographics of the community served and has an understanding of the various cultural and ethnic customs and traditions present. The supervising officer ensures that staff are trained and are providing customer service that is appropriate and ethical, and that staff have a work environment that is harmoniously handle requests and present an image that reflects well on the organization.</p>	<p>The supervising officer assumes that beliefs are generally homogeneous and that any differences are exceptions that should merely accommodate the majority.</p>
Manager	<p>The managing officer is not familiar with or does not enforce laws and regulations relating to nondiscrimination. The organization is engaged in legal disputes, with employees or consumers, related to protected classes.</p>	<p>The managing officer understands the value of awareness of diverse beliefs and develops and implements organizational policies that engage all people.</p>	<p>The managing officer does not believe that it is necessary learn about and understand the characteristics of the community and staff. The managing officer is unable to adequately evaluate subordinates in their ability to function ethically in the community and the workplace.</p>
Executive	<p>The executive officer lacks the political and legal knowledge to ensure accountability to laws and policies related to social responsibility. The organization loses the trust of the community and its reputation for the ethical conduct of business with regard for human relations is compromised.</p>	<p>The executive officer sets an example through behavior and ensures that staff is educated in cultural diversity. The executive officer engages in community activities that strengthen the organization's reputation for the ethical conduct of business.</p>	<p>The executive officer relies on society turning a blind eye to violations of law or ethics by the organization because of its role in the community. The organization uses up all of its goodwill with the public.</p>

SOCIAL RESPONSIBILITY

PILLAR 6

ETHICAL PROCESSES

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer does not provide routine feedback to staff or positive reinforcement. Staff are often left without guidance resulting in behavior that is not corrected.</p>	<p>The supervising officer communicates effectively with staff to ensure a harmonious workplace. is harmoniously handle requests and present an image that reflects well on the organization.</p>	<p>The supervising officer assumes that staff is already aware of ethical behavior processes within the organization and only provides negative reinforcement in response to issues.</p>
Manager	<p>The managing officer only provides work performance feedback during annual employment evaluations, and most feedback is negative reinforcement. Employees are reluctant to approach the managing officer for advice on work goal setting or to resolve conflicts.</p>	<p>The managing officer administers a consistent policy of setting work goals and objectives, and provides constructive feedback on an ongoing basis.</p>	<p>The managing officer expects employees to set goals and take initiative without guidance regarding the organization's strategic objectives. Employees are left to fend for themselves with regard to understanding expectations.</p>
Executive	<p>The executive officer does not actively listen to staff or participate in organizational meetings. The executive presents an aloof attitude which fails to promote trust within the organization.</p>	<p>The executive officer is involved in and has the pulse of the organizational culture through best leadership practices such as open door policy, being engaged in work processes, and being concerned with individual employee's needs and experiences.</p>	<p>The executive officer over-delegates responsibility for concern for the organizational culture to subordinates and becomes distant and removed from accountability for the organization's ethical behavior.</p>

SOCIAL RESPONSIBILITY

PILLAR 6

LEADING OTHERS ETHICALLY

	Limited Confidence	Confidence	Overconfidence
Supervisor	The supervising officer permits staff to engage in activities that could be defined as hazing and creates an environment that is hostile to some employees.	The supervising officer provides a supportive environment for employees to ensure a fair workplace where all employees have the opportunity to succeed.	The supervising officer encourages, and may even participate in, traditions and customs that are no longer acceptable in the workplace.
Manager	The managing officer engages in cronyism when making recommendations for pay raises and promotions.	The managing officer takes responsibility for implementation and enforcement of policies and practices that ensure a fair and productive workplace.	The managing officer applies a leadership style that dictates decisions rather than engages staff in collaboration and consensus. The organizational culture does not develop traditions of service and cooperation among employees.
Executive	The executive officer does not recognize the value of employees as resources. The executive officer allows an organizational culture to develop that views human resources indifferently.	The executive officer ensures that compensation and benefits are competitive in the market and are equitably distributed among employees based on merit and achievement. The organization experiences high rates of retention and professional development among its employees.	The executive officer has an attitude of entitlement that leads to an inequitable distribution of rewards. The Executive officer is not an effective advocate who ensures employee success.

SOCIAL RESPONSIBILITY

PILLAR 6

ACTING WITH INTEGRITY

	Limited Confidence	Confidence	Overconfidence
Supervisor	<p>The supervising officer does not hold staff accountable for day-to-day responsibilities such as accounting for inventory, being accurate in written reports, or completing routine assignments.</p>	<p>The supervising officer sets an example by fulfilling work obligations and holds all staff accountable in a fair and consistent manner.</p>	<p>The supervising officer promotes a culture that misrepresents work accomplishments in ways that would cover up mistakes or breaches of responsibility.</p>
Manager	<p>The managing officer does not recognize or address issues of accountability, in particular when enforcement may be unpopular or difficult. The managing officer does not ensure equitable treatment of employees in matters of discipline or in recognition and rewards.</p>	<p>The managing officer is aware of organizational goals, ensures accountability and progress toward meeting objectives, and effectively communicates status to both staff and management.</p>	<p>The managing officer does not participate in opportunities for education and growth that increase knowledge and skills needed to adapt to new challenges, such as hiring that increases diversity or changes in the regulatory environment, believing that old ways are adequate.</p>
Executive	<p>The executive officer is distracted by personal priorities and is not accountable for deficiencies or failure to meet strategic goals. The executive officer passes responsibility for organizational failures or unpopular decisions off on others or blames circumstances that ought to have been addressed.</p>	<p>The executive officer is able to connect strategic goals to operational outcomes through an understanding of strategic budgeting, financial management, and allocation of resources. The executive officer makes ethical decisions that support the organization's mission and reflects positively on the organization from both an internal and external perspective.</p>	<p>The executive officer assumes personal privileges that are not available to other employees and that are outside of established policies. The executive officer sets a negative example that causes a loss of respect for the position.</p>

SOCIAL RESPONSIBILITY

HEALTH AND SAFETY

Supervising

This duty involves integrating safety plans, policies, and procedures into the daily activities as well as the emergency scene, including the donning of appropriate levels of personal protective equipment to ensure a work environment, in accordance with health and safety plans, for all assigned members, according to the following job performance requirements.

S

Supervising

T

Task

K

Knowledge

S

Skill

T

HS-2-1-The supervising officer will assure application of safety regulations at the unit level by all employees, given safety policies and procedures, so that required reports are completed, in-service training is conducted, and member responsibilities are conveyed.

T

HS-2-4-The supervising officer will conduct an initial accident investigation, given an incident and investigation forms, so that the incident is documented and reports are processed in accordance with policies and procedures.

T

HS-2-7-The supervising officer will be able to identify a member with incident-related stress and to initiate appropriate interventions.

T

HS-2-10-The supervising officer will have the ability to safely and effectively control the scene of an emergency, and to minimize or mitigate threats to responders.

K

HS-2-2-The supervising officer understands the most common causes of personal injury and accident to members, safety policies and procedures, basic workplace safety, and the components of an infectious disease control program.

K

HS-2-5-The supervising officer will understand the process for conducting an accident investigation, the related safety policies and procedures and able to make suggestions and/or recommendations to prevent similar incidents from occurring in the future.

K

HS-2-8-The supervising officer will have the Knowledge of the concepts, signs and symptoms of incident-related stress.

K

HS-2-11-The supervising officer will have the knowledge of scene management issues, crisis de-escalation, and force control.

S

HS-2-3-The supervising officer will have the ability to identify safety hazards and to document hazards appropriate to ensure the hazards is appropriately addressed.

S

HS-2-6-The supervising officer will have the ability to communicate orally and in writing and to conduct interviews.

S

HS-2-9-The supervising officer will have the ability to interact with stressed responders and to marshal appropriate resources on their behalf.

S

HS-2-12-The supervising officer will have the ability to effectively control emergency response personnel and to interact effectively with allied responders.

SOCIAL RESPONSIBILITY

HEALTH AND SAFETY

Managing

This duty involves reviewing injury, accident, and health exposure reports, identifying unsafe work environments or behaviors, and taking approved action to prevent recurrence, according to the following job requirements.

M
Managing

T
Task

K
Knowledge

S
Skill

T

HS-3-1-The Managing Officer will analyze a member's accident, injury, or health exposure history, given a case study, so that a report including action taken and recommendations made is prepared and submitted appropriately.

K

HS-3-2-The Managing Officer will understand how to determine the causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths and takes appropriate corrective action.

S

HS-3-3-The Managing Officer will develop and implement safety-related policies based on risk analysis.

HS-3-4-The Managing Officer will have the ability to communicate in writing and to interpret accidents, injuries, occupational illnesses, or death reports.

SOCIAL RESPONSIBILITY

HEALTH AND SAFETY

Executive

This duty involves administering a comprehensive risk management program that includes, at a minimum, member health, safety and wellness and accident/injury prevention, including communicable disease prevention.

E

Managing

T

Task

K

Knowledge

S

Skill

T

HS-4-1-The Executive Officer will establish a work site that creates a "Culture of Safety". Regularly works to maintain, develop, and provide leadership for a risk management program, given specific data, so that illnesses, injuries and property damage accidents are reduced.

K

HS-4-2-The Executive Officer will be able to understand, facilitate and ensure compliance of health, safety, and risk management concepts, retirement qualifications, occupational hazards analysis, and disability procedures, regulations and laws.

S

HS-4-3-The Executive Officer will have the ability to communicate orally and in writing, to analyze data, and to use evaluative methods.

SOCIAL RESPONSIBILITY

COMMUNITY AND GOVERNMENT RELATIONS

Supervising

This duty involves dealing with inquiries of the community and projecting the culture of the agency to the public and delivering safety, injury, and illness prevention education programs, according to the following job performance requirements

S
Supervising

T
Task

K
Knowledge

S
Skill

T

CGR-2-1-The supervising officer will initiate action on a community need, given policies and procedures, so that the need is addressed

T

CGR-2-4-The supervising officer will initiate action to a citizen's concern, so that the concern is answered or referred to the correct individual for action.

T

CGR-2-8-The supervising officer will respond to a public inquiry, so that the inquiry is answered accurately, courteously, and in accordance with applicable policies and procedures.

T

CGR-2-11-The supervising officer will develop and deliver a public education program, given the target audience and topic, so that the intended message is conveyed clearly.

T

CGR-2-14-The supervising officer will have the ability to function as a Public Information Officer at an incident.

T

Task

K

Knowledge

S

Skill

K

CGR-2-3-The supervising officer will have a understanding and familiarity with public relations, community activists or leaders, and inter-personal communications skills..

K

CGR-2-6-The supervising officer will have the ability to recognize situations which require immediate access to and interventions by higher EMS authorities.

K

CGR-2-10-The supervising officer will have the ability to relate interpersonally while responding to public inquiries.

K

CGR-2-12-The supervising officer will understand the contents of the EMS agency's public education program as it relates to the target audience, knowledge of basic speechmaking and/or adult/child education tools and techniques.

K

CGR-2-15-The supervising officer will have the knowledge of the expectations of an incident PIO.

S

CGR-2-2-The supervising officer will use inter-personal communication skills, a basic understanding of the roles of community members and how they fit into the solution of the community need.

S

CGR-2-5-The supervising officer will use interpersonal communication skills, policies and procedures for handling concerns.

S

CGR-2-7-The supervising officer will have a familiarity with how to handle public relations, the ability to communicate verbally or in writing

S

CGR-2-13-The supervising officer will have the ability to communicate to the target audience in an effective and appropriate manner..

S

CGR-2-16-The supervising officer will have the ability to respond appropriately to media representatives and to present the agency's perspective in an appropriate manner when appropriate and according to agency policies and procedures.

SOCIAL RESPONSIBILITY

COMMUNITY AND GOVERNMENT RELATIONS

Managing

This duty involves developing programs that improve and expand service and build partnerships with the public, according to the following job performance requirements.

M
Managing

T
Task

K
Knowledge

S
Skill

(T)

HR-3-1-The Managing Officer will establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures.

(T)

CG-3-4-The Managing Officer will develop marketing plans for the agency, a subdivision thereof, or for a specific agency program or project.

(T)

CG-3-7-The Managing Officer will have a basic knowledge of the statues and regulations that govern their particular service/agency and is also aware of issues and trends at a state and national level.

(K)

CG-3-2-The Managing Officer will understand community demographics, resource availability, community needs, and customer service principles.

(K)

CG-3-5-The Managing Officer will have the understanding of basic marketing principles and practices, including customer relations, customer data collection, focus groups, brand recognition, etc.

(S)

CG-3-3-The Managing Officer will have the ability to build a community awareness program in a written document, deploy program and evaluate the program after completion in a written document for review by internal and external stakeholders.

(S)

CG-3-6-The Managing Officer will have the ability to communicate effectively for media sources, including but not limited to verbally, in writing, and using broadcast or on-line media according to agency policy.

SOCIAL RESPONSIBILITY

COMMUNITY AND GOVERNMENT RELATIONS

Executive

This duty involves managing the interface between the EMS agency, the jurisdiction and the citizens it serves, and other governmental entities whose activities impact the EMS system.

E

Managing

T

Task

K

Knowledge

S

Skill

T

CG-4-1-The Executive Officer will have a strong understanding of the state, local and national level EMS issues and understanding how the issues can effect your organization. Remain aware of changing local, state and federal legislative activities, related to emergency medical service, in order to enhance the effectiveness of the EMS agency and system.

T

CG-4-4-The Executive Officer will understand and be able to apply basic marketing principles to the EMS agency environment, including an understanding of the wants, needs, and desires of the community served, and the processes for developing and delivering the products and services desired by the community.

K

CG-4-2-The Executive Officer will understand community demographics, issues, and needs; formal and informal community and legislative leaders; and familiarity with legislative processes.

K

CG-4-5-The Executive Officer will have advanced understanding of applied marketing principles including surveying, focus groups, advertising, the measurement of customer satisfaction.

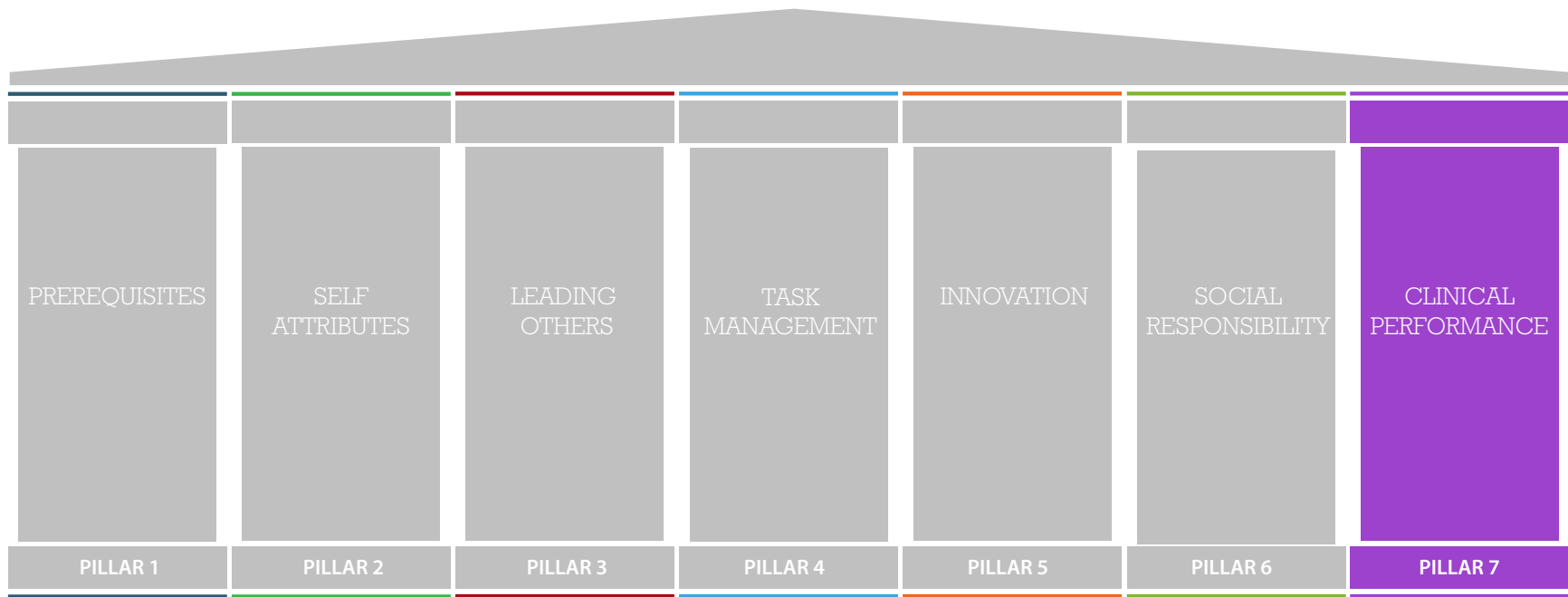
S

CG-4-3-The Executive Officer will have the ability to communicate orally and in writing, and to develop and support effective relationships among diverse groups. Includes the ability to deal with controversial issues in the legislative domain and in the media.

S

CG-4-6-The Executive Officer will have the ability to communicate effectively verbally, in writing, and through the use of broadcast and interactive media. The ability to plan, organize and direct appropriate marketing activities in support of the organization's mission.

HR-4-6-The Executive Officer will have the ability to relate interpersonally and to communicate orally and in writing.



CLINICAL PERFORMANCE

QUALITY AND PERFORMANCE MANAGEMENT

Supervising

This duty involves providing oversight and leadership to the agency's quality and performance management activities; developing and using data to guide the agency's strategic and tactical decision-making process.

S
Supervising

T
Task

K
Knowledge

S
Skill

T

QPM-2-1
The supervising officer will have a firm understanding of how to apply the principles of prospective, concurrent, and retrospective quality management.

T

QPM-2-2
The supervising officer will receive and properly document a complaint from a patient, citizen, public safety officer, or health care professional concerning an operational or clinical issue.

T

QPM-2-5
The supervising officer will conduct and document appropriately an investigation of a complaint received concerning an operational or clinical issue.

T

QPM-2-8
The supervising officer will provide feedback to a service member or team concerning a quality assurance issue that is provided in a manner that is beneficial to both the service member (or team) and the agency.

T

Task

K

Knowledge

S

Skill

K

QPM-2-3
The supervising officer will have knowledge of the requirements of patient data privacy laws, statutes and regulations, including HIPAA as pertains to accessing, using, and sharing protected patient data in the course of performing supervisory duties. The supervising officer will have a understanding of how to conduct interviews and crisis intervention techniques as it relates to handling concerns and complaints.

K

QPM-2-6
The supervising officer will have a thorough understand of agency policies and procedures, EMS clinical protocols and practices and is able to communicate policies and procedures to staff on a as needed basis;

K

QPM-2-9
The supervising officer understands and applies local and national clinical best practices within the agency. The supervising officer understands agency policies and procedures related to clinical objectives as including recognition programs, awards, and corrective action plans.

S

QPM-2-4
The supervising officer will have the ability to defuse stressful situations with the use of verbal and written communications.

S

QPM-2-7
The supervising officer will have the ability to interview patients, allied health care providers, public safety personnel, public, and other related to investigation and document findings in written for review by management.

S

QPM-2-10
The supervising officer will have the ability to communicate verbally and in writing a manner that receptive by staff with a common goal to improve overall clinical outcomes of the organization.

CLINICAL PERFORMANCE

QUALITY AND PERFORMANCE MANAGEMENT

Managing

This duty involves providing oversight and leadership to the agency's quality and performance management activities; developing and using data to guide the agency's strategic and tactical decision-making process.

M
Managing

T
Task

K
Knowledge

S
Skill

(T)

QPM-3-1
The Managing Officer will develop, implement and regularly review a quality management plan, including operational and clinical quality measures, at the EMS agency level.

(T)

QPM-3-4
The Managing Officer will develop metrics to ensure department compliance with policies and procedures as well as local, state and federal guidelines.

(T)

QPM-3-4
The Managing Officer will develop quality assurance data in an organized manner to be shared regularly with senior management and field staff.

(K)

QPM-3-2
The Managing Officer will have understanding of quality management principles and practices, key performance indicators, statistical reporting techniques.

(K)

QPM-3-5
The Managing Officer will have an understanding of national clinical benchmarks in order to create clinical objectives and goals for the department.

(K)

QPM-3-5
The Managing Officer will have an understanding of how best to present information in order to optimize understanding of content being presented.

(S)

QPM-3-3
The Managing Officer will have the ability to perform quantitative and qualitative analyses, present data in useful formats, and develop broad-scope improvement plans based on sound quality management principles.

(S)

EL-3-6
The Managing Officer will demonstrate the ability to create agency benchmarks in order to achieve positive patient outcomes and continuous quality improvement.

(S)

EL-3-6
The Managing Officer will demonstrate the ability to create graphs and chart that illustrate current QA program results and outcomes.

CLINICAL PERFORMANCE

QUALITY AND PERFORMANCE MANAGEMENT

Executive

This duty involves developing, managing, and utilizing data, personnel, and appropriate techniques to manage the quality of service provided to the jurisdiction, its citizens and visitors, internal and external customers.

E

Executive

T

Task

K

Knowledge

S

Skill

T

QPM-4-1

The Executive Officer will provide a focused strategy for identifying, measuring, reporting, and improving operational and clinical performance, as well as to foster a culture that allows ideas (and ultimately solutions) for performance problems to be generated, developed, and executed by personnel at any level in the organization.

K

QPM-4-2

The Executive Officer will understand how to process data and have analysis skills sufficient to understand whether variation in available data streams are normal variation, represent a change in performance, or suggest a sentinel event has occurred; common performance improvement terminology; industry standards and peers for benchmarking.

S

QPM-4-3

The Executive Officer will have the ability to utilize the a structured performance improvement tool set to effect changes in process, communicate plans for (and actual) changes in process, and the ability to allow any member of the organization the opportunity to plan and implement changes with a goal of improving performance.

T

QPM-4-4

The Executive Officer will develop a long range plan for clinical operations in order to ensure operational performance and positive patient outcomes.

K

QPM-4-2

The Executive Officer will understand impact of changing legislation on the department, community and healthcare industry.

S

QPM-4-3

The Executive Officer will have the ability to interface with local, state and federal authorities to ensure high quality delivery of clinical care.

CLINICAL PERFORMANCE

EDUCATION AND LEARNING SYSTEMS

Supervising

This duty involves ensuring members are adequately oriented to the operation and that a program for field training new employees sufficiently addresses areas of need. This duty also involves ensuring all members are provided with education and training that meets the requirements of agency and state expectations as well as to improve clinical performance and outcomes.

S
Supervising

T
Task

K
Knowledge

S
Skill

T

EL-2-1
The supervising officer understands the principals and practices of adult learners as it refers to one on one or small group learning environments in order to assist in delivery of educational content as needed.

T

EL-2-2
The supervising officer will provide group and one to one instruction to staff on polices, procedures and use of equipment so staff are best prepared to perform job functions in daily field operations.

T

EL-2-5
The supervising officer will facilitate along with assistance of senior officers training with medical specialists (i.e. - respiratory, cardiology, etc.) to encourage individual growth and expertise of clinical providers within agency

T

EL-2-8
The supervising officer will facilitate providing community education to local schools and community groups.

K

EL-2-3
The supervising officer will have firm knowledge of policies, procedures and department equipment in order to be aid and assist in department education.

K

EL-2-6
The supervising officer will have understanding of how to identify clinical providers with specific expertise and facilitate educational opportunities for all agency providers.

K

EL-2-9
The supervising officer will be able to understand of the current and future needs of the target audience and adapts learning methods and objectives to meet those needs

S

EL-2-4
The supervising officer will have the ability to use traditional and technology based resources in order to assist in the delivery of educational material to staff.

S

EL-2-7
The supervising officer will have the ability to coordinate schedules in order to allow clinical providers to obtain education opportunities from instructors with specific clinical topic expertise.

S

EL-2-10
The supervising officer will have the ability to adjust teaching styles based on the environment they are providing instruction within and to whom they are instructing to in order to best facilitate understanding of content.

CLINICAL PERFORMANCE

EDUCATION AND LEARNING SYSTEMS

Managing

This duty involves ensuring members are adequately oriented to the operation and that a program for field training new employees sufficiently addresses areas of need. This duty also involves ensuring all members are provided with education and training that meets the requirements of local, state, and national recertifying agencies. This duty involves close cooperation with QI to ensure that identified system needs are adequately addressed in continuing education training and/or mandatory sessions.

M
Managing

T
Task

K
Knowledge

S
Skill

T

EL-3-1
The Managing Officer will have an understand the principles and practices of adult education and be able to apply them in a systematic manner.

T

EL-3-5
The Managing Officer will oversee development of new and updated educational material on an annual basis based on department goals, objectives and need.

T

EL-3-8
The Managing Officer will develop a process to ensure organization training programs meet and/or exceed organization goals.

K

EL-3-3
The Managing Officer will have an understanding of the of the relationship between QI and education and how this relationship is beneficial to the improvement of clinical quality.

K

EL-3-6
The Managing Officer will have an understanding of local, state, national legislation that may impact department operations.

K

EL-3-9
The Managing Officer will have an understanding of national EMS educational programs in order to facilitate organizational training goals.

S

EL-3-2
The Managing Officer will demonstrate the ability to develop and deliver a comprehensive professional education program.

S

EL-3-7
The Managing Officer will demonstrate the ability to create and ensure compliance for annual training programs that ensure clinical providers competencies.

S

EL-3-10
The Managing Officer will demonstrate the ability to track organizational member trainings and compliance with agency goals.

EL-3-4

The Managing Officer will have the ability to translate QI charts, graphs, or statistically derived clinical data to ensure that education is targeted and comprehensive.

CLINICAL PERFORMANCE

EDUCATION AND LEARNING SYSTEMS

Executive

This duty involves ensuring members have the tools and resources to ensure they are adequately oriented to the operation and all members are provided with education and training that meets the requirements of local, state, and national recertifying agencies in addition to the meeting the expectations set by the Medical Director.

E

Executive

T

Task

K

Knowledge

S

Skill

T

EL-4-1
The Executive Officer will ensure the appropriate tools are available to provide ongoing educational material in a positive learning environment(s) for instructors to be able to deliver content to service members

T

EL-4-2
The Executive Officer will be able to perform regular review of educational and learning systems in place to ensure programs meets the goals and expectations of the service members, leadership and agency goals.

T

EL-4-3
The Executive Officer will work with Medical Director to ensure educational and learning systems achieve and/or exceed medical oversight requirements.

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www.jhchoi.com

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