



Paramedic Officer Certification Program

Handbook & Policy Manual

August 2020



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Why Pursue Professional Credentialing?

Leading an organization in the field of paramedicine is both an art and a science. Leadership in paramedicine intersects the fields of healthcare, public safety, public health, public policy, and management science. As a clinician, proficiency in the delivery of prehospital medical care is essential to demonstrate professionalism.

Transitioning to a supervisor, manager, or executive role requires a different set of knowledge and skills. The paramedic officer credentialing program validates that you have obtained the necessary knowledge, experience and competency to meet our industry's standards as a manager qualified to lead paramedic professionals and take our services to the next level.

What is the Basis for Paramedic Officer Standards?

Certification Standards for the Supervising, Managing and Executive Paramedic Officers are based on the *Seven Pillars of EMS Officer Competencies* developed by an industry-wide stakeholder group and originally published in 2014. Candidates are strongly encouraged to download and review the competencies at www.NEMSMA.org as all examination components are based on those standards.

Why a Voluntary Credential?

Certification as a Supervising, Managing, or Executive paramedic officer is designed as a voluntary professional pursuit to validate individual knowledge, skills, and experience in the realm of paramedic leadership. The certifications are further intended for general use across a wide array of paramedic and EMS organizational types. While individual organizations may utilize or require these certifications at their discretion, the American College of Paramedic Executives and the National EMS Management Association do not endorse, nor will they modify certification standards or procedures to conform with requirements imposed by third parties.

Who are the American College of Paramedic Executives (ACPE)?

The American College of Paramedic Executives or ACPE was created in 2016 and consists of 13 commissioners appointed to 3-year terms by the Board of Directors of the National EMS Management Association. Commissioners are selected based on their experience and contributions to the field of paramedicine leadership combined with their diversity in terms of system type and geographic location. Commissioners consist of NEMSMA members, non-members, and a public representative. In addition to the 13 appointed commissioners, representatives of other certification bodies in the field of paramedicine as well as international partners have also been invited to participate with the ACPE as ex-officio members.

Levels of Certification

There are three levels of Paramedic Officer Certification including:

Supervising Paramedic Officer (SPO) targeted towards front-line supervisors who have a primary responsibility to oversee clinicians in the field.

Managing Paramedic Officer (MPO) targeted towards mid-level managers and department heads that have a primary responsibility to oversee major and/or specialized functions or programs within an organization and who oversee subordinate supervisors.

Executive Paramedic Officer or Fellow in the American College of Paramedic Executives (FACPE) targets senior executives responsible for operating an entire organization and further requires candidates to demonstrate they have made significant contributions to the profession.

Requirements vary by level and the ACPE further recognizes that individuals may function at multiple levels within their organization, especially in smaller services. Individuals may pursue certification at whatever level they are comfortable and/or qualified. Progression from SPO to MPO to Fellow is encouraged but not required.

Steps to Earning a Paramedic Officer Certification

The first step to earning a paramedic officer certification is to commit to advance your career through the completion of the various application and testing steps.

How to Apply

An online application and a one-time application fee of \$90 is required. The application is available at: <https://nemsma.candidatecare.jobs/>. Required application elements are as follows:

Licensure

SPO candidates must demonstrate current unrestricted licensure or certification to practice as an EMS provider at any level (i.e. EMR, EMT, AEMT or Paramedic) as demonstrated by a state license, National Registry of EMTs certification, or an international equivalent. Licensure must be unrestricted and not currently subject to disciplinary or administrative action.

MPO and FACPE candidates may demonstrate current or previous licensure to meet the licensure requirement. Previous licensure must have been held for at least 5 years and must not have been surrendered, suspended, or removed as a result of disciplinary or administrative action.

Required Experience

SPO candidates must demonstrate a minimum of 2 years of clinical or managerial experience.

MPO candidates must demonstrate a minimum of 2 years of managerial experience

FACPE / Executive candidates must demonstrate 4 years of managerial experience

Managerial experience is broadly defined as supervision, program management, or other relevant emergency services leadership experience. Documentation of experience may be accomplished in a variety of ways and will be reviewed on a case by case basis. In the event documentation is not readily available written verification by a supervisor is also acceptable and may be included in the professional reference letters noted below.

College Degree Requirement

Effective 8/1/2020 candidates for SPO candidates must either possess an associate degree or higher. MPO candidates must possess a bachelor's degree or higher from a regionally or nationally accredited college or university to be eligible for certification. FACPE candidates must possess a master's degree or higher. Degrees must be granted by a regionally or nationally accredited college or university.

Qualifying Education

Qualifying education may be obtained from any credible source. Documentation of education is measured by actual or classroom hours and is reviewed and approved on a case by case basis once submitted by the applicant. In general, it includes non-clinical education in the realm of management and leadership that may or may not be specific to the field of paramedicine. The ACPE maintains a list of commonly approved education that is not all-inclusive, listed in Appendix B and available at: <https://www.nemsma.org/page/acpe-recommended-reading>.

Candidates are welcome to submit any applicable management and leadership related education for review.

In partnership with the Commission on the Accreditation of Pre-Hospital Continuing Education, CAPCE accredited education in the management and leadership categories is accepted as qualifying education for all ACPE certifications. For more information visit: <https://www.capce.org/>.

Completed college coursework related to management and leadership disciplines may also qualify as approved education if it is in addition to the coursework required to meet the degree requirement.

Candidates who have taken college coursework specifically related to emergency services management may be able to apply those hours towards the accredited or approved requirement regardless if it was also used to meet the degree requirement based on review. Any college coursework utilized to meet this requirement requires an official or unofficial transcript and a description of the course(s).

Professional References

- Two (2) professional reference letters are required for the SPO and MPO levels.
- Three (3) professional reference letters are required for the Executive/FACPE level. Letters must be from a reputable source familiar with the candidate and indicate the candidate is suitable for certification as a paramedic officer.
- A letter from the candidate's current or previous employers may also be suitable to document the experience requirement. Letters should include contact information for the author in the event reviewers wish to verify the information contained therein.

NEMSMA Membership Requirement

Membership in the National EMS Management Association is encouraged for candidates seeking certification at the SPO and MPO levels. Non-Members will be provided a 1 year membership to NEMSMA as part of the initial testing or renewal fee. Testing fees and renewal fees are substantially discounted at these levels for NEMSMA members.

NEMSMA Membership is required to test at the Executive/FACPE level and must be continued in order to maintain FACPE certification. NEMSMA membership will be verified at the time of application review.

Variances to Requirements

Candidates are expected to meet all requirements prior to testing. In the event a candidate cannot meet one or more requirements, but is able to establish substantial equivalence, they may request a variance from the ACPE credentialing commission. Requests should be directed to the ACPE Chairman. The chairman may appoint one or more commission members to further investigate the request and make a recommendation regarding equivalence to the full commission. The ACPE commission may, accept, deny or modify the variance recommendation. Determinations of the ACPE commission are final.

Applying for Testing

Once the application has been submitted, the application fee paid, and all of the prerequisites have been reviewed and approved, the candidate will be notified to schedule a test. Application review can usually be expected within two weeks of a completed submission. An incomplete application may delay the review process.

Candidates may select an in-person testing site or may schedule an online proctored exam. Candidates interested in a particular examination date or location should complete their application no less than 45 days before their desired test date to ensure adequate time for review and scheduling. The payment of the testing fee will be required to schedule an exam. Testing fees vary by level, are discounted for NEMSMA members, and are as follows:

Level	Fee (Member)	Fee (Non-Member)
SPO	\$105	\$245
MPO	\$235	\$375
Fellow	\$385	N/A

Candidates unable to make their scheduled examination date or time should notify OnShift (for in-person testing) or Examity (for online testing) as soon as possible. Candidates will be allowed one (1) opportunity to reschedule. Any additional rescheduling may require payment of an additional examination fee.

Recommended Reading

The recommended readings lists are contained in Appendix C and published online. Lists are updated from time to time. Readings are divided into two categories of “Highly Recommended Readings” and “Supplemental Readings.” Examination content is most likely to come from sources on the Highly Recommended list. Supplemental readings generally support and expand on areas addressed in the *Seven Pillars of EMS Officer Competencies*, however, they are not used for the generation of examination questions.

Prep Course

The preparatory or instructional course is intended to familiarize candidates with the *Seven Pillars of EMS Officer Competencies*, recommended readings, and the examination format to include the written exam, oral board exam, and the presentation/portfolio requirements. The prep course does not directly address subject matter contained on the exam nor is it a substitute for the required education. Completion of the prep course is not required but is encouraged, especially for candidates interested in better understanding the examination process.

Written Examination (All Levels)

Examination Content

Examination content is drawn from and relates directly to the *Seven Pillars of EMS Officer Competencies* and the Highly Recommended readings. Examination content is roughly divided between situational and direct knowledge questions based on the knowledge and skills described in the competencies.

Scheduling an Exam

In-person examinations are scheduled directly with OnShift through the CandidateCare website. Testing opportunities are often scheduled in conjunction with major EMS industry events such as the Pinnacle EMS Conference, EMSWorld Expo, and EMS Today conferences. In-person testing events can also be scheduled by request at the local or regional level and generally require 10 or more candidates to take an exam at any level to offset the costs of administration and proctoring of the exam.

Taking the Exam

The written exam is a computer-delivered non-adaptive exam that consists of 100 questions and up to 10 experimental questions that are not scored. The maximum time to complete the examination is 3 hours. The passing score for all exam levels is 70%.

Candidates for in-person testing will be required to present a photo ID and will not be allowed to use any electronic devices, textbooks, or notes during the examination.

Candidates for online testing will need a suitable computer (PC or Mac) with a webcam and a reliable internet connection. Candidates will be required to provide a photo ID and will not be allowed to use any electronic devices, textbooks, or notes during the exam nor will they be allowed to utilize any additional applications or web search platforms during the exam. Online candidates are strongly advised to take the test in a quiet environment without disturbances that may compromise the integrity of the examination process.

Examination Results

Written examination results are scored by computer and subject to review and verification. Examination results are generally communicated to the applicant within 24 hours of exam completion. Results communicated to the applicant include a raw score only. Descriptive information regarding the candidate's areas of strength or weakness is not provided. An invitation to schedule an Oral Board examination at the MPO or Fellow level can be considered evidence of a passing score on the written examination.

Oral Board Examination (MPO & Fellow)

Format of the Oral Boards

The Oral Board Examination is required at the MPO and Executive /FACPE levels. The purpose of the Oral Board examination is to evaluate the candidate's ability to analyze and respond to questions professionally in an in-person setting. Candidates will be presented with 5 questions that will draw from either the candidate's personal experiences or from hypothetical questions a leader in paramedicine may face. The candidate will be evaluated on their appearance, demeanor, and response to the questions posed. Candidates are encouraged to be thorough and concise in their answers. Candidates will have approximately 5 minutes to answer each question and may be asked follow up questions as needed. Oral boards are conducted over a Skype-like video conferencing platform by an OnShift staff member.

Evaluation of the Oral Board

The OnShift staff member(s) administering the examination do not score the results. Results are scored after-the-fact by 2 members of the ACPE Commission based on a standardized evaluation tool. Due to the asynchronous nature of the oral board examination and subsequent scoring, it may take 2 – 4 weeks for the examination results to be scored. Results will be provided to the candidate as soon as they are available.

Executive / FACPE Professional Contribution / Portfolio

Purpose of the Executive / FACPE Portfolio

The purpose of the Professional Contribution or Portfolio at the Fellow level is to demonstrate that the candidate has made a substantial contribution to the advancement of the profession through either written work or presentation.

Qualifying Items

As a general rule, a “portfolio” consisting of two (2) work products is required of Executive / FACPE candidates. Portfolio items are evaluated according to the scoring rubric shown in Appendix D. Qualifying items may include articles published in trade publications, presentations on management topics, academic papers on EMS-related topics, poster presentations, analysis, or “white papers” used for internal purposes, consulting reports or other similar items.

Items involving higher levels of analysis and scrutiny including peer-reviewed journal articles, doctoral dissertations, master's thesis, Executive Fire (EFO) papers, or Ambulance Service Manager (ASM) group projects may qualify as individual items that may be submitted for scoring.

Candidates submitting presentation topics are encouraged to submit corresponding speaker notes and/or background and reference information as may be needed to facilitate scoring.

Candidates are strongly encouraged to submit two items for review and scoring. In the event an item is not a suitable submission the candidate may be asked to submit additional items. If no suitable item is available a topic along with submission requirements may be assigned by the ACPE

Scoring

Professional contributions/portfolio submissions are reviewed and scored independently by two evaluators using the scoring rubric. This review is necessarily subjective. In the event an average passing score is not achieved a third evaluator will also score the submissions and all three scores will be averaged.

Non-Discrimination

The ACPE, the NEMSMA and OnShift do not discriminate among candidates based on age, gender, race, color, religion, national origin, disability, sexual orientation or marital status.

Requests for Accommodation

To be considered for an accommodation under the ADA, an individual must present adequate documentation demonstrating that his/her condition substantially limits one or more major life activities. Only individuals with disabilities who, with or without reasonable accommodations, meet the eligibility requirements for certification at the level of the requested examination are eligible for accommodations. For more information related to accommodations, please contact: info@nemsma.org or 888-424-9850.

Retesting

ACPE is committed to offering a fair process of evaluation, where the candidate is offered an opportunity to demonstrate the attainment of the required competencies and be judged in an unbiased fashion. As part of our commitment, we do offer the candidate an opportunity to retest. Retests may be requested for the written or oral board examinations at any of the examination levels (i.e., Supervisor, Manager, and Executive/ FACPE). Failure to pass the professional contribution/portfolio portion of the Executive/ FACPE examination process cannot be retested but may be appealed.

This retest policy covers the SPO, MPO, and /FACPE Written and Oral Board Examination. Although applicants must pass the Initial Request for Review as part of the application process, ACPE, or its consultant, will provide feedback to the client and work with the client to obtain a satisfactory result on the initial review of credentials. Thus, a retest does not apply to the Initial Request for Review.

The same logic applies to the Professional Contribution / Portfolio included in the Executive /FACPE examination process. Although this review is pass/fail, the candidate will be given feedback on the areas of weakness, and ACPE, or its consultant, will work with the candidate to resubmit acceptable sample of work. Thus, there is no need for a formal retest policy.

Furthermore, the retest policy does not apply to any opportunities to retake the examinations granted as a result of an appeal.

Any candidate failing the Written Examination or Oral Board Examination at any level must wait six (6) months to repeat the Written Examination. The rationale behind this time interval is that the candidate will need time to study and work on remediating any deficiencies which led to the initial failure. The candidate will also need to pay an additional examination fee for any retests.

Final Approval and Granting of Certification

Once all of the examination steps have been completed and passed and provided all of the required application materials have been reviewed and approved, the candidate will be presented to the ACPE Commissioners for final approval. The commissioners generally meet once a month so it may take up to 30 days for commission review.

Once approved the candidate will be granted certification, will receive a congratulatory email authorizing the use of the SPO, MPO, or FACPE post-nominal along with a signature graphic. A certificate and pin will also be sent.

Promoting Your Certification

As your organization's uniform guidelines allow, proudly wear your SPO, MPO or FACPE lapel pin or award bar on your uniform.

Add your new paramedic officer credential after your name anywhere it regularly appears including:

- Organization's website
- Email signature, business cards, letterhead
- Social media profiles (LinkedIn, Facebook, Instagram, Twitter, etc.)
- Resume and/or CV

Announce your achievement on relevant social media channels.

Share the accomplishment with your organization's communications/marketing and human resources departments.

Alert any professional organizations in which you hold membership, particularly if they have a newsletter. Also, remember to share the news with your university's alumni association.

Highlight your accomplishment by displaying your ACPE Certificate in your workspace.

Encourage members of your organization, your colleagues and your state association to earn a paramedic officer credential.

Recertification

ACPE certifications are granted for 5 years. To re-certify the candidate must demonstrate continued active involvement in the profession, must pay applicable recertification fees, and may validate their commitment to professional advancement either through either completion of required ongoing education hours or re-taking the written examination.

Recertification Methods

Recertification by ongoing education requires a combination of accredited and approved education. The amount of education required varies by certification level and is currently between 30 – 50 hours over five years and must be submitted with the renewal application. Recertification by written testing is also available.

Retired Status

The ACPE offers a retired status for certified paramedic officers no longer active in the profession at any time during the certification period or within 1 year after expiration. A one-time application fee will be required. The retired status will be granted based on the individual's contributions to the profession. Approval of retired status will be granted at the sole discretion of the ACPE commission. If approved the retired paramedic officer may utilize a modified post-nominal designation of SPO (ret.), MPO (ret.), or FACPE (ret.) in conjunction with the appropriate logo.

Denial, Suspension or Revocation

Certification is a privilege granted by the ACPE and can be denied, suspended or revoked for cause, including but not limited to the following:

- failing to complete or provide evidence of completion of the requirements for initial certification, certification renewal or reactivation of certification;
- failure to maintain the required professional licensure;
- a determination that initial certification or certification renewal was improperly granted or that certification was improperly reactivated;
- falsification or misstatement of information on any certification-related document;
- providing false or misleading information;
- misrepresentation;
- cheating or assisting others to cheat;
- causing, creating or participating in an examination irregularity;
- assisting others to wrongfully obtain initial certification or to renew or reactivate certification;
- failure to comply with the scope, standards or ethics of paramedic leadership; and/or
- conduct unbecoming of a Paramedic Officer or Fellow.

The ACPE reserves the right to report denial, suspension, or revocation of certification to licensing authorities, employers, legal authorities, third-party payers, and other third parties including but not limited to law enforcement officers or agencies.

Appeal Process

Candidates may appeal any portion of the certification or the suspension or revocation of certification in the event they feel they were discriminated against or otherwise treated unfairly. Appellants must contact the ACPE in writing and describe the grounds for their appeal.

The ACPE Chairman will appoint an Appeals Committee that will be made up of three disinterested commissioners. Appeals will be reviewed within 30 days of receipt. The appeals committee may request additional information and/or interview the appellant. Deliberations of the appeals committee are confidential. The Appeals Committee may recommend approval, denial, or conditions that may include retesting and/or additional costs or charges necessary to re-administer examinations. The findings of the Appeals Committee will be presented to the ACPE Commission for final determination. Rulings of the ACPE Commission are final.

Appendix A – Initial Certification Requirements



Paramedic Officer Initial Requirements Matrix Effective 5/6/2022

<u>Requirement</u>	<u>Supervisory Officer</u>	<u>Managing Officer</u>	<u>Executive</u>
Name	Supervising Paramedic Officer (SPO)	Managing Paramedic Officer (MPO)	Fellow in the American College of Paramedic Executives (FACPE)
			
Certification Period	5 Years	5 Years	5 Years
Application Fee	\$90	\$90	\$90
Licensure	Current Unrestricted State EMS Provider Licensure or the National Registry of EMTs	Current Unrestricted State EMS Provider Licensure or the National Registry of EMTs	Current Unrestricted State EMS Provider Licensure or the National Registry of EMTs
		OR	OR
		Previous Unrestricted State EMS Provider Licensure or National Registry Certification for at least 5 years	Previous Unrestricted State EMS Provider Licensure or National Registry Certification for at least 5 years
Formal Education	Associate's Degree or Higher from an Accredited College or University	Bachelor's Degree or Higher from an Accredited College or University	Master's Degree or Higher from an Accredited College or University
Qualifying Education	80 Hours of Commission Approved EMS Management or Leadership Related Education within the last 10 years	100 Hours of Commission Approved EMS Management or Leadership Related Education within the last 10 years	120 Hours of Commission Approved EMS Management or Leadership Related Education within the last 10 years
Experience	2 years EMS provider experience	2 years of EMS supervisory and/or management experience	5 years of EMS supervisory and/or management experience
Professional References	2 Professional Reference Letters	3 Professional Reference Letters	3 Professional Reference Letters
NEMSMA Membership	Included with Non-Member Rate	Included with Non-Member Rate	Required
Testing and Certification Fee	\$245 Non-Member \$105 Member	\$375 Non-Member \$235 Member	\$385 Member
Written Examination	Yes	Yes	Yes
Oral Board Examination	No	Yes	Yes
Presentation or Publication	N/A	N/A	Commission approved presentation, publication or research paper
			ACPE Approved 5-6-22

Appendix B – Commonly Approved Education

American College of Paramedic Executives (ACPE) Education Requirements

Candidates for officer certification are required to document a certain number of contact or classroom hours of “**Qualifying Education**” as noted in the table below unless the candidate holds a “**Concurrent Certification**” from a related credentialing organization. Qualifying education is required in addition to any formal education (degree) requirements noted in the *Paramedic Officer Initial Requirements Matrix*.

Certification Level	Qualifying Education Hours
SPO	80
MPO	100
Fellow	120

Qualifying education includes any management or leadership related education submitted by candidates that is reviewed and approved on a case by case basis by the ACPE. Qualifying education may be EMS specific or more general in nature. Regardless, the education must be related to the duties of an EMS leader or manager. A table of common programs that have been previously approved is noted below.

Qualifying education should have been obtained within the last 10 years. Candidates are responsible to provide appropriate documentation of course content, hours and completion as requested. Qualifying education used for one level of officer certification may also be applied to additional levels of certification provided it has been obtained within the last 10 years.

Clinical courses or CE, as well as **College** coursework used to satisfy the formal education requirements, may generally NOT be used as qualifying education with the exception of EMS specific coursework at the bachelors or masters level. Candidates who are unsure as to how education may be applied are encouraged to submit it with their online application packet for review. Candidates will be contacted if coursework does not qualify or if additional information is required.

Concurrent Certifications and Previously ACPE Approved Education

Concurrent Certifications
AAMS Medical Transport Leadership Institute (MTLI) • Certified Medical Transport Executive (CMTE)
Center for Public Safety Excellence (CPSE): • Chief EMS Officer (CEMSO)

Commonly Approved Education*	
120+ Contact Hours	Less than 120 Contact Hours <i>(May be combined to reach 100+ hours)</i>
Fitch & Associates Ambulance Service Manager (ASM) Program	SafeTech EMS Leadership Academy (Up to 75 Contact Hours – 15 hours per level)
21st Century Leaders Personal and Professional Leadership Development Program	SafeTech EMS Supervisor Academy (60 Contact Hours)
IAED Communications Center Manager Program (CCM)	NAEMT - Principles of Ethics and Personal Leadership (PEPL) (16 Hours) - Safety Course (16 Hours)
National Fire Academy (NFA) - Executive Fire Officer (EFO) - Managing Officer Program (MO)	Emergency Medical Services Field Training and Evaluation Program (EMS-FTEP) : - Basic FTO Course (24 hours) - Developing and Managing an FTEP Program (16 hours)
Six Sigma Black Belt (or higher) Certification	Lean “Fundamentals” (30 hours)
Society for Human Resources Management - SHRM – Certified Professional - SHRM Senior Certified Professional	Six Sigma : - White Belt training (4 hours) - Yellow Belt (16 hours) - Green Belt Certification (80 Hours)
International Association of Emergency Managers (IAEM) : Certified Emergency Manager (CEM)	National Fire Academy (NFA) 10-Day Courses (80 hours ea.) 6-Day Courses (50 hours ea.)
American College of Healthcare Executives (ACHE) Fellow (FACHE)	Politis Emergency Services Education EMS/Fire Supervisors Bootcamp (16 hours)
Center for Homeland Defense and Security Executive Leaders Program (ELP)	Federal Emergency Management Agency (FEMA) : ICS 300 (16 hours) ICS 400 (16 hours)

*Commonly approved education is not a complete list of education that may qualify as approved and may be modified by the ACPE as needed.

College coursework, if approved, must be documented through submission of an official or unofficial transcript and will be credited as follows:

- 1 academic semester credit = 15 hours
- 1 academic quarter credit = 10 hours
- 1 academic trimester credit = 12 hours

Appendix C – Recommended Reading Lists

Recommended Reading and Resource List For the American College of Paramedic Executives (ACPE) **Supervising Paramedic Officer**

11/21/2017

(Note: This is not intended to be a mandatory list. The purpose is to serve as a resource for the candidate in preparing for the exam. No question will be based upon an exact knowledge of a particular book or article. Some questions may ask about particular theories, for example emotional intelligence or the habits of successful people, but they will not require the reading of any specific source. First, we have listed Highly Recommended Readings; which are books that the ACPE Committee would recommend the candidate be familiar with or read before the exam. Next, we have listed supplemental resources, which correspond to areas of skill or knowledge that the ACPE Committee also believed to be critical in demonstrating competency as a Supervising Paramedic Officer).

Highly Recommended Readings

Dominquez, O., Jr. (National EMS Management Association, 2016). *EMS supervisor: Principles and practice*. Burlington, MA: Jones & Bartlett Learning. ISBN 978-0-7637-7643-5.

National EMS Management Association, Kirkwood, S. (Ed.). (2015). *Management of ambulance services*. Boston, MA: Pearson Education. ISBN 978-0-13-502829-2. All chapters except 1 and 6.

Covey, S. R. (2013). *The 7 habits of highly effective people: 25th Anniversary Edition*. New York, NY: Simon & Schuster. ISBN 978-1-4516-3961-2.

Stein, S., & Book, H. E. (2011). *The EQ edge: Emotional intelligence and your success, third edition*. Mississauga, Ont: John Wiley & Sons Canada. ISBN-13: 978-0470838365

Supplemental Readings

Brophy, J. R. (2010). *Leadership essentials for emergency medical services*. Sudbury, MA: Jones and Bartlett. ISBN 978-0-7637-5875-2.

Foster, D. T., III, Goertzen, B. J., Nollette, C., & Nollette, F. P. (2013). *Emergency services leadership: A contemporary approach*. Burlington, MA: Jones & Bartlett. ISBN 978-0-7637-8150-7.

Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Boston, MA: Harvard Business School Publishing. ISBN 978-1-4221-0576-4.

Sargent, Chase. (2006). *From Body to Boss: Effective Fire Service Leadership*. Tulsa, Oklahoma: PennWell Corporation. ISBN 978-1-59370-075-1.

Waite, M. R. (2009). *The EMS leadership challenge: A call to action*. Booklocker.com. ISBN 978-1-60910-024-7.

Ward, M. J. (2015). *Fire officer: Principles and practice. Enhanced Third Edition*. Burlington, MA: Jones & Bartlett Learning. ISBN 978-1-284-06836-8. Fire Officer I for Supervisor 1-15,19.

Recommended Reading and Resource List
For the American College of Paramedic Executives (ACPE)
Managing Paramedic Officer
11/21/2017

(Note: This is not intended to be a mandatory list. The purpose is to serve as a resource for the candidate in preparing for the exam. No question will be based upon an exact knowledge of a particular book or article. Some questions may ask about particular theories, for example emotional intelligence or the habits of successful people, but they will not require the reading of any specific source. First, we have listed Highly Recommended Readings; which are books that the ACPE Committee would recommend the candidate be familiar with or read before the exam. Next, we have listed supplemental resources, which correspond to areas of skill or knowledge that the ACPE Committee also believed to be critical in demonstrating competency as a Managing Paramedic Officer).

Highly Recommended Readings

Dominquez, O., Jr. (National EMS Management Association, 2016). *EMS supervisor: Principles and practice*. Burlington, MA: Jones & Bartlett Learning. ISBN 978-0-7637-7643-5.

Edwards, S. T. (2010). *Fire service personnel management. Third Edition*. Boston, MA: Pearson Education. ISBN 978-0-13-512677-6.

Evans, B. E., & Dyar, J. T. (2010). *Management of EMS*. Boston, MA: Pearson Education. ISBN 978-0-13-232432-8.

National EMS Management Association, Kirkwood, S. (Ed.). (2015). *Management of ambulance services*. Boston, MA: Pearson Education. ISBN 978-0-13-502829-2.

Covey, S. R. (2013). *The 7 habits of highly effective people: 25th Anniversary Edition*. New York, NY: Simon & Schuster. ISBN 978-1-4516-3961-2.

Stein, S., & Book, H. E. (2011). *The EQ edge: Emotional intelligence and your success, third edition*. Mississauga, Ont: John Wiley & Sons Canada. ISBN-13: 978-0470838365

Supplemental Readings

Evans, B. E & Lindsey, J. T. (2014). *EMS Quality Management and Research*. Boston, MA: Pearson. ISBN 978-0-13-815281-9.

Foster, D. T., III, Goertzen, B. J., Nollette, C., & Nollette, F. P. (2013). *Emergency services leadership: A contemporary approach*. Burlington, MA: Jones & Bartlett. ISBN 978-0-7637-8150-7.

Ward, M. J. (2015). *Fire officer: Principles and practice. Enhanced Third Edition*. Burlington, MA: Jones & Bartlett Learning. ISBN 978-1-284-06836-8. Fire Officer II for Managers, 1-15,19.

Senge, The 5th Discipline (You may consider one of the books below or an appropriate training program)

Senge, P. M., Kleiner, A., Roberts, C., Ross, R. B., & Smith, B. J. (1994). *The fifth discipline fieldbook: Strategies and tools for building a learning organization*. New York, NY: Currency – Doubleday. ISBN 0-385-47256-0

Senge, P. M. (2006). *The fifth discipline: The art and practice of the learning organization*. New York, NY: Currency – Doubleday. ISBN 978-0-385-51725-6

Recommended Reading and Resource List
For the American College of Paramedic Executives (ACPE)
Executive Paramedic Officer (Fellow of the College of Paramedic Executives)
11/21/2017

(Note: This is not intended to be a mandatory list. The purpose is to serve as a resource for the candidate in preparing for the exam. No question will be based upon an exact knowledge of a particular book or article. Some questions may ask about particular theories, for example emotional intelligence or the habits of successful people, but they will not require the reading of any specific source. First, we have listed Highly Recommended Readings; which are books that the ACPE Committee would recommend the candidate be familiar with or read before the exam. Next, we have listed supplemental resources, which correspond to areas of skill or knowledge that the ACPE Committee also believed to be critical in demonstrating competency as an Executive Paramedic Officer).

Highly Recommended Readings

National EMS Management Association, Kirkwood, S. (Ed.). (2015). *Management of ambulance services*. Boston, MA: Pearson Education. ISBN 978-0-13-502829-2.

Evans, B. E., & Dyar, J. T. (2010). *Management of EMS*. Boston, MA: Pearson Education. ISBN 978-0-13-232432-8.

Varone, J. C. (2014). *Legal considerations for fire & emergency services, 3rd Edition*. Tulsa, OK: Pennwell. ISBN 978-1-59370-347-9.

Covey, S. R. (2013). *The 7 habits of highly effective people: 25th Anniversary Edition*. New York, NY: Simon & Schuster. ISBN 978-1-4516-3961-2.

Stein, S., & Book, H. E. (2011). *The EQ edge: Emotional intelligence and your success, third edition*. Mississauga, Ont: John Wiley & Sons Canada. ISBN-13: 978-0470838365

Supplemental Readings

Cosgrove, T. (2014). *The Cleveland Clinic way: Lessons in excellence from one of the world's leading health care organizations*. New York, NY: McGraw Hill Education. ISBN 978-0-07-182724-9.

Marinucci, R. A. (Ed.). (2015). *The fire chief's handbook*. Tulsa, OK: Pennwell. ISBN 978-1-59370-262-5. Chapters 1, 2, 3, 4, 5, 6, 10, 11, 18, 19, 20, 21, 22, 23, 24, & 29.

Unique – Additional

Lindsey, J. T. (2014). *EMS communications and information technology*. Boston, MA: Pearson. ISBN 978-0132607018.

Lindsey, J. (2014). *EMS safety and risk management*. Boston, MA: Pearson. ISBN 978-0135024720.

Lindsey, J., & Monosky, K. (2014). *EMS community risk reduction*. Boston, MA: Pearson. ISBN 978-0135024737.

Mitterer, D. (2014). *EMS finance*. Boston, MA: Pearson. ISBN 978-0135074824.

Mund, E. (2014). *Foundations of EMS systems*. Boston, MA: Pearson. ISBN 978-0136100034.

Mund, E., & Lindsey, J. (2014). *EMS public information and community relations*. Boston, MA: Pearson. ISBN 978-0135074633.

Smeby Jr., C. (2013). *Fire and emergency services administration: Management and leadership practices, 2nd Edition*. Burlington, MA: Jones & Bartlett Learning. ISBN 978-1449605834.

Stroup, C. (2016). *Fundamentals of emergency medical services system evaluation and quality improvement: A resource manual for EMS quality managers*. CreateSpace Independent Publishing Platform. ISBN-13: 978-1523834679.

Thiel, A. K., & Jennings, C. R. (Eds.) (2012) *Managing fire and emergency services, 4th edition*, ICMA. ISBN-13: 978-0873267632.

Langley, G. J. Moen, R. D., Nolan, K. M., & Nolan, T. W., Norman, C. L., & Provost, L. P. (2009). *The improvement guide: A practical approach to enhancing organizational performance*. 2nd edition. San Francisco, CA: Jossey-Bass. ISBN 978-0470192412.

Provost, L. P., & Murray, S. (2011). *The health care data guide: learning from data for improvement*. Jossey-Bass. ISBN 978-0470902585.

Kenney, C. (2010). *The best practice: How the new quality movement is transforming medicine*. New York, NY: PublicAffairs. ISBN 978-1586487973.

Berwick, D. M. (2003). *Escape fire: Designs for the future of health care*. San Francisco, CA: John Wiley & Sons. ISBN 978-0787972172.

Berwick, D. M. (2013). *Promising care: How we can rescue health care by improving it*. San Francisco, CA: John Wiley & Sons. ISBN 978-1118795880.

Drucker, P. F. (2006). *The effective executive: The definitive guide to getting the right things done*. New York, NY: HarperBusiness. ISBN 978-0060833459.

Balestracci, D. (2015). *Data sanity: A quantum leap to unprecedented results*. Englewood, CO: Medical Group Management Association. ISBN 978-1568294384.

Dranove, D., & Marciano, S. (2005). *Kellogg on strategy: Concepts, tools, and frameworks for practitioners*. Hoboken, NJ: Wiley. ISBN 978-0471478553.

Appendix D – Fellow Contribution / Portfolio Scoring Rubric

1 Item Required (Professional Contribution)	2 Items Required (Professional Portfolio)
40 Base Points	5 Base Points Each
• Dissertation • Thesis • Peer Reviewed Journal Article • Textbook or Book Chapter • ASM Project • EFO Paper	• Conference Presentation • Issue Analysis, Research or Position Paper • Academic Paper • Trade Journal Article • Consulting Report • Other*

	Exceptional	Acceptable	Minimal	Score
Topic Selection	Current and interesting topic broadly applicable to paramedic leaders 15 – 20 Points	Interesting or current topic with limited applicability to paramedic leaders 6 – 14 Points	Dated or uninteresting topic with narrow applicability to paramedic leaders 0 – 5 Points	
Audience	Peer/ Committee reviewed and published and /or presented nationally 7 – 10 Points	Commercially published, graded college coursework and/or presented to state or regional audiences 4 – 6 Points	Published unedited or presented locally 0 – 3 Points	
Original Research	Includes original controlled, observational or survey research 7 – 10 Points	Case study, issue analysis, literature review or presentation of a specific topic 4 – 6 Points	Opinion or unsupported claims 0 – 3 Points	
Writing	Well organized writing without errors that demonstrates advanced vocabulary, clearly presents concepts, transitions well and concludes logically 7 – 10 Points	Demonstrates acceptable organization, and clarity with some errors that may be difficult to follow at times. 4 – 6 Points	Poorly organized, hard to read with significant errors 0 – 3 Points	
References	11 or more relevant references 7 – 10 Points	4 – 10 relevant references 4 – 6 Points	3 or fewer references 0 – 3 Points	
Authorship	Individual or primary author 7 – 10 Points	Co-Author 4 – 6 Points	Group project 0 – 3 Points	

Passing Score – 80 Points (Base Points + Evaluation Categories). All items submitted are scored individually by 2 evaluators. Evaluator scores will be averaged for final score.

*For Submission items not listed the ACPE will determine acceptability and will likely assign to the dual submission (2 items required) category.

Appendix E – Recertification Requirements



Paramedic Officer RENEWAL Requirements Effective 5/06/2022

<u>Requirement</u>	<u>Supervisory Officer</u>	<u>Managing Officer</u>	<u>Executive</u>
Name	Supervising Paramedic Officer (SPO)	Managing Paramedic Officer (MPO)	Fellow in the American College of Paramedic Executives (FACPE)
			
Certification Period	5 Years	5 Years	5 Years
Recertification Fee	\$245 Non-Member \$105 Member	\$345 Non-Member \$205 Member	\$275 Member
Licensure	Current Unrestricted State EMS Provider Licensure or the National Registry of EMTs	Current Unrestricted State EMS Provider Licensure or the National Registry of EMTs	Current Unrestricted State EMS Provider Licensure or the National Registry of EMTs
		OR	OR
		Previous Unrestricted State EMS Provider Licensure or National Registry Certification for at least 5 years	Previous Unrestricted State EMS Provider Licensure or National Registry Certification for at least 5 years
Qualifying Education	50 Hours of Commission Approved EMS Management or Leadership Related Education within the last 5 years	40 Hours of Commission Approved EMS Management or Leadership Related Education within the last 5 years	30 Hours of Commission Approved EMS Management or Leadership Related Education within the last 5 years
Experience	Actively serving in an EMS leadership role	Actively serving in an EMS leadership role	Actively serving in an EMS leadership role
NEMSMA Membership	Included with Non-Member Rate	Included with Non-Member Rate	Required
Written Examination	Can be retaken in lieu of qualifying education	Can be retaken in lieu of qualifying education	Can be retaken in lieu of qualifying education
			ACPE Approved 5-6-22