SKILLS MANUAL

CHAPTER NINE

FIRE OFFICER III

NFPA 1021, 2014 Edition

Effective January 1, 2015

Texas Commission on Fire Protection
P.O. Box 2286   Austin, Texas 78768-2286   (512) 936-3838

INSTRUCTION SHEET
FIRE OFFICER III PERFORMANCE SKILLS

Format
All of the Fire Officer III skills are contained in one skill sheet and are evaluated as a written project-based assessment and oral presentation. It is recommended that the project-based assessment skills initially be completed as assignments during the course. The Course Instructor may then review the assignments, provide feedback and recommend necessary changes. At the time of the scheduled TCFP performance skills evaluation, the final versions of the assignments for the project must be turned in for evaluation. The oral presentation should also be conducted at that time to evaluate the skills not included in the written project. It is recommended that the oral presentation skills be conducted in a role-playing format. The Course Instructor should specify time constraints as necessary.

Note: All of the Fire Officer III performance skills are to be evaluated. There will not be a random selection of skills for final testing as with most other TCFP performance skills evaluations.

Scoring Method
The scoring method is satisfactory (S) or unsatisfactory (U) for each grading criteria, and a Pass or Fail for the entire skill sheet. In order to successfully pass the Fire Officer III skills evaluation, the Fire Officer III candidate must receive satisfactory scores in all of the grading criteria. Any grading criteria marked unsatisfactory shall require the examiner to explain the reason for the failure in written form in the comments section of the skill sheet. The written project and the oral presentation will be evaluated independently. The candidate must retest only the failed component.

Preparation and Equipment
Many of the skills require the use of department policies. It is suggested that the Course Instructor use the policies and procedures from his/her department. If teaching this course at a non-departmental institution, acquire a fire department's policies and procedures, or modification thereof, to complete these skills. For optimal learning, scenario-based training and role-playing is recommended; however, based on departmental needs certain activities may be simulated by other means.

Fire Officer Skills List

Discipline	Objective	Skill No.	Functional Name	NFPA 1021 #
Officer I	Human Resource Management	4-1	Recommending Action for Member-Related Problems	4.2.4
Officer I	Human Resource Management	4-2	Human Resource Policies and Procedures	4.2.5
Officer I	Human Resource Management	4-3	Non-Emergency Coordination of Assigned Tasks	4.2.2, 4.2.6
Officer I	Community and Gov't Relations	4-4	Initiating Action on a Community Need	4.3.1
Officer I	Community and Gov't Relations	4-5	Initiating Action to a Citizen's Concern and Responding to a Public Inquiry	4.3.2, 4.3.3
Officer I	Administration	4-6	Recommending Policy or Procedure Changes	4.1.2, 4.4.1
Officer I	Administration	4-7	Preparing a Budget Request	4.1.2, 4.4.3
Officer I	Administration	4-8	Purpose of Each Management Component of the Organization and Benefits of Collecting Incident Response Data	4.1.2, 4.4.4, 4.4.5
Officer I	Inspection and Investigation	4-9	Describing the Procedures for Conducting Fire Inspections	4.5.1
Officer I	Inspection and Investigation	4-10	Developing a Pre-Incident Plan	4.5.2
Officer I	Inspection and Investigation	4-11	Executing Routine Unit-Level Administrative Functions and Securing a Scene	4.4.2, 4.5.3
Officer I	Emergency Service Delivery	4-12	Emergency Operation - Developing and Implementing Action Plans and Assigning Tasks or Responsibilities to Unit Members	4.1.2, 4.2.1, 4.6.1, 4.6.2
Officer I	Emergency Service Delivery	4-13	Developing and Conducting a Post-Incident Analysis	4.6.3
Officer I	Health and Safety	4-14	Applying Safety Regulations at the Unit Level and Directing Training Evolutions	4.2.3, 4.7.1
Officer I	Health and Safety	4-15	Conducting an Initial Accident Investigation	4.7.2
Officer I	Health and Safety	4-16	Benefits of Wellness and Fitness Programs	4.7.3
Officer II	Human Resource Management	5-1	Maximizing or Correcting Performance	5.2.1
Officer II	Human Resource Management	5-2	Evaluating the Job Performance of Assigned Members	5.2.2, 5.2.3
Officer II	Community and Gov'e Relations	5-3	Benefits of Cooperating with Allied Organizations	5.3.1
Officer II	Administration	5-4	Developing a Policy or Procedure	5.4.1
Officer II	Administration	5-5	Developing a Project or Divisional Budget	5.4.2
Officer II	Administration	5-6	Describing the Process of Purchasing	5.4.3
Officer II	Administration	5-7	Preparing a News Release	5.4.4
Officer II	Administration	5-8	Preparing a Concise Report for Transmittal to a Supervisor and Recommend the Needed Change	5.4.5, 5.4.6
Officer II	Inspection and Investigation	5-9	Origin and Cause of a Fire	5.5.1
Officer II	Emergency Service Delivery	5-10	Emergency Operational Plans for Multi-Unit Operations	5.6.1
Officer II	Emergency Service Delivery	5-11	Developing and Conducting a Post-Incident Analysis	5.6.2
Officer II	Emergency Service Delivery	5-12	Analyzing Service Demand Needs	5.6.3
Officer II	Health and Safety	5-13	Analyzing a Member's Accident, Injury or Health Exposure History	5.7.1
Officer III	All	6-1	Written Project and Oral Presentation	All - Chap. 6
Officer IV	All	7-1	Written Project and Oral Presentation	All - Chap. 7

Written Project and Oral Presentation

PERFORMANCE STANDARD   **Section 903**
                                                            Fire Officer III

NFPA 1021, 2014 edition, 6.1.2, 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.2.5, 6.2.6, 6.2.7, 6.3.1, 6.4.1, 6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.4.6, 6.5.1, 6.5.2, 6.6.1, 6.6.2, 6.6.3, 6.7.1, 6.8.1

OBJECTIVES

The ability to research, to use evaluative methods, to analyze data, to communicate orally and in writing, and to motivate members. (6.1.2)

Establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures, so that human resources are used in an effective manner. (6.2.1)

Develop procedures for hiring members, given policies of the AHJ and legal requirements, so that the process is valid and reliable. (6.2.2)

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. (6.2.3)

Describe methods to facilitate and encourage members to participate in professional development, given a professional development model, so that members achieve their personal and professional goals. (6.2.4)

Develop a proposal for improving an employee benefit, given a need in the organization, so that adequate information is included to justify the requested benefit improvement. (6.2.5)

Develop a plan for providing an employee accommodation, given an employee need, the requirements, and applicable law, so that adequate information is included to justify the requested change(s). (6.2.6)

Develop an ongoing education training program, given organizational training requirements, so that members of the organization are given appropriate training to meet the mission of the organization. (6.2.7)

Develop a community risk reduction program, given risk assessment data, so that program outcomes are met (6.3.1)

Develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified. (6.4.1)

Develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority. (6.4.2)

Describe the agency's process for developing requests for proposal (RFPs) and soliciting and awarding bids, given established specifications and the agency's policies and procedures, so that competitive bidding is ensured. (6.4.3)

Direct the development, maintenance, and evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved. (6.4.4)

Analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended. (6.4.5)

Develop a model plan for continuous organizational improvement, given resources for an area to be protected, so that resource utilization is maximized. (6.4.6)

Evaluate the inspection program of the AHJ, given current program goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness. (6.5.1)

Develop a plan, given an identified fire safety problem, so that the approval for a new program, piece of legislation, form of public education, or fire safety code is facilitated. (6.5.2)

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. (6.6.1)

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. (6.6.2)

Develop a plan for the agency, given an unmet need for resources that exceed what is available in the organization, so that the mission of the organization is capable of being performed in times of extraordinary need. (6.6.3)

Develop a measurable accident and injury prevention program, given relevant local and national data, so that the results are evaluated to determine effectiveness of the program. (6.7.1)

Develop a plan for the integration of fire services resources in the community's emergency management plan, given the requirements of the community and the resources available in the fire department, so that the role of the fire service is in compliance with local, state/provincial, and national requirements. (6.8.1)

INSTRUCTIONS - procedures for achieving the objectives

You shall complete a written project. The project will include:
1. A human resources section that includes:
   a. policies that address procedures for hiring, assigning, promoting, and encouraging professional development of members (6.2.1, 6.2.2, 6.2.3, 6.2.4)
   b. a proposal for improving an employee benefit (6.2.5)
   c. a plan for providing an employee accommodation (6.2.6)
   d. a plan for an on-going education training program(6.2.7)
2. A community and government relations section that includes:
   a. A proposal for a community risk reduction program to enhance the quality of life within the community by providing increased safety, injury prevention, or public education services. (6.3.1)
3. An administration section that includes:
   a. A divisional or departmental budget (6.4.1)
   b. A budget management system (6.4.2)
   c. An RFP (request for proposal) that includes the process for soliciting and awarding bids. (6.4.3)
   d. A proposal for the development, maintenance and evaluation of a department's records management system (6.4.4)
   e. An analysis of the validity of a fire department record system (6.4.5)
   f. A plan for continuous organizational improvement (6.4.6)
4. An inspection and investigation section that includes:
   a. An evaluation of the department's inspection program (6.5.1)
   b. A proposal that corrects an identified fire safety problem in the community (6.5.2)
5. An emergency services section that includes:
   a. An incident action plan for a multiple-agency incident (6.6.1)
   b. A post incident analysis for a multiple-agency incident (6.6.2)
   c. A plan to acquire an unmet need or resource (6.6.3)
6. A health and safety section that includes:
   a. An accident and injury prevention program (6.7.1)
7. An emergency management section that includes:

     a. A fire department's annex for the community's emergency management plan (6.8.1)

After the completion of your written project you will participate in an oral presentation where you will:
1. Encourage a member to participate in professional development (6.2.4)
2. Explain to a new member the agency's process for developing RFPs and soliciting and awarding bids (6.4.3)
3. Conduct a post incident analysis (6.6.2)

EXAMINER'S NOTE
It is suggested that you use the policies and procedures of your department. If you are teaching this course at a non-departmental institution, acquire a fire department's policies and procedures, or modification thereof, to complete the skill.

TCFP performance skill evaluation requires the Fire Officer III candidate to turn in the completed project and perform the oral presentation. The written project and the oral presentation will be evaluated independently. The candidate must retest only the failed component. It is suggested the oral presentation be conducted in a role playing format.

PREPARATION & EQUIPMENT
AHJ SOPs
Personal computer with word processing and spreadsheet software
Printer with paper
Report forms, templates, and example documents
Instructor developed scenarios

TEXAS COMMISSION ON FIRE PROTECTION
Fire Officer III
Performance Standards Evaluation

Candidate: _____   Notes:_____

Training Provider: _____   _____

Test Site: _____   _____

Examiner: _____   _____

Fire Officer III	TEST		RETEST	
Skill # 6-1	**S**	**U**	**S**	**U**
NFPA 1021 – 6.1.2, 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.2.5, 6.2.6, 6.2.7, 6.3.1, 6.4.1, 6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.4.6, 6.5.1, 6.5.2, 6.6.1, 6.6.2, 6.6.3, 6.7.1, 6.8.1				
Written Project				
The candidate demonstrates:	**S**	**U**	**S**	**U**
a) Ability to research				
b) Ability to use evaluative methods				
c) Ability to communicate in writing				
d) Ability to perform a needs assessment				
e) Ability to allocate finances				
f) Ability to interpret financial data				
g) Ability to organize, analyze and interpret data				
h) Ability to use consensus building techniques				
i) Ability to delegate authority				
j) Ability to organize plans				
k) Ability to evaluate external resources				
l) Ability to develop a plan				
m) Familiarity with emergency management interagency planning and coordination				
n) Ability to write reports				
Oral Presentation				
The candidate demonstrates:	**S**	**U**	**S**	**U**
a) Ability to communicate orally				
b) Ability to relate interpersonally				
c) Ability to counsel, mentor and motivate members				
d) Ability to evaluate potential of members				

S = Satisfactorily completed/performed
U = Unsatisfactorily performed/failed to meet objective or grading step

All steps of the skill objective are mandatory and must be scored as "Satisfactory" to pass the skill.

Examiner/Candidate Comments:

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		Overall Skill Sheet Score
_____ _____		Pass ☐ Fail ☐
Certifying Examiner Date		Overall Skill Sheet Re-Test Score
_____ _____		Pass ☐ Fail ☐
Re-Test Certifying Examiner Date		