

REFERENCE LIST FOR THE FIRE OFFICER IV CURRICULUM

Certified Training Facilities approved to teach this curriculum must have the following reference materials:

Required References:

Chief Officer (2nd Ed) (2004). Stillwater, OK: International Fire Service Training Association

National Incident Management System: Principles and Practice (1st Ed) (2005). Sudbury, MA: Jones and Bartlett Publishers, Inc.

NFPA 1021: Standard for Fire Officer Professional Qualifications (2009 Ed.). Quincy, MA: National Fire Protection Association. NFPA Publications

Standards Manual for Fire Protection Personnel Austin, TX: Texas Commission on Fire Protection.

Recommended References:

Chief Officer (1st Ed)(2012). Burlington, MA: Jones and Bartlett Learning.

Officer Development Handbook (2nd Ed)(2010). Fairfax, VA: International Association of Fire Chiefs.

CHAPTER NINE
FIRE OFFICER IV
CURRICULUM OUTLINE

SECTION	SUBJECT	RECOMMENDED HOURS
904-7.1	General	2
904-7.2	Human Resource Management	12
904-7.3	Community and Government Relations	6
904-7.4	Administration	12
904-7.5	Inspection and Investigation	No performance requirements at this level
904-7.6	Emergency Services Delivery	12
904-7.7	Health and Safety	6
	Performance Skills*	6
	TOTAL RECOMMENDED HOURS	56

*The recommended hours for skills evaluation is based on 12 students. Actual hours needed will depend on the number of students, the number of examiners, availability of equipment, and the student skill level.

FIRE OFFICER IV

A Fire Officer IV is an upper level supervisor who performs both supervisory and first-line managerial functions who has met all the job performance and certification requirements of Fire Officer III as defined in NFPA 1021, *Standard for Fire Officer Professional Qualifications*. An individual at the Fire Officer IV level as part of his or her duties and responsibilities:

- Administers job performance requirements, and evaluates and improves the department
- Projects a positive image of the fire department to the community
- Develops long-range plans and fiscal projections
- Develops plans for major disasters
- Administers a comprehensive risk management program

7.1 **General**

For qualification at Fire Officer Level IV, the Fire Officer III shall meet the job performance requirements defined in Sections 7.2 through 7.7 of NFPA 1021, 2009 Edition.

Fire Officer IV certification prerequisites include:

- Fire Officer III

7.2 **Human Resource Management**

This duty involves administering job performance requirements and evaluating and improving the department, according to the following job performance requirements.

7.2.1 Appraise the department's human resource demographics, given appropriate community demographic data, to determine if the recruitment, selection, and placement of human resources is effective and consistent with law and current best practices.

Requisite Knowledge Policies and procedures; local, state/provincial, and federal regulations; community demographics; community issues; and formal and informal community leaders.

- 1) Policies and procedures (AHJ)
- 2) Local, state/provincial, and federal regulations
 - a. Federal
 - i. Civil Rights Act of 1964 (Title VII)
 - ii. Age Discrimination and Employment Act (ADEA)
 - iii. Americans With Disabilities Act (ADA)
 - b. State
 - i. Texas Commission on Fire Protection (TCFP) standards
 - ii. Local Government Code 143 (Civil Services)
 - iii. Health and Safety Code 775 (Emergency Services Districts)
 - iv. Texas Department of State Health Services (DSHS) – EMS requirements as applicable
 - v. Texas Commission on Law Enforcement Officers Standards and Education (TCLEOSE) – Peace Officer requirements for Arson Investigators
 - c. Local (AHJ)
 - i. Local Government Code 143 – Local Rules
 - ii. Health and Safety Code 775 – Local Rules
 - iii. Local ordinances
 - iv. Labor contract or agreement

- 3) Community demographics
 - a. City Planning Department
 - b. US Census Bureau
- 4) Community issues
 - a. Economic Development Corporation
 - b. Local Chamber of Commerce
- 5) Formal and informal community leaders
 - a. Civic groups
 - b. Neighborhood associations
 - c. Boards and commissions
 - d. Special interest groups

Requisite Skills The ability to communicate orally and in writing, to relate interpersonally, to delegate authority, to analyze issues, and to solve problems.

7.2.2

Evaluate current employee/management relations and initiate the development of a process that supports a positive and participative employee/management program.

Requisite Knowledge Policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.

- 1) Policies and procedures (AHJ)
- 2) Contractual agreements
 - a. Collective bargaining
 - b. Meet and confer
 - c. Private sector contracts
- 3) IAFC/IAFF Labor-Management Initiative
 - a. Improve interpersonal communications between labor and management
 - b. Increase the involvement and cooperation between labor and management
 - c. Gain an increased focus on the goals that will benefit your organization and its members
 - d. Learn how to minimize the number of grievances and other adverse actions that affect labor-management relationships
 - e. Discover new ways to work through and past labor-management obstacles to accomplish more for the fire department and the community

- f. Roles and Responsibilities: Union, Fire Department, Local Government.
 - g. Labor-Management Best Practices
- 4) Local, state/provincial, and federal regulations
- a. Federal
 - i. Civil Rights Act of 1964 (Title VII)
 - ii. Age Discrimination and Employment Act (ADEA)
 - iii. Americans With Disabilities Act (ADA)
 - b. State
 - i. Local Government Code 143 (Civil Services)
 - ii. Health and Safety Code 775 (Emergency Services Districts)
 - c. Local (AHJ)
 - i. Local Government Code 143 – Local Rules
 - ii. Health and Safety Code 775 – Local Rules
 - iii. Local ordinances
 - iv. Labor contract or agreement

Requisite Skills The ability to communicate orally and in writing, to negotiate, to analyze current status of employee relations, to relate interpersonally, to analyze the current employee/management relations, and to conduct program implementation.

7.2.3

Establish and evaluate a list of education and in-service training goals, given a summary of the job requirements for all positions within the department, so that all members can achieve and maintain required proficiencies.

Requisite Knowledge Training resources, community needs, internal and external customers, policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.

- 1) Training resources
 - a. NFPA professional qualification standards
 - b. TCFP Curriculum Manual
 - c. DSHS
 - d. TCLEOSE
 - e. Textbooks
 - f. Professional journals
 - g. External training and educational institutions
 - h. NFA (National Fire Academy)
- 2) Community needs

- a. Demographics (e.g. population, occupancy types, urban/suburban/rural/frontier, etc.)
 - b. Fire department type
 - c. Community or service area needs
 - d. Hazard assessment
 - e. Risk analysis
 - f. Improved operational efficiency
 - g. Continuing education requirements
 - h. New certification or training requirements
- 3) Internal and external customers
 - 4) Policies and procedures (AHJ)
 - 5) Contractual agreements
 - a. Collective bargaining
 - b. Meet and confer
 - c. Private sector contracts
 - 6) Local, state/provincial, and federal regulations
 - a. Federal
 - i. OSHA (Occupational Safety and Health Administration)
 - ii. EPA (Environmental Protection Agency)
 - iii. DHS (Department of Homeland Security)
 - b. State
 - i. TCFP
 - ii. DSHS
 - iii. TCLEOSE
 - iv. ISO-PPC (Insurance Service Office – Public Protection Class)
 - c. Local (AHJ)

Requisite Skills The ability to communicate orally and in writing and to organize data and resources.

- 7.2.4** Appraise a member-assistance program, given data, to determine if the program, when used, produces the desired results and benefits.

Requisite Knowledge Policies and procedures, available assistance programs, contractual agreements, and local, state/provincial, and federal regulations.

- 1) Policies and procedures (AHJ)
- 2) Available assistance programs

- a. Smoking cessation
 - b. Financial counseling
 - c. Relationship counseling
 - d. Mental health counseling
 - e. Health and wellness
 - f. Substance abuse
 - g. Legal counseling
 - h. Critical incident stress management
 - i. Suicide prevention
- 3) Contractual agreements
- a. Collective bargaining
 - b. Meet and confer
 - c. Private sector contracts
- 4) Local, state/provincial, and federal regulations
- a. Local
 - i. Private contracts
 - ii. Public departments
 - b. State
 - i. DSHS
 - ii. TCFP
 - c. Federal
 - i. HHS (US Department of Health and Human Services)
- 5) Resources
- a. NFPA 1500
 - b. National Fallen Fire Fighters Foundation
 - c. IAFF (International Association of Fire Fighters)
 - d. IAFC (International Association of Fire Chiefs)

Requisite Skills The ability to communicate orally and in writing, to relate interpersonally to members, and to analyze needs and results.

7.2.5 Evaluate an incentive program, given data, so that a determination is made regarding achievement of the desired results.

Requisite Knowledge Policies and procedures, available incentive programs, contractual agreements, and local, state/provincial, and federal regulations.

- 1) Policies and procedures (AHJ)
- 2) Available incentive programs
 - a. Awards and recognition

- b. Educational incentive
 - c. Certification pay
 - d. Longevity pay
 - e. Tuition reimbursement
- 3) Contractual agreements
 - a. Collective bargaining
 - b. Meet and confer
 - c. Private sector contracts
 - 4) Local, state/provincial, and federal regulations

Requisite Skills The ability to communicate orally and in writing, to relate interpersonally, and to analyze programs.

7.3 **Community and Government Relations**

This duty involves projecting a positive image of the fire department to the community, according to the following job performance requirements.

- 7.3.1 Attend, participate in, and assume a leadership role in given community events in order to understand and respond to community needs and enhance the image of the fire department.

Requisite Knowledge Community demographics, community and civic issues, effective customer service methods, and formal and informal community leaders.

- 1) Community demographics
 - a. City Planning Department
 - b. US Census Bureau
 - c. Occupancy types
 - d. Urban/suburban/rural/frontier
- 2) Community and civic issues
 - a. Perception vs. reality
 - b. Taxes
 - c. Response times
 - d. Services provided
- 3) Effective customer service methods
 - a. Phoenix Fire Department model
 - i. Deliver best service possible
 - ii. Always be nice
 - iii. Execute standard problem solving outcome
 - iv. Regard everyone as a customer

- v. Consider how/what you are doing looks
 - vi. Don't disqualify customer with your qualifications
 - vii. Customer-centered organizational behavior
 - viii. Continually improve customer service
 - b. NYPD model
 - i. Courtesy
 - ii. Professionalism
 - iii. Respect
 - c. RESPECT model for customer service
 - i. Responsive
 - ii. Educate
 - iii. Solution focused
 - iv. Professional
 - v. Empathize
 - vi. Courtesy
 - vii. Teamwork
 - d. Other
- 4) Formal and informal community leaders
- a. Civic groups
 - b. Neighborhood associations
 - c. Boards and commissions
 - d. Special interest groups

Requisite Skills The ability to communicate orally and familiarity with public relations.

7.4 Administration

This duty involves long-range planning and fiscal projections, according to the following job performance requirements.

- 7.4.1** Develop a comprehensive long-range plan, given community requirements, current department status, and resources, so that the projected needs of the community are met.

Requisite Knowledge Policies and procedures, physical and geographic characteristics, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, and local, state/provincial, and federal regulations.

- 1) Policies and procedures (AHJ)
- 2) Physical and geographic characteristics
 - a. Urban/suburban/rural/frontier
 - b. Community or service area needs

- c. Hazard assessment
 - d. Risk analysis
- 3) Demographics
 - a. City Planning Department
 - b. US Census Bureau
 - c. Occupancy types
 - d. Urban/suburban/rural/frontier
 - 4) Community plan
 - a. Community's financial plan
 - b. Community's master plan
 - c. Continuity of operation plan
 - 5) Staffing requirements
 - a. ISO
 - b. NFPA
 - c. CFAI (Commission on Fire Accreditation International)
 - d. Labor contracts or agreements
 - 6) Response time benchmarks
 - a. NFPA 1710
 - b. NFPA 1720
 - c. CFAI
 - d. ISO
 - e. NIST (National Institute of Standards and Technology) Report on Residential Fireground Field Experiments
 - 7) Contractual agreements
 - a. Collective bargaining
 - b. Meet and confer
 - c. Private sector contracts
 - 8) Local, state/provincial, and federal regulations

Requisite Skills The ability to communicate orally and in writing and familiarity with fiscal analysis, public policy processes, forecasting resources, and analyzing current department status requirements.

7.4.2

Evaluate and project training requirements, facilities, and buildings needs, given data that reflect community needs and resources, to meet departmental training goals.

Requisite Knowledge Policies and procedures, physical and geographic characteristics, building and fire codes, departmental plan, staffing

requirements, training standards, needs assessment, contractual agreements, and local, state/provincial, and federal regulations.

- 1) Policies and procedures (AHJ)
- 2) Physical and geographic characteristics
 - a. Urban/suburban/rural/frontier
 - b. Community or service area needs
 - c. Hazard assessment
 - d. Risk analysis
- 3) Building and fire codes
 - a. National Fire Protection Association (NFPA)
 - i. NFPA 1, Fire Code
 - ii. NFPA 101, Life Safety Code
 - iii. NFPA 5000, Building Construction and Safety Code
 - b. International Code Council (ICC)
 - i. International Building Code
 - ii. International Fire Code
- 4) Departmental plan
 - a. Strategic plan
 - b. Master plan
 - c. Financial plan
 - d. Staffing plan
- 5) Staffing requirements
 - a. ISO
 - b. NFPA
 - c. CFAI
 - d. Contracts
- 6) Training standards
 - a. TCFP Curriculum Manual
 - b. NFPA 1402, 1403, 1404
 - c. NFPA 1500
 - d. NFPA Professional Qualification Standards
 - e. AHJ
 - f. ISO
 - g. DSHS
 - h. Local medical standards
 - i. NFPA 472, 473
- 7) Needs assessment

- a. Demographics (e.g. population, occupancy types, urban/suburban/rural/frontier, etc.)
 - b. Fire department type
 - c. Community or service area needs
 - d. Hazard assessment
 - e. Risk analysis
 - f. Improved operational efficiency
 - g. Continuing education requirements
 - h. New certification or training requirements
- 8) Contractual agreements
- a. Collective bargaining
 - b. Meet and confer
 - c. Private sector contracts
- 9) Local, state/provincial, and federal regulations
- a. Local (AHJ)
 - i. Building and fire codes
 - ii. Ordinances
 - b. State
 - i. TCFP
 - ii. DSHS
 - iii. TAC (Texas Administrative Code)
 - iv. Texas Historical Commission
 - v. Texas Asbestos Health Protection rules
 - c. Federal
 - i. ADA
 - ii. National Historic Preservation Act
 - iii. Environmental and historic preservation review
 - iv. OSHA
 - v. EPA
 - vi. NIMS (National Incident Management System)

Requisite Skills The ability to communicate orally and in writing and familiarity with fiscal analysis, forecasting needs, and analyzing data.

7.4.3

Complete a written comprehensive risk, hazard, and value analysis of the community, given the appropriate features of the service area of the organization, so that an accurate evaluation is made for service delivery decision-making.

Requisite Knowledge Risk, hazard, and value analysis methods and process, as well as community development features, community demographics, and assessed valuation of properties in the community.

- 1) Risk, hazard, and value analysis methods and process
 - a. Mitigation action plan
 - i. Establish hazard mitigation goals and objectives
 - ii. Identify and prioritize hazard mitigation actions
 - iii. Prepare the implementation strategy
 - iv. Document the planning process
 - b. RHAVE – Risk Hazard and Value Evaluation
 - c. NFPA Risk Management model
 - i. Risk identification
 - ii. Risk evaluation
 - iii. Risk control techniques
 - iv. Risk management monitoring
 - d. CWPP (Community Wildfire Protection Program)

- 2) Community development features
 - a. Urban/suburban/rural/frontier
 - b. Fire department type
 - c. Community or service area needs
 - d. Improved operational efficiency

- 3) Community demographics
 - a. Population
 - b. Occupancy types

- 4) Assessed valuation of properties in the community
 - a. County appraisal district
 - b. Tax rate
 - c. Tax role

Requisite Skills The ability to conduct a needs assessment plan, to effectively communicate in writing, problem solving.

7.4.4

Develop a plan for a capital improvement project or program, given an unmet need in the community, so that there is adequate information to educate citizens about the needs of the department.

Requisite Knowledge Strategic planning, capital improvement planning and budgeting, and facility planning.

- 1) Strategic planning
 - a. Define the organization's mission
 - b. Establish goals/objectives
 - c. Identify strategic alternatives
 - d. Formulate a strategy

- 2) Capital improvement planning and budgeting
 - a. Establish a capital planning committee with bylaws
 - b. Take inventory of existing capital assets
 - c. Evaluate previously approved, unimplemented or incomplete projects
 - d. Assess financial capacity
 - e. Solicit, compile and evaluate new project requests
 - f. Prioritize projects
 - g. Develop a financing plan
 - h. Adopt a capital improvements program
 - i. Monitor and manage approved projects within the CIP
 - j. Update existing/ongoing capital programs

- 3) Facility planning
 - a. Design
 - b. Location
 - c. Finance

Requisite Skills The ability to conduct a needs assessment plan, to effectively communicate in writing, and problem solving.

7.5 Inspection and Investigation

7.5.1 Definition of Duty No additional job performance requirements at this level.

7.6 Emergency Services Delivery

This duty involves developing plans for major disasters, according to the following job performance requirements.

7.6.1 Develop a comprehensive disaster plan that integrates other agencies' resources, given data, in order to rapidly and effectively mitigate the impact on a community.

Requisite Knowledge 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.

- 1) Major incident policies and procedures (AHJ)

- 2) Physical and geographic characteristics
 - a. Urban/suburban/rural/frontier
 - b. Community or service area needs

- c. Hazard assessment
 - d. Risk analysis
- 3) Demographics
 - a. City Planning Department
 - b. US Census Bureau
 - c. Occupancy types
 - d. Urban/suburban/rural/frontier
- 4) Target hazards (AHJ)
 - a. Critical infrastructure
 - b. High occupancy
 - c. High hazard industry
- 5) Incident management systems
 - a. NIMS
 - b. ICS (Incident Command System - FIRESCOPE)
 - c. IMS (Incident Management System - NFPA 1561)
 - d. Fireground Command System (Blue card)
- 6) Communications systems
 - a. NFPA 1221
 - b. AHJ
 - c. Interoperability
 - d. Texas SCIP (Statewide Communications Interoperability Plan)
- 7) Contractual and mutual-aid agreements
 - a. Mutual aid
 - b. Auto aid
 - c. Private contracts
 - d. State contracts
- 8) Local, state/provincial, and federal regulations and resources
 - a. Local Resources
 - i. Community Emergency Management Plan
 - ii. Community Wildfire Protection Plan
 - iii. Local SOPs/SOGs
 - b. State Resources
 - i. TDEM (Texas Division of Emergency Management)
 - a) TFS (Texas Forest Service)
 - b) DSHS
 - c) Texas Adjutant General (National Guard)
 - d) Texas Task Force One
 - ii. TXDOT (Texas Department of Transportation)
 - iii. GLO (General Land Office)

- iv. TCEQ (Texas Commission on Environmental Quality)
- v. Texas Parks and Wildlife
- vi. DPS (Department of Public Safety)
- c. Federal Resources
 - i. USDA (US Department of Agriculture)
 - a) US Forest Service
 - ii. DHS
 - a) FEMA (Federal Emergency Management Agency)
 - b) US Coast Guard
 - c) Secret Service
 - iii. DOJ (Department of Justice)
 - a) FBI (Federal Bureau of Investigation)
 - iv. Department of the Treasury
 - a) BATF (Bureau of Alcohol, Tobacco and Firearms)
- d. Other Resources
 - i. NFPA 1710
 - ii. NFPA 1720
 - iii. NFPA 1500
 - iv. NFPA 1561
- e. Local Regulations (AHJ)
- f. State Regulations
 - i. TCFP
 - ii. DSHS
 - iii. TCLEOSE
 - iv. TDEM
- g. Federal Regulations
 - i. OSHA
 - ii. EPA
 - iii. FEMA
 - iv. DHS
 - a) NIMS
 - b) National Response Framework

Requisite Skills The ability to communicate orally and in writing and to organize a disaster plan; familiarity with inter-agency planning and coordination.

7.6.2

Develop a comprehensive plan, given data (including agency data), so that the agency operates at a civil disturbance, integrates with other agencies' actions, and provides for the safety and protection of members.

Requisite Knowledge 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.

- 1) Major incident policies and procedures (AHJ)
- 2) Physical and geographic characteristics
 - a. Urban/suburban/rural/frontier
 - b. Community or service area needs
 - c. Hazard assessment
 - d. Risk analysis
- 3) Demographics
 - a. City Planning Department
 - b. US Census Bureau
 - c. Occupancy types
 - d. Urban/suburban/rural/frontier
- 4) Incident management systems
 - a. NIMS
- 5) Communications systems
 - a. AHJ
 - b. Interoperability
- 6) Contractual and mutual-aid agreements
 - a. Mutual aid
 - b. Auto aid
 - c. Private contracts
 - d. State contracts
- 7) Local, state/provincial, and federal regulations and resources
 - a. Local Resources
 - i. Community Emergency Management Plan
 - ii. Local SOPs/SOGs
 - b. State Resources
 - i. TDEM
 - a) TFS
 - b) DSHS
 - c) Texas Adjutant General (National Guard)
 - d) Texas Task Force One
 - ii. TXDOT
 - iii. DPS
 - c. Federal Resources
 - i. DHS
 - a) FEMA

- b) US Coast Guard
 - c) Secret Service
 - ii. DOJ
 - a) FBI
 - iii. Department of the Treasury
 - a) BATF
- d. Local Regulations (AHJ)
- e. State Regulations
 - i. TCFP
 - ii. DSHS
 - iii. TCLEOSE
 - iv. TDEM
- f. Federal Regulations
 - i. OSHA
 - ii. EPA
 - iii. FEMA
 - iv. DHS
 - a) NIMS
 - b) National Response Framework

Requisite Skills The ability to communicate orally and in writing and to organize a plan; familiarity with inter-agency planning and coordination.

7.7 **Health and Safety**

This duty involves administering a comprehensive risk management program, according to the following job performance requirements.

- 7.7.1** Maintain, develop, and provide leadership for a risk management program, given specific data, so that injuries and property damage accidents are reduced.

Requisite Knowledge Risk management concepts, retirement qualifications, occupational hazards analysis, and disability procedures, regulations, and laws.

- 1) Risk management concepts
 - a. NFPA Risk Management model
 - i. Risk identification
 - ii. Risk evaluation
 - iii. Risk control techniques
 - iv. Risk management monitoring
- 2) Retirement qualifications
 - a. Age
 - b. Years of service

- c. Disability
- d. AHJ

3) Occupational hazards analysis

- a. Select the job
- b. Break the job into successive steps
- c. Identify the hazards in each step of the process
- d. Eliminate or reduce the hazard

4) Disability procedures, regulations and laws

- a. TWCC (Texas Workers Compensation Commission)
- b. ADA
- c. AHJ
- d. Civil Service Rules and Laws

Requisite Skills The ability to communicate orally and in writing, to analyze data, and to use evaluative methods.