CHAPTER NINE

FIRE OFFICER III

CURRICULUM OUTLINE

SECTION	SUBJECT	RECOMMENDED HOURS
903-6.1	General	2
903-6.2	Human Resource Management	10
903-6.3	Community and Government Relations	4
903-6.4	Administration	10
903-6.5	Inspection and Investigation	4
903-6.6	Emergency Service Delivery	6
903-6.7	Health and Safety	4
903-6.8	Emergency Management	4
	Performance Skills*	12
	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.

REFERENCE LIST FOR THE FIRE OFFICER III CURRICULUM

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

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

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

National Incident Management System: Principles and Practice (2nd Ed) (2012). Sudbury, MA: Jones and Bartlett Publishers, Inc.

NFPA 1021: Standard for Fire Officer Professional Qualifications (2013 Ed.). Quincy, MA: National Fire Protection Association. NFPA Publications

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

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

FIRE OFFICER III

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

- Establishes procedures for hiring, assigning, promoting, and encouraging professional development of members
- Develops programs that improve and expand service and build partnerships with the public
- Prepares a divisional or departmental budget, develops a budget management system, solicits bids, plans for resource allocation and works with information management systems
- Evaluates inspection programs to determine effectiveness and develops public safety plans
- Manages multi-agency planning, deployment, and operations
- Develops, manages and evaluates a departmental safety program

903-6.1 ***General***

For qualification at Fire Officer Level III, the Fire Officer II shall meet the requirements of Fire Instructor Level II as defined in NFPA 1041 and the job performance requirements defined in Sections 6.2 through 6.8 of NFPA 1021, 2009 Edition.

Fire Officer III certification prerequisites include:

- Fire Officer II
- Fire Instructor II

903-6.1.1 **General Prerequisite Knowledge.** Current national and international trends and developments related to fire service organization, management, and administrative principles**, as well as** public and private organizations that support the fire and emergency services and the functions of each.

903-A.6.1.1 Other prerequisite knowledge can include an understanding of workers' compensation, civil service system, role of courts (civil suit, criminal proceedings, appeals, review of administrative decisions); criminal liability for offenses such as manslaughter and negligent homicide; EEO laws and civil rights; open records and open meetings laws; and conflicts of interests and ethics.

1. Functions of management
   a. Planning
   b. Organizing
   c. Leading
   d. Controlling

2. Basic problem solving model
   a. Analyze
   b. Plan
   c. Implement
   d. Evaluate

3. Planning process
   a. Analyze opportunities
   b. Identify goals and objectives
   c. Identify possible solutions
   d. Select best solution
   e. Create plan
   f. Implement plan
   g. Monitor plan
   h. Evaluate plan effectiveness
   i. Provide feedback and revise

4. Organizing
    a. Organizational culture
        i. Beliefs
        ii. Values
        iii. Norms
    b. Trends
        i. Traditional
            a) Hierarchical/scalar
            b) Bureaucratic
        ii. New trends
            a) Flat organizations
            b) Regionalization
            c) Flexibility

5. Leadership styles
    a. Charismatic
    b. Situational
    c. Contingency
    d. Citizen
    e. Servant
    f. Chameleon
    g. Transformational/transactional leadership continuum

6. Fire Service Leadership Model
    a. Lead from the front
    b. Effectively communicate
    c. Advise, mentor and counsel
    d. Decide, act and evaluate
    e. Envision the future
    f. Remain flexible
    g. Share your knowledge
    h. Honesty is always right
    i. Invest in your personnel
    j. Prepare to fail, if you fail to prepare

7. Controlling
    a. Organizational behavior
        i. Performance reviews
        ii. Policies, procedures, rules, regulations
    b. Fiscal oversight
        i. Budget process
        ii. Purchasing process
        iii. Audits
    c. Other

i. Capital improvement plans
ii. Strategic plan
iii. Emergency management plans
iv. Information management

8. Fire Officer III Functions
   a. Human resource management
   b. Community and government relations
   c. Administration
   d. Inspection and investigation
   e. Emergency service delivery
   f. Health and safety

903-6.1.2 **General Prerequisite Skills.** The ability to research, to use evaluative methods, to analyze data, to communicate orally and in writing, and to motivate members.

903-6.2 ***Human Resource Management***

This duty involves establishing procedures for hiring, assigning, promoting, and encouraging professional development of members, according to the following job performance requirements.

1. Human resource management includes:
   i. Hiring and promoting
   ii. Recruitment, induction and retention
   iii. Termination
   iv. Discipline
   v. Assigning/work force planning
   vi. Time management
   vii. Professional development training/education
   viii. Health, safety, survival and wellness
   ix. Compensation and benefits

903-6.2.1 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.**

Requisite Knowledge. Minimum staffing requirements, available human resources, and policies and procedures.

1. Minimum staffing requirements
   a. Authority having jurisdiction (AHJ)
   b. National consensus standards

i. NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*
ii. NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*
iii. NFPA 1500, *Standard for Fire Department Safety and Health Program*
iv. NFPA 1201, *Standard for Providing Emergency Services to the Public*
v. NFPA 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communication Systems*
vi. NFPA 1250, *Recommended Practice in Emergency Service Organization Risk Management*
vii. NFPA 1600, *Standard on Disaster/Emergency Management and Business Continuity Programs*
viii. NFPA 450, *Guide for Emergency Medical Services and Systems*
ix. NFPA 551, *Guide for the Evaluation of Fire Risk Assessments*

c. Contractual agreements
   i. Collective bargaining
   ii. Meet and confer
   iii. Private sector contracts

2. Available human resources
   a. Availability of skilled workers
   b. Applicant pool is determined by:
      i. Education
      ii. Experience
      iii. Certification
      iv. Ability to perform

3. Policies and procedures
   a. Legal requirements
      i. Federal
      ii. State
      iii. Local
      iv. AHJ

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

903-6.2.2 Develop procedures for hiring members, given policies of the AHJ and legal requirements, so that the process is valid and reliable.

- Validity – effectiveness – measures what is supposed to be measured
- Reliability – dependability – measures performance consistently

Requisite Knowledge. Applicable federal, state/provincial, and local laws; regulations and standards; and policies and procedures.

1. Applicable federal, state/provincial, and local laws
   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
      i. AHJ
         a) Local Government Code 143 – Local Rules
         b) Health and Safety Code 775 – Local Rules
         c) Local ordinances

2. Regulations
   a. Texas Commission on Fire Protection (TCFP) standards
   b. Local Government Code 143 (Civil Service)
   c. Health and Safety Code 775 (Emergency Services Districts)
   d. Texas Department of State Health Services (DSHS) – EMS requirements as applicable
   e. Texas Commission on Law Enforcement Officers Standards and Education (TCLEOSE) – Peace Officer requirements for Arson Investigators

3. Standards – may be required by the AHJ
   a. NFPA Professional Qualification Standards
   b. NFPA Safety and Health Standards

4. Policies and procedures
   a. Contractual agreements

b. Local policies, procedures, rules and regulations

Requisite Skills. The ability to communicate orally and in writing.

903-6.2.3 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.

Requisite Knowledge. Applicable federal, state/provincial, and local laws; regulations and standards; and policies and procedures.

1. Applicable federal, state/provincial, and local laws
   a. Federal
      i. Civil Rights Act of 1964 (Title VII)
      ii. Age Discrimination and Employment Act (ADEA)
      iii. Americans With Disabilities Act (ADA)
      iv. Fair Labor Standards Act (FLSA)
      v. Equal Pay Act of 1963
      vi. Uniform Services Employment and Reemployment Rights Act (USERRA)
   b. State
      i. Texas Commission on Fire Protection (TCFP) standards - Head of Department designation only
      ii. Local Government Code 143 (Civil Services)
   c. Local
      i. AHJ
         a) Local Government Code 143 – Local Rules
         b) Health and Safety Code 775 – Local Rules
         c) Local ordinances

2. Regulations
   a. Texas Commission on Fire Protection (TCFP) standards - Head of Department designation only
   b. Local Government Code 143 (Civil Service)

3. Standards – may be required by the AHJ
   a. NFPA Professional Qualification Standards
   b. NFPA Safety and Health Standards

4. Policies and procedures
   a. Contractual agreements
   b. Local policies, procedures, rules and regulations

Requisite Skills. The ability to communicate orally and in writing, to encourage professional development, and to mentor members.

903-6.2.4 Describe methods to facilitate and encourage members to participate in professional development ~~to achieve their full potential~~, **given a professional development model, so that members achieve their personal and professional goals.**

Requisite Knowledge. Interpersonal and motivational techniques, **professional development model, goal setting, and personal and organizational goals.**

1. **Interpersonal and motivational techniques**
   a. Mentoring
   b. Coaching
   c. Role modeling
   d. Succession planning
   e. Encouraging participation
   f. Job rotation
   g. Special projects/assignments
   h. Specialized training
   i. Promotional opportunities
   j. Pay incentives
   k. Other compensation (e.g., department-issued vehicle)

2. **Professional development model**
   a. **National Fire Academy professional development model**
   b. **Professional development programs**
      i. **National Fire Academy courses**
      ii. **Texas Fire Chiefs Academy**
      iii. **College and university degrees**
   c. **Accreditation and credentialing programs**
      i. **NFA Executive Fire Officer Program**
      ii. **TEEX Texas Fire Service Chief Executive Officer Program**
      iii. **Chief Fire Officer Designation Program**

iv. **TCFP/IFSAC Fire Officer III and Fire Officer IV certifications**

d. **Professional organizations**

i. **International Association of Fire Chiefs**

ii. **Texas Fire Chiefs Association**

iii. **International Association of Fire Fighters**

iv. **Texas Association of Fire Educators**

v. **Texas State Firemen and Fire Marshals Association**

vi. **Other professional organizations and associations**

3. **Goal setting**

a. **Specific**

b. **Measurable**

c. **Acceptable**

d. **Realistic/attainable**

e. **Challenging**

f. **Rewarding**

4. **Personal and organizational goals**

a. **Short-term – months**

b. **Intermediate – months to one or two years**

c. **Long-term – three or more years**

Requisite Skills. The ability to evaluate potential, to communicate orally, and to counsel members.

903-6.2.5 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.

Required Knowledge. Agency's benefit program.

1. Insurance

2. Various accumulated leave (pay for time not worked)

3. Pay

4. Pension

5. Conditions of work

6. Incentive programs

7. Employee/member assistance programs

Required Skills. The ability to conduct research and to communicate orally and in writing.

903-6.2.6 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).

Required Knowledge. Agency's policies and procedures, and legal requirements or reasonable accommodations.

1. Agency’s policies and procedures

2. Legal requirements or reasonable accommodations
   a. Civil Rights Act of 1964 (Title VII)
   b. Age Discrimination and Employment Act (ADEA)
   c. Americans With Disabilities Act (ADA)
   d. Texas Commission on Fire Protection (TCFP) standards
   e. Texas Workers’ Compensation laws
   f. Local AHJ

Required Skills. The ability to conduct research and to communicate orally and in writing.

903-6.2.7 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.

Required Knowledge. Agency mission and goals, training program development, and needs assessment.

1. Agency mission and goals (AHJ)

2. Training program development
   a. Training program design
   b. Developing training policies, records, and standards
   c. Determining organizational training needs
   d. Recruiting and selecting instructors
   e. Scheduling training programs
   f. Evaluating training programs and instructors
   g. Providing budget and resource management

3. Needs assessment
   a. Community or service area needs

b. Hazard assessment
c. Risk analysis
d. Improved operational efficiency
e. Continuing education requirements
f. New certification or training requirements
g. Demographics (e.g., population, occupancy types, urban/suburban/rural/frontier, etc.)
h. Fire department type

Required Skills. Ability to perform a needs assessment and to communicate orally and in writing.

903-6.3 ***Community and Government Relations***

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

903-6.3.1 ~~Prepare community awareness programs to enhance the quality of life by developing nontraditional services that provide for increased safety, injury prevention, and convenient public services.~~**Develop a community risk reduction program, given risk assessment data, so that program outcomes are met.**

Requisite Knowledge. Community demographics, resource availability, community needs, ~~and~~ customer service principles, **and program development.**

1. Community demographics
   a. Age
   b. Gender
   c. Religion
   d. Education
   e. Cultural/ethnic/racial backgrounds
   f. Income level
   g. Population density

2. Resource availability
   a. Staffing
   b. Equipment, apparatus, and facilities
   c. Funding

3. Community needs
   a. Community hazard and risk analysis
   b. Community threat profile

c. Urban/suburban/rural/frontier

4. Customer service principles
   a. Caring attitude
   b. Excellent technical service

5. <u>Program development</u>
   a. <u>Conduct a Community Risk Analysis</u>
   b. <u>Develop Community Partnerships</u>
   c. <u>Create an Intervention Strategy</u>
   d. <u>Implement the Strategy</u>
   e. <u>Evaluate the results</u>

Requisite Skills. The ability to relate interpersonally,~~and~~ to communicate orally and in writing**<u>, and to analyze and interpret data.</u>**

<u>903-6.4</u> ***<u>Administration</u>***

This duty involves preparing a divisional or departmental budget, developing a budget management system, soliciting bids, planning for resource allocation, and working with records management systems, according to the following job performance requirements.

903-6.4.1 Develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.

Requisite Knowledge. The supplies and equipment necessary for existing and new programs; repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and approved budgeting system.

1. The supplies and equipment necessary for existing and new programs

2. Repairs to existing facilities
   a. Federal requirements may include:
      i. Americans with Disabilities Act (ADA)
      ii. National Historic Preservation Act
      iii. Environmental and historic preservation review
   b. State requirements may include:
      i. Texas Historical Commission
      ii. Texas Asbestos Health Protection rules
   c. AHJ requirements may include:
      i. Local codes and standards
      ii. Zoning restrictions

iii. Ordinances

3. New equipment
   a. Is there a local need?
   b. Is there a statutory requirement?
   c. Equipment specifications
   d. Cost/benefit analysis

4. Apparatus maintenance
   a. Manufacturer's recommendations
   b. Statutory requirements

5. Personnel costs
   a. Direct costs
   b. Indirect costs

6. Approved budgeting system
   a. Types of budgets
      i. Operating/expense budget
      ii. Capital budget
   b. Budgeting systems
      i. Line-item budget
      ii. Zero-based budget
      iii. Program budget
      iv. Matrix budget

Requisite Skills. The ability to allocate finances, to relate interpersonally, and to communicate orally and in writing.

903-6.4.2 Develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.

903-A.6.4.2 The following are some of the budgeting systems commonly used:

(1) Planning programming budgeting system (PPBS)
(2) Line item budgets
(3) Zero-based budgeting (ZBB)
(4) Program budgeting
(5) Performance budgeting
(6) Matrix budgets

Requisite Knowledge. Revenue to date, anticipated revenue, expenditures to date, encumbered amounts, and anticipated expenditures.

1. Revenue to date – current funding status from:

a. grants
b. fund raisers
c. private foundations
d. corporate/individual donations and gifts
e. taxes
f. enterprise funds
g. user fees
h. bonds

2. Anticipated revenue – projected funding from:
   a. grants
   b. fund raisers
   c. private foundations
   d. taxes
   e. enterprise funds
   f. user fees
   g. bonds

3. Expenditures to date – documented costs:
   a. Personnel
   b. Operations
   c. Capital

4. Encumbered amounts – committed costs:
   a. Personnel
   b. Operations
   c. Capital

5. Anticipated expenditures – projected costs
   a. Personnel
   b. Operations
   c. Capital

Requisite Skills. The ability to interpret financial data and to communicate orally and in writing.

903-6.4.3 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.

Requisite Knowledge. Purchasing laws, policies, and procedures.

1. Purchasing laws

a. Federal – purchasing rules required by federal grant programs or agencies
   i. DHS (Department of Homeland Security) grants
   ii. FEMA (Federal Emergency Management Agency) grants
   iii. Federal Highway Administration
   iv. Federal Aviation Administration (FAA) grants
   v. Department of Defense (DOD)
   vi. Housing and Urban Development (HUD) Community Development block grants
b. State – Texas local government codes
   i. Chapter 252 “Competitive Requirements for Certain Purchases
   ii. Chapter 271 “Competitive Bidding Procedure Applicable to Contract”
   iii. Chapter 2155 “Purchasing: General Rules and Procedures”
   iv. Chapter 2156 “Purchasing Methods”
   v. Chapter 2254 “Professional Consulting Services”
   vi. Chapter 2161 “Historically Underutilized Businesses”
   vii. Chapter 2157 “Purchasing: Purchase of Automated Information Systems”
   viii. Chapter 2262 “Statewide Contract Management”
   ix. Texas Health and Safety Code – Subchapter E “Finances and Bonds”
   x. Texas Forest Service grant requirements
   xi. Department of State Health Services (DSHS)
c. Local AHJ ordinances and resolutions

2. Policies and procedures
   a. Federal – agency or grant requirements
   b. State – agency or grant requirements
   c. Local AHJ rules, regulations, policies and procedures
   d. Private – private grant or foundation policies

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

903-6.4.4 Direct the development, maintenance, and evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved.

Requisite Knowledge. The principles involved in the acquisition, implementation, and retrieval of information by data processing as it applies to the record and budgetary processes and the capabilities and limitations of information management systems.

1. The principles involved in the acquisition, implementation and retrieval of information by data processing as it applies to the record and budgetary processes
   a. Compliance with legal requirements
   b. High-quality data to support decision making
   c. Information needed
   d. Information format

2. The capabilities and limitations of information management systems
   a. Capabilities
      i. Provide accurate data for analysis
      ii. Assist in the decision-making process
      iii. Software and hardware
   b. Limitations
      i. Analysis of records and data
      ii. Data quality input
      iii. Ability to retrieve data
      iv. Validity of data
      v. Interpretation problems
      vi. Software and hardware restrictions
   c. Considerations
      i. Freedom of Information Act (FOIA)
      ii. Texas Open Records Act
      iii. Records retention requirements
      iv. Historical records

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

903-6.4.5 Analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended.

- **Validity** – *effectiveness* – measures what is supposed to be measured
- **Reliability** – *dependability* – measures performance consistently
- **Quantitative** – *measuring* – types of information that can be counted or expressed numerically
- **Qualitative** – *describing* – used to describe types of information

Requisite Knowledge. The principles involved in the acquisition, implementation, and retrieval of information and data.

1. The principles involved in the acquisition of information and data
   a. Sources of data
      i. Federal

a) US Fire Administration
b) Federal Aviation Administration (FAA)
c) Centers for Disease Control (CDC) and National Institute for Occupational Safety and Health (NIOSH)
d) Department of Transportation (DOT)
e) Department of Defense (DOD)
f) Occupational Safety and Health Administration (OSHA)
g) National Institute of Standards and Technology (NIST)
h) Census Bureau (Department of Commerce)
i) US Department of Agriculture (USDA)
j) Bureau of Alcohol, Tobacco, Firearms and Explosives (BATF)
k) Federal Bureau of Investigation (FBI)
l) Department of Homeland Security (DHS)
m) Department of Justice (DOJ)

ii. State
a) Texas Commission on Fire Protection (TCFP)
b) Department of Insurance – State Fire Marshal's Office
c) Texas Forest Service (TFS)
d) Department of State Health Services (DSHS)
e) Texas Commission on Environmental Quality (TCEQ)
f) General Land Office (GLO)
g) Texas Department of Transportation (TxDOT)
h) Department of Public Safety (DPS) and Texas Division of Emergency Management (TDEM)
i) Railroad Commission (RRC)

iii. Regional
a) Council of Governments (COGs)
b) Trauma Regional Advisory Councils (RACS)
c) Local Emergency Planning Council (LEPC)

iv. Local
a) AHJ reporting systems
1. TXFIRS (Texas Fire Incident Reporting System)
2. PCRs and PTRs (Patient Care Reports; Patient Transfer Reports)
3. GIS (Geographic Information System)
4. CAD system
b) Public works
c) Planning departments
d) Economic Development Commission (EDC)

v. Other
a) Insurance Service Office (ISO)
b) Factory Mutual (FM)
c) Underwriters Laboratory (UL)
d) Insurance agencies

e) State Firemen's and Fire Marshals' Association (SFFMA)
f) Universities and colleges

2. The principles involved in the implementation and retrieval of information and data
   a. Qualitative/quantitative data analysis
      i. Compare results to desired results or standards
      ii. Compare results to the original goals
      iii. Compare results to indications of accomplished outcomes
      iv. Compare results to descriptions of the organization's/program's experiences, strengths, and weaknesses
      v. Consider recommendations submitted by customers

   b. Compliance with legal requirements
   c. Performance evaluations
      i. Goal-based
      ii. Process-based
      iii. Outcome-based
   d. Benefits of evaluations
      i. Understanding, verifying, or increasing the effect of services on external customers
      ii. Making delivery mechanisms more efficient and less costly
      iii. Verifying that the organization is doing what it planned
      iv. Focusing management's attention on the mission of the organization
      v. Producing data or verifying results
      vi. Producing valid comparisons between various programs
      vii. Examining and describing effective programs

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

903-6.4.6 Develop a model plan for continuous organizational improvement, given resources for an area to be protected, so that resource utilization is maximized.

<u>903-A.6.4.6 The following are some examples of organizational evaluation systems:</u>

(1) <u>Commission on Fire Accreditation International Self-Assessment Model</u>
(2) <u>Insurance Service Organization Fire Service Rating Schedule</u>

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

1. Model plan considerations include:
   a. Policies and procedures
   b. Physical and geographic characteristics and hazards
   c. Demographics
   d. Community plan
   e. Staffing requirements
   f. Response time benchmarks
   g. Contractual agreements
   h. Recognized best practice assessment programs
   i. Local, state/provincial, and federal regulations

2. Local plan development must take the above into consideration.

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

903-6.5 ***Inspection and Investigation***

This duty involves evaluating inspection programs of the AHJ to determine effectiveness and developing public safety plans, according to the following job performance requirements.

903-6.5.1 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.

Requisite Knowledge. Policies and procedures, accepted inspection practices, program evaluation, and applicable codes, standards, and laws.

1. Policies and procedures (AHJ)

2. Accepted inspection practices
   a. NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plan Examiner
   b. AHJ

3. Program evaluation
   a. Describe the program context
   b. Identify stakeholders and their needs
   c. Determine the evaluation purpose

d. Identify intended uses
e. Create an evaluation plan
f. Gather data
g. Analyze data
h. Make conclusions and recommendations
i. Report results

4. Applicable codes, standards and laws
   a. Local building and fire codes, etc.
   b. Standards
      i. National Fire Protection Association (NFPA)
         a) NFPA 1, Fire Code
         b) NFPA 101, Life Safety Code
         c) NFPA 5000, Building Construction and Safety Code
      ii. International Code Council (ICC)
         a) International Building Code
         b) International Fire Code
   c. State laws
      i. TCFP
      ii. DSHS
      iii. Texas Administrative Code (TAC)

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

903-6.5.2 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.

Requisite Knowledge. Policies and procedures and applicable codes, ordinances, and standards and their development process.

1. Policies and procedures (AHJ)

2. Applicable codes, ordinances, and standards, and their development process
   a. Local AHJ
      i. Local building and fire codes, etc.
      ii. Ordinances
   b. Standards
      i. National Fire Protection Association (NFPA)
         a) NFPA 1, *Fire Code*
         b) NFPA 101, *Life Safety Code*
         c) NFPA 5000, *Building Construction and Safety Code*
      ii. International Code Council (ICC)

a) International Building Code
b) International Fire Code

c. State laws
   i. TCFP
   ii. DSHS
   iii. TAC
d. Code adoption process
   i. Varies by AHJ
   ii. Basic process
      a) Model Code research
      b) Staff review
      c) Public meetings
      d) Staff recommendation/proposed resolution
      e) Adoption by AHJ
      f) Implementation

Requisite Skills. The ability to use evaluative methods, to use consensus-building techniques, to communicate orally and in writing, and to organize plans.

903-6.6 ***Emergency Service Delivery***

This duty involves managing multi-agency planning, deployment, and operations, according to the following job performance requirements.

903-6.6.1 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.

Requisite Knowledge. Policies, procedures, and standards, including the current edition of NFPA 1600, and resources, capabilities, roles, responsibilities, and authority of support agencies.

1. Policies, procedures and standards, including the current edition of NFPA 1600
   a. AHJ policies, procedures, rules, regulations
   b. NFPA 1600, Standard on Disaster/Emergency management and Business Continuity Programs
   c. Local emergency management plan
   d. Automatic aid agreements
   e. Mutual aid agreements
      i. State
      ii. Regional
      iii. Local
   f. Texas Intrastate Fire Mutual Aid System (TIFMAS)

2. The following will be primarily dictated by the local emergency management plan:
   a. Resources of support agencies
   b. Capabilities of support agencies
   c. Roles of support agencies
   d. Responsibilities of support agencies
   e. Authority of support agencies

Requisite Skills. The ability to use evaluative methods, to delegate authority, to communicate orally and in writing, and to organize plans.

903-6.6.2 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.

Requisite Knowledge. 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.

1. Elements of a post-incident analysis
   a. Reconstruct the incident to establish a clear picture of the events surrounding the incident
   b. Non-punitive
   c. Focus on improving emergency response

2. Emergency management plan (AHJ)

3. Critical issues
   a. Incident dependent
   b. Interoperability
   c. Communications
   d. Command and control

4. Involved agencies’ resources and responsibilities
   a. Local emergency management plan
   b. Automatic aid responders
   c. Mutual aid responders
   d. Command staff
   e. General staff
   f. Agency reps

5. Procedures relating to dispatch response (AHJ)

6. Strategy tactics and operations
   a. Incident dependent
   b. Local emergency management plan
   c. Local policies, procedures, SOPs, UOGs

7. Customer service (AHJ)

Requisite Skills. The ability to write reports, to communicate orally, and to evaluate skills.

903-6.6.3 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.

Requisite Knowledge. Needs assessment and planning.

1. Develop a needs assessment based on the community threat profile
   a. Hazard analysis and risk assessment
      i. The likelihood or frequency of occurring
      ii. The potential impact or damage to the community

2. Develop a plan based on the following:
   a. Local emergency management plan
   b. Automatic aid agreements
   c. Mutual aid agreements
      i. State
      ii. Regional
      iii. Local
   d. Texas Intrastate Fire Mutual Aid System (TIFMAS)
   e. Federal (DHS, FEMA) guidelines

Requisite Skills. The ability to conduct a needs assessment, evaluate external resources, and develop a plan.

903-6.7 ***Health and Safety***

This duty involves developing, managing, and evaluating a departmental health and safety program, according to the following job performance requirements.

903-6.7.1 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.

Requisite Knowledge. Policies and procedures, accepted safety practices, and applicable codes, standards, and laws.

1. Policies and procedures (AHJ)

2. Accepted safety practices
   a. 16 Life Safety Initiatives
   b. Everyone Goes Home
   c. Protective clothing
   d. SCBA
   e. PASS
   f. Incident Management
   g. Personnel Accountability System
   h. Operating at Emergency Incidents
   i. Interior Structural Fire Fighting
   j. Wellness/fitness Initiative
   k. Rules of engagement
   l. Crew Resource Management
   m. Wildland standard fire orders
   n. Wildland watch out situations

3. Applicable codes, standards and laws
   a. Local AHJ
   b. Standards
      i. National Fire Protection Association (NFPA) 1500 series
      ii. NIOSH (National Institute for Occupational Safety and Health)
   c. State laws
      i. TCFP
      ii. DSHS
      iii. TAC – TX Administrative Code
      iv. TWCC – TX Workers Compensation Commission
   d. Federal laws
      i. OSHA (Occupational Safety and Health Administration)
      ii. EPA (Environmental Protection Agency)

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

903-6.8 ***Emergency Management***

This duty involves policies, procedures, and programs for the role of the fire service in the community's emergency management plan **and the** roles of local, state/provincial, and national emergency management agencies.

903-6.8.1 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.

Required Knowledge. Role of the fire service; integrated emergency management system; preparedness-emergency management planning; emergency operations centers; roles of local, state/provincial, and national emergency management agencies.

1. Role of the fire service (AHJ)

2. Integrated emergency management system
   a. NIMS (National Incident Management System)
   b. National Response Framework

3. Preparedness – emergency management planning
   a. Planning "P"
   b. Local emergency management plan
   c. Policies and procedures of the AHJ
   d. NFPA 1600
   e. Continuity of Operations Plan (COOP)

4. Emergency operations centers
   a. NFPA 1221
   b. NFPA 1600
   c. State operations center
   d. ASTM International Standard E2668

5. Roles of local, state/provincial, and national emergency management agencies
   a. Local roles
      i. Mitigation
      ii. Preparedness
      iii. Response
      iv. Recovery
   b. State emergency management agencies
      i. TDEM – Texas Division of Emergency Management
      ii. Emergency Management Association of Texas
      iii. Texas Forestry Service
   c. National emergency management agencies
      i. FEMA
      ii. NIMS Integration Center

Required Skills. The ability to communicate orally and in writing and to organize a plan; and familiarity with emergency management interagency planning and coordination.