

CERTIFICATION CURRICULUM MANUAL

CHAPTER NINE

FIRE OFFICER I

2009 Edition

Effective January 1, 2011



Texas Commission on Fire Protection
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REFERENCE LIST FOR THE FIRE OFFICER I CURRICULUM

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

Fire and Emergency Service Company Officer (4th ed.) (2007). Stillwater, OK: International Fire Service Training Association.

Fire Officer Principles and Practice (4st 2nd ed.) (~~2006~~ 2010). Sudbury, MA: Jones and Bartlett Publishers, Inc.

NFPA 1021: Standard for Fire Officer Professional Qualifications (2003 9 ed.) Quincy, MA: National Fire Protection Association. NFPA Publications.

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

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FIRE OFFICER I

A Fire Officer I is a first-line supervisory officer who has met all the job performance and certification requirements of Fire Fighter II as defined in NFPA 1001, *Standard for Fire Fighter Professional Qualifications*, and Fire Instructor I as defined in NFPA 1041, *Standard for Fire Service Instructor Professional Qualifications*. An individual at the Fire Officer I level, as part of his or her duties and responsibilities performs the following:

- Uses human resources to accomplish assignments in accordance with safety plans in an efficient manner, and evaluates member task performance, and supervises personnel during emergency, and non-emergency work periods
- Deals with inquiries from the community, projects the role of the department to the public, and delivers safety, injury **prevention** and fire prevention education programs
- Performs general administrative functions and implements departmental policies and procedures at the unit/company level
- Performs a fire investigation to determine preliminary cause, secures the incident scene, and preserves evidence
- Supervises emergency operations, conducts pre-incident planning, and deploys assigned resources in accordance with the local emergency plan
- Integrates safety plans, policies, and procedures into the daily activities as well as on the emergency scene, including the donning of appropriate levels of personal protective equipment to ensure a **safe** work environment, in accordance with health and safety plans, for all assigned members

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901-4.1 **General**

For qualification at Fire Officer Level I, the candidate shall meet the requirements of Fire Fighter II as defined in NFPA 1001, Fire Instructor I as defined in NFPA 1041, and the job performance requirements defined in Sections 4.2 through 4.7 of this standard.

901-4.1.1 **General Prerequisite Knowledge**

- 1) The organizational structure of the department
- 2) Geographical configuration and characteristics of response districts
- 3) Departmental operating procedures for administration, emergency operations, incident management systems, and safety
- 4) Departmental budget process
- 5) Information management and recordkeeping
- 6) The fire prevention and building safety codes and ordinances applicable to the jurisdiction
- 7) Current trends, technologies, and socioeconomic and political factors that affect the fire service
- 8) Cultural diversity
- 9) Methods used by supervisors to obtain cooperation within a group of subordinates
- 10) The rights of management and members
- 11) Agreements in force between the organization and members
- 12) Generally accepted ethical practices, including a professional code of ethics
- 13) Policies and procedures regarding the operation of the department as they involve supervisors and members

901-4.1.2 **General Prerequisite Skills**

- 1) The ability to effectively communicate in writing utilizing technology provided by the AHJ

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- 2) Write reports, letters, and memos utilizing word processing and spreadsheet programs
- 3) Operate in an information management system
- 4) Effectively operate at all levels in the incident management system utilized by the AHJ

901-4.2 Human Resource Management

This duty involves utilizing human resources to accomplish assignments in accordance with safety plans and in an efficient manner. This duty also involves evaluating member performance and supervising personnel during emergency and nonemergency work periods, according to the following job performance requirements.

- 901-4.2.1** Assign tasks or responsibilities to unit members, given an assignment at an emergency operation **incident**, so that the instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed.

Requisite Knowledge: Verbal communications during emergency incidents, techniques used to make assignments under stressful situations, and methods of confirming understanding.

- 1) Verbal communications during emergency situations **incidents**
 - a) National Incident Management System (NIMS) standards including but not limited to the following:
 - i) Command presence
 - (1) Calm
 - (2) Clear
 - (3) Concise
 - (4) Accurate
 - ii) Clear text (no ten codes)
 - iii) Standard resource typing
 - iv) Standard terminology for facilities, equipment and resources
 - v) State the desired outcome
- 2) Techniques used to make assignments under stressful situations
 - a) Standard operating procedures/guidelines
 - b) Maintain span of control
 - c) Safety considerations
 - d) Accountability

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- e) Develop an incident action plan
- f) Establish tactical priorities
 - i) Life safety
 - ii) Incident stabilization
 - iii) Environmental conservation
 - iv) Property conservation
- 3) Methods of confirming understanding
 - a) Feedback (repeat message)
 - b) Ask for any questions/clarifications

Requisite Skills: The ability to condense instructions for frequently assigned unit tasks based on training and standard operating procedures.

901-4.2.2

Assign tasks or responsibilities to unit members, given an assignment under nonemergency conditions at a station or other work location, so that the instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed.

Requisite Knowledge: Verbal communications under nonemergency situations, techniques used to make assignments under routine situations, and methods of confirming understanding.

- 1) Verbal communications under nonemergency situations
 - a) Calm
 - b) Clear
 - c) Concise
 - d) Accurate
 - e) State the desired outcome
- 2) Techniques used to make assignments under routine situations
 - a) Verbal
 - b) Written
- 3) Methods of confirming understanding
 - a) Feedback (repeat message)
 - b) Ask for any questions/clarifications

Requisite Skills: The ability to issue instructions for frequently assigned unit tasks based on department policy.

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901-4.2.3 Direct unit members during a training evolution, given a company training evolution and training policies and procedures, so that the evolution is performed in accordance with safety plans, efficiently, and as directed.

Requisite Knowledge: Verbal communication techniques to facilitate learning.

~~1) Verbal communication techniques to facilitate learning.~~

- 1) **a)** Communication model
 - a) i) Sender
 - b) ii) Message
 - c) iii) Instructional medium
 - d) iv) Receiver
 - e) v) Feedback
 - f) vi) Environment
- 2) **b)** Factors in effective delivery
 - a) i) Voice inflection
 - b) ii) Eye contact
 - c) iii) Common/appropriate terminology
 - d) iv) Appropriate terminology
 - e) v) Body language
 - f) vi) Facial expressions
 - g) vii) Tone of voice
 - h) viii) Appropriate appearance
- 3) **c)** Basic rules of effective spoken communication
 - a) i) Be adaptive to audience
 - b) ii) Have a specific purpose
 - c) iii) Be clear and concise
 - d) iv) Be focused

Requisite Skills: The ability to distribute issue-guided directions to unit members during training evolutions.

901-4.2.4 Recommend action for member-related problems, given a member with a situation requiring assistance and the member assistance policies and procedures, so that the situation is identified and the actions taken are within the established policies and procedures.

Requisite Knowledge: The signs and symptoms of member-related problems, causes of stress in emergency services personnel, and adverse

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effects of stress on the performance of emergency service personnel, **and awareness of AHJ member assistance policies and procedures.**

- 1) The signs and symptoms of member-related problems
 - a) Substance abuse
 - b) Health problems
 - i) Mental
 - ii) Physical
 - c) Financial problems
 - d) Personal/family problems
 - e) Behavioral problems

- 2) Causes of stress in emergency services personnel
 - a) Environmental
 - i) Weather
 - ii) Workplace conditions/expectations
 - iii) Emergency scenes
 - b) Physiological
 - i) Interrupted meals/sleep
 - ii) Shift work
 - iii) Constant heightened sense of awareness
 - c) Psychological
 - i) Multiple casualty incidents
 - ii) Gruesome injuries
 - iii) Co-worker injuries or deaths
 - iv) Injuries or deaths involving children
 - d) Cultural
 - i) Age
 - ii) Gender
 - iii) Ethnicity
 - iv) Religion
 - e) Personal
 - i) Financial
 - ii) Issues outside of work

- 3) Adverse effects of stress on the performance of emergency service personnel
 - a) Failure to meet job performance requirements
 - b) Injuries/illnesses
 - c) Death

4) Awareness of AHJ member assistance policies and procedures

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Requisite Skills: The ability to recommend a course of action for a member in need of assistance.

901-4.2.5 Apply human resource policies and procedures, given an administrative situation requiring action, so that policies and procedures are followed.

Requisite Knowledge: Human resource policies and procedures.

~~1) Human resource policies and procedures~~

1) Laws

- a) Federal
- b) State

2) e) Local AHJ (e.g. Employee Assistance Program)

3) d) Departmental (e.g. Wellness/fitness program)

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

901-4.2.6 Coordinate the completion of assigned tasks and projects by members, given a list of projects and tasks and the job requirements of subordinates, so that the assignments are prioritized, a plan for the completion of each assignment is developed, and members are assigned to specific tasks and **both supervised during and held accountable for** the completion of the assignments.

Requisite Knowledge: Principles of supervision and basic human resource management.

- 1) Principles of supervision
 - a) Delegate responsibility
 - b) Consistent management
 - c) Motivate
 - d) Communicate
 - e) Train
 - f) Decision making
 - g) Resource management
 - h) Time management
 - i) Coach/counsel
 - j) Discipline (positive and negative)
 - k) Accountability

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- l) Employee performance appraisals
- m) Conflict resolution
- n) Risk management
- o) Leadership styles
 - i) Autocratic
 - ii) Democratic
 - iii) Laissez-faire
- 2) Basic human resource management
 - a) Managerial theories
 - b) Human resource planning
 - c) Employee relations
 - d) Staffing
 - e) Performance management
 - f) Human resource development
 - g) Compensation and benefits
 - h) Employee health, safety and security
 - i) Risk benefit analysis

Requisite Skills: The ability to plan and to set priorities.

901-4.3

Community and Government Relations

This duty involves dealing with inquiries of the community and projecting **communicating** the role, **image, and mission** of the department to the public and delivering safety, injury, and fire prevention education programs, according to the following job performance requirements.

901-4.3.1

Initiate action on a community need, given policies and procedures, so that the need is addressed.

Requisite Knowledge: Community demographics and service organizations, as well as verbal and nonverbal communication, and an understanding of the role and mission of the department.

- 1) Community demographics and service organizations
 - a) Statistical analysis
 - i) Age
 - ii) Income
 - iii) Ethnicity**
 - iv) ~~Sex~~ **Gender**
 - v) Educational level
 - vi) Special needs
 - b) Service organizations

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- i) Civic (e.g. Lions, Rotary)
 - ii) Religious (e.g. Knights of Columbus, Salvation Army)
 - iii) Volunteer (e.g. Red Cross, Community Emergency Response Team (CERT), Fire Corps)
- 2) Verbal and nonverbal communication
- a) Verbal communication
 - i) Voice inflection
 - ii) Appropriate/common terminology
 - iii) Tone of voice
 - iv) Have a specific purpose
 - v) Be clear and concise
 - vi) Be focused
 - b) Nonverbal communication
 - i) Eye contact
 - ii) Body language
 - iii) Facial expressions
 - iv) Appropriate appearance

3) An understanding of the role and mission of the department

Requisite Skills: Familiarity with public relations and the ability to communicate verbally.

901-4.3.2 Initiate action to a citizen's concern, given policies and procedures, so that the concern is answered or referred to the correct individual for action and all policies and procedures are complied with.

Requisite Knowledge: Interpersonal relationships and verbal and nonverbal communication.

- 1) Interpersonal relationships
 - a) Blake and Mouton's Managerial Grid
 - b) Maslow's Hierarchy of Needs
- 2) Verbal and nonverbal communication
 - a) Verbal communication
 - i) Voice inflection
 - ii) Appropriate/common terminology
 - iii) Tone of voice
 - iv) Have a specific purpose
 - v) Be clear and concise
 - vi) Be focused

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- b) Nonverbal communication
 - i) Eye contact
 - ii) Body language
 - iii) Facial expressions
 - iv) Appropriate appearance

Requisite Skills: Familiarity with public relations and the ability to communicate verbally.

901-4.3.3 Respond to a public inquiry, given policies and procedures, so that the inquiry is answered accurately, courteously, and in accordance with applicable policies and procedures.

Requisite Knowledge: Written and oral communication techniques.

- 1) Written communication techniques
 - a) Consider the reader
 - b) Emphasis
 - c) Concise
 - d) Simplicity
 - e) Summarize
- 2) Oral communication techniques
 - a) Voice inflection
 - b) Appropriate/common terminology
 - c) Tone of voice
 - d) Have a specific purpose
 - e) Be clear and concise
 - f) Be focused

Requisite Skills: The ability to relate interpersonally and to respond to public inquiries.

901-4.4 Administration

This duty involves general administrative functions and the implementation of departmental policies and procedures at the unit level, according to the following job performance requirements.

901-4.4.1 Recommend changes to existing departmental policies and/or implement a new departmental policy at the unit level, given a new departmental policy, so that the policy is communicated to and understood by unit members.

Requisite Knowledge: Written and oral communication.

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- 1) Written communication techniques
 - a) Consider the reader
 - b) Emphasis
 - c) Concise
 - d) Simplicity
 - e) Summarize

- 2) Oral communication techniques
 - a) Voice inflection
 - b) Appropriate/common terminology
 - c) Tone of voice
 - d) Have a specific purpose
 - e) Be clear and concise
 - f) Be focused

Requisite Skills: The ability to relate interpersonally and to communicate change in a positive manner.

- 901-4.4.2** Execute routine unit-level administrative functions, given forms and record-management systems, so that the reports and logs are complete and files are maintained in accordance with policies and procedures.

Requisite Knowledge: Administrative policies and procedures and records management.

- 1) Administrative policies and procedures - **AHJ**
 - a) ~~Authority having jurisdiction~~

- 2) Records management
 - a) Paper-based
 - b) Electronic
 - c) Record retention requirements
 - d) Storage and security

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

- 901-4.4.3** Prepare a budget (~~purchase~~) request, given a need and budget (~~purchase~~) forms, so that the request is in the proper format and is supported with data.

Requisite Knowledge: Policies and procedures and the revenue sources and budget process.

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- 1) Policies and procedures - **AHJ**
 - a) Authority having jurisdiction

- 2) Revenue sources
 - a) Operating Budget (e.g. program, line item)
 - a) **Taxes**
 - b) **Trust funds**
 - c) **Enterprise funds**
 - d) **Grants/gifts**
 - e) **Restricted funds**

- 3) Budget process - **AHJ**
 - a) Authority having jurisdiction

Requisite Skill: The ability to communicate in writing.

901-4.4.4

Explain the purpose of each management component of the organization, given an organization chart, so that the explanation is current and accurate and clearly identifies the purpose and mission of the organization.

Requisite Knowledge: Organizational structure of the department and functions of management.

- 1) **Organizational structure of the department**
 - a) **Scalar structure**
 - b) **Line and staff personnel**
 - c) **Decision making authority**

- 2) **Functions of management**
 - a) **Planning**
 - b) **Organizing**
 - c) **Leading**
 - d) **Controlling**

- 3) **Principles of organization**
 - a) **Unity of command**
 - b) **Span of control**
 - c) **Division of labor**
 - d) **Discipline**

Requisite Skills: The ability to communicate verbally in a clear and concise manner.

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901-4.4.5 Explain the needs and benefits of collecting incident response data, given the goals and mission of the organization, so that incident response reports are timely and accurate.

Requisite Knowledge: The agency's records management system.

- 1) **NFIRS**
- 2) **TXFIRS**
- 3) **Report development**
 - a) **Completeness**
 - b) **Clarity**
 - c) **Objectivity**
 - d) **Factuality**

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

901-4.5 Inspection and Investigation

This duty involves **conducting inspections to identify hazards and address violations,** performing a fire investigation to determine preliminary cause, securing the incident scene, and preserving evidence, according to the following job performance requirements.

901-4.5.1 Describe the procedures of the AHJ for conducting fire inspections, given any of the following occupancies, so that all hazards, including hazardous materials, are identified, approved forms are completed, and approved action is initiated:

- 1) **Assembly**
- 2) **Educational**
- 3) **Health care**
- 4) **Detention and correctional**
- 5) **Residential**
- 6) **Mercantile**
- 7) **Business**
- 8) **Industrial**

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9) Storage

10) Unusual structures

11) Mixed occupancies

Requisite Knowledge: Inspection procedures; fire detection, alarm, and protection systems; identification of fire and life safety hazards; and marking and identification systems for hazardous materials.

1) Inspection procedures

2) Fire detection, alarm and protection systems

3) Identification of fire and life safety hazards

4) Marking and identification systems for hazardous materials

Requisite Skills: The ability to communicate in writing and to apply the appropriate codes and standards.

901-4.5.2 Identify construction, alarm, detection, and suppression features that contribute to or prevent the spread of fire, heat, and smoke throughout the building or from one building to another, given an occupancy, and the policies and forms of the AHJ so that a pre-incident plan for any of the following occupancies is developed:

1) Public assembly

2) Educational

3) Institutional

4) Residential

5) Business

6) Industrial

7) Manufacturing

8) Storage

9) Mercantile

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10) Special properties

Requisite Knowledge: Fire behavior; building construction; inspection and incident reports; detection, alarm, and suppression systems; and applicable codes, ordinances, and standards.

- 1) Fire behavior**
 - a) Fire load**
 - b) Fire classifications (A, B, C, D, K)**
- 2) Building construction**
 - a) Type I – fire resistive**
 - b) Type II – non-combustible**
 - c) Type III – ordinary**
 - d) Type IV – heavy timber (mill)**
 - e) Type V – wood frame**
- 3) Inspection and incident reports**
 - a) Occupancy type**
 - b) Required fire flow**
 - c) Special hazards (i.e., hazardous materials or life safety)**
- 4) Detection, alarm and suppression systems**
 - a) Basic fire protection systems and features**
 - b) Sprinkler systems**
 - c) Standpipe systems**
 - d) Alert/detection systems**
 - e) Other special extinguishing systems**
 - f) Fire Department Connections (FDC)**
 - g) Water supplies**
- 5) Applicable codes, ordinances and standards (AHJ)**

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

- 901-4.5.3** Secure an incident scene, given rope or barrier tape, so that unauthorized persons can recognize the perimeters of the scene and are kept from restricted areas, and all evidence or potential evidence is protected from damage or destruction.

Requisite Knowledge: Types of evidence, the importance of fire scene security, and evidence preservation.

- 1) Types of evidence
 - a) Demonstrative
 - b) Documentary/circumstantial
 - c) Testimonial
- 2) The importance of fire scene security
 - a) Evidence protection
 - b) Public safety
- 3) Evidence preservation
 - a) Chain of custody
 - b) Contributes to prosecution
 - c) Use of caution during salvage and overhaul

Requisite Skills: The ability to establish perimeters at an incident scene.

901-4.6 Emergency Service Delivery

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

- 901-4.6.1** Develop an initial action plan, given size-up information for an incident and assigned emergency response resources, so that resources are deployed to control the emergency.

Requisite Knowledge: Elements of a size-up, standard operating procedures for emergency operations, and fire behavior.

- 1) Elements of a size-up
 - a) Size-up includes the many variables that the officer observes from the time of the alarm, during response, and upon arrival, in order to develop an initial action plan to control an emergency incident.
 - i) Size up processes
 - (1) Layman's 5-step process
 - (2) National Fire Academy (NFA) size-up system
 - b) Size-up elements
 - i) Building type and occupancy
 - ii) Demographics
 - iii) Fire and smoke conditions
 - iv) Materials spilled or involved in fire
 - v) Modes of action

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- (1) Defensive
 - (2) Offensive
 - (3) Transition
 - vi) Number of occupants
 - vii) Time of day
 - viii) Water supply
 - ix) Weather
 - x) Other hazards
- 2) Standard operating procedures for emergency operations - **AHJ**
- 3) Fire behavior
- a) ~~Basic fire chemistry/science~~
 - a) Fire load**
 - b) Fire classifications (A, B, C, D, K)**
 - c) Phase of fire**
 - d) Percentage involvement**

Requisite Skills: The ability to analyze emergency scene conditions; to activate the local emergency plan, including localized evacuation procedures; to allocate resources; and to communicate orally.

901-4.6.2

Implement an action plan at an emergency operation, given assigned resources, type of incident, and a preliminary plan, so that resources are deployed to mitigate the situation.

Requisite Knowledge: Standard operating procedures, resources available for the mitigation of fire and other emergency incidents, an incident management system, scene safety, and a personnel accountability system.

- 1) Standard operating procedures - **AHJ**
 - a) ~~Authority having jurisdiction~~
- 2) Resources available for the mitigation of fire and other emergency incidents
 - a) Single company
 - b) One alarm
 - c) Multiple alarm
 - d) Mutual/~~automatic~~ aid
 - e) Automatic aid**
- 3) An incident management system

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- a) National Incident Management System (NIMS)
 - i) Incident Command System

- 4) Scene safety
 - a) Rapid intervention/backup team
 - b) Two-in/two-out
 - c) Incident safety officer

- 5) Personnel accountability system

Requisite Skills: The ability to implement an incident management system, to communicate orally, to manage scene safety, and to supervise and account for assigned personnel under emergency conditions.

901-4.6.3

Develop and conduct a post-incident analysis, given a single unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated, and the approved forms are completed and processed in accordance with policies and procedures.

Requisite Knowledge: Elements of a post-incident analysis, basic building construction, basic fire protection systems and features, basic water supply, basic fuel loading, fire growth and development, and departmental procedures relating to dispatch response 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) Basic building construction
 - a) Construction type
 - b) Occupancy type

- 3) Basic fire protection systems and features
 - a) Sprinkler systems
 - b) Standpipe systems
 - c) Alert/detection systems
 - d) Other special extinguishing systems

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- 4) Basic water supply
 - a) Determine location(s) of water supplies
 - b) Fire Department Connections (FDC)
 - c) Determine required fire flow

- 5) Basic fuel loading
 - a) ~~Based on a~~ Hazard class of material
 - b) Quantity of material
 - c) Location/distribution of material

- 6) Fire growth and development
 - a) ~~Basic fire chemistry/science~~
 - a) Phase of fire
 - b) External growth factors (e.g., weather, loss of water supply, incendiary, etc.)

- 7) Departmental procedures relating to dispatch response tactics and operations - AHJ
 - a) ~~Authority having jurisdiction~~

- 8) Customer service - AHJ
 - a) ~~Authority having jurisdiction~~

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

901-4.7

Health and Safety

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

901-4.7.1

Apply safety regulations at the unit level, given safety policies and procedures, so that required reports are completed, in-service training is conducted, and member responsibilities are conveyed.

Requisite Knowledge: The most common causes of personal injury and accident to members, safety policies and procedures, basic workplace safety, and the components of an infectious disease control program.

- 1) The most common causes of personal injury and accident to members

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- a) Improper lifting
 - b) Falls
 - c) Improper use of, or lack of Personal Protective Equipment (PPE)
 - d) Other causes
- 2) Safety policies and procedures
- a) ~~Applicable safety regulations or policies may come from the following sources:~~
 - i) **a)** Federal (e.g. Occupational Safety and Health Administration (OSHA))
 - ii) **b)** State (e.g. Texas Commission on Fire Protection (TCFP))
 - iii) **c)** Local (e.g. standard operating policies)
 - iv) **d)** National Consensus Standards (e.g. National Fire Protection Association (NFPA))
- 3) Basic workplace safety
- a) Wear Personal Protective Equipment (PPE)
 - b) Good housekeeping
 - c) Good maintenance
 - d) Follow manufacturer's recommendations
 - e) Implement and provide ongoing safety training program
- 4) The components of an infectious disease control program
- a) Written goal
 - b) Written risk management plan
 - c) Annual training
 - d) Designated control officer
 - e) Immunizations for employees
 - f) Exposure procedures
 - g) Other state and public health authority requirements

Requisite Skills: The ability to identify safety hazards and to communicate orally and in writing.

- 901-4.7.2** Conduct an initial accident investigation, given an incident and investigation forms, so that the incident is documented and reports are processed in accordance with policies and procedures **of the AHJ.**

Requisite Knowledge: Procedures for conducting an accident investigation and safety policies and procedures.

- 1) Procedures for conducting an accident investigation

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- a) Identify and collect physical evidence
 - b) Interview witnesses
 - c) Complete required written documents
- 2) Safety policies and procedures - **AHJ**
 - a) Authority having jurisdiction

Requisite Skills: The ability to communicate orally and in writing and to conduct interviews.

901-4.7.3 Explain the benefits of being physically and medically capable of performing assigned duties and effectively functioning during peak physical demand activities, given current fire service trends and agency policies, so that the need to participate in wellness and fitness programs is explained to members.

Requisite Knowledge: National death and injury statistics; fire service safety and wellness initiatives; agency policies.

- 1) **National death and injury statistics**
 - a) **NIOSH reports**
 - b) **NFPA reports**
 - c) **US Fire Administration/National Fire Academy**
- 2) **Fire service safety and wellness initiatives**
 - a) **National Fallen Firefighters Foundation, Courage To Be Safe**
 - b) **International Association of Firefighters/International Association of Fire Chiefs Joint Wellness Initiative**
- 3) **Agency policies**
 - a) **Local**
 - b) **State**
 - c) **Federal**

Requisite Skills: The ability to communicate orally.

REFERENCE LIST FOR THE FIRE OFFICER II CURRICULUM

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

Fire and Emergency Service Company Officer (4th ed.) (2007). Stillwater, OK: International Fire Service Training Association.

Fire Officer Principles and Practice (1st ~~2nd~~ ed.) (~~2006~~ 2010). Sudbury, MA: Jones and Bartlett Publishers, Inc.

NFPA 1021: Standard for Fire Officer Professional Qualifications (20039 ed.) Quincy, MA: National Fire Protection Association. NFPA Publications.

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

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FIRE OFFICER II

A Fire Officer II 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 I as defined in NFPA 1021, *Standard for Fire Officer Professional Qualifications*. An individual at the Fire Officer II level as part of his or her duties and responsibilities:

- Evaluates member job performance
- Prepares a project or divisional budget, news releases, and/or new policy or changes in existing policies
- Conducts inspections to identify hazards and addresses violations and conducts fire investigations to determine origin and preliminary causes
- Supervises multi-unit emergency operations, deploys assigned resources, and develops and conducts post-incident analysis
- Reviews injury, accident, and health exposure reports, identifies unsafe work environments or behaviors, and takes approved action to prevent their reoccurrence

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902-5.1 General
For qualification at Level II, the Fire Officer I shall meet the requirements of Fire Instructor I as defined in NFPA 1041 and the job performance requirements defined in Sections 5.2 through 5.7 of this standard.

902-5.1.1 General Prerequisite Knowledge
The organization of local government; enabling and regulatory legislation and the law-making process at the local, state/provincial, and federal levels; and the functions of other bureaus, divisions, agencies, and organizations and their roles and responsibilities that relate to the fire service.

- ~~1) The organization of local government~~
- ~~2) Enabling and regulatory legislation and the law-making process at the local, state, and federal levels~~
- ~~3) The functions of other bureaus, divisions, agencies, and organizations and their roles and responsibilities that relate to the fire service~~

902-5.1.2 General Prerequisite Skills:
Intergovernmental and interagency cooperation.

- ~~1) Intergovernmental and interagency cooperation.~~

902-5.2 Human Resource Management
This duty involves evaluating member performance, according to the following job performance requirements.

902-5.2.1 Initiate actions to maximize member performance and/or to correct unacceptable performance, given human resource policies and procedures, so that member and/or unit performance improves or the issue is referred to the next level of supervision.

Requisite Knowledge: Human resource policies and procedures, problem identification, organizational behavior, group dynamics, leadership styles, types of power, and interpersonal dynamics.

- 1) Human resource policies and procedures
 - a) Federal (e.g. Americans with Disabilities Act)
 - b) State (e.g. Local Government Code)
 - c) Local/Authority Having Jurisdiction (**AHJ**) (e.g. city policies)

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- d) Departmental (e.g. departmental policies)
- 2) Problem identification
 - a) Performance
 - b) Behavior
- 3) Organizational behavior
 - a) Acceptable/unacceptable job performance
 - b) Acceptable/unacceptable behavior
 - c) Culture
 - d) Change/status quo
- 4) Group dynamics
 - a) Common binding interest
 - b) Vital group image
 - c) Sense of continuity
 - d) Shared set of values
 - e) Different roles within the group
- 5) Leadership styles
 - a) Autocratic
 - b) Democratic
 - c) Laissez-faire
- 6) Types of power
 - a) Reward
 - b) Coercive
 - c) Identification
 - d) Expert
 - e) Legitimate
 - f) Informal
- 7) Interpersonal dynamics
 - a) Blake and Mouton's Managerial Grid
 - b) Maslow's Hierarchy of Needs
 - c) Others

Requisite Skills: The ability to communicate orally and in writing, to solve problems, to increase team work, and to counsel members.

902-5.2.2 Evaluate the job performance of assigned members, given personnel records and evaluation forms, so each member's performance is

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evaluated accurately and reported according to human resource policies and procedures.

Requisite Knowledge: Human resource policies and procedures, job descriptions, objectives of a member evaluation program, and common errors in evaluating.

- 1) Human resource policies and procedures
 - a) Federal (e.g. Fair Labor Standards Act)
 - b) State (e.g. Local Government Code)
 - c) Local/Authority having jurisdiction (e.g. city policies)
 - d) Departmental (e.g. departmental policies)
- 2) Job descriptions
 - a) General description of work
 - b) Typical tasks
 - c) Knowledge, skills and abilities
 - d) Education and experience
 - e) Special requirements
 - f) Future requirements
- 3) Objectives of a member evaluation program
 - a) Accuracy
 - b) Fairness
 - c) Consistency
 - d) Thoroughness
 - e) Identify areas of excellence or improvement
 - f) Document member's work history
- 4) Common errors in evaluating
 - a) Halo/Horn effect
 - b) Central tendency
 - c) Contrast effect
 - d) Leniency or severity
 - e) Personal bias
 - f) Recency
 - g) Frame of reference

Requisite Skills: The ability to communicate orally and in writing and to plan and conduct evaluations.

902-5.2.3 Create a professional development plan for a member of the organization, given the requirements for promotion, so that the

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individual acquires the necessary knowledge, skills, and abilities to be eligible for the examination for the position.

Requisite Knowledge: Development of a professional development guide and job shadowing.

1) Development of a professional development guide (AHJ)

- a) Education**
- b) Experience**
- c) Certifications**
- d) Personal development**

2) Job shadowing

- a) Mentoring**
- b) Peer assistance**

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

902-5.3 Community and Government Relations

No additional requirements at this level per National Fire Protection Association (NFPA).

This duty involves dealing with inquiries of allied organizations in the community and projecting the role, mission, and image of the department to other organizations with similar goals and missions for the purpose of establishing strategic partnerships and delivering safety, injury, and fire prevention education programs, according to the following job performance requirements.

902-5.3.1 Explain the benefits to the organization of cooperating with allied organizations, given a specific problem or issue in the community, so that the purpose for establishing external agency relationships is clearly explained.

Requisite Knowledge: Agency mission and goals and the types and functions of external agencies in the community.

1) Agency (fire department) mission and goals

- a) Mission statement**
- b) Strategic plan**

2) Types and functions of external agencies in the community

- a) Law enforcement**
- b) EMS/hospitals/clinics**
- c) Municipal/county/state departments**

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- d) Local business and industry
- e) Private non-profit organizations
- f) Local/state/federal agencies

Requisite Skills: The ability to develop interpersonal relationships and to communicate orally and in writing.

902-5.4 Administration

This duty involves preparing a project or divisional budget, news releases, and policy changes, according to the following job performance requirements.

- 902-5.4.1** Develop a policy or procedure, given an assignment, so that the recommended policy or procedure identifies the problem and proposes a solution.

Requisite Knowledge: Policies and procedures and problem identification.

- 1) Policies and procedures
 - a) Develop policies/procedures
 - b) Train members
 - c) Implement policies/procedures
 - d) Evaluate/revise policies/procedures
- 2) Problem identification
 - a) Be attentive
 - b) Ask questions
 - c) Encourage subordinates to report problems

Requisite Skills: The ability to communicate in writing and to solve problems.

- 902-5.4.2** Develop a project or divisional 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 ongoing or new projects; repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and appropriate budgeting system.

- 1) The supplies and equipment necessary for ongoing or new projects
(AHJ)

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- 2) Repairs to existing facilities
 - a) Structural
 - b) Remodel
 - c) Additions
- 3) New equipment
 - a) Repair
 - b) Replace
 - c) Upgrade
- 4) Apparatus maintenance
 - a) Preventative
 - b) Repair
 - c) Replace
 - d) Upgrade
- 5) Personnel costs
 - a) Salary
 - i. Straight time
 - ii. Compensatory time
 - iii. Overtime
 - b) Benefits (AHJ)
- 6) Appropriate budgeting system (AHJ)

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

- 902-5.4.3** Describe the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding.

Requisite Knowledge: Purchasing laws, policies, and procedures.

- 1) Purchasing laws
 - a) ~~Authority having jurisdiction~~ Local
 - b) ~~State laws~~
 - c) Federal
- 2) Policies and procedures (AHJ)
 - a) ~~Authority having jurisdiction~~

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

- 902-5.4.4** Prepare a news release, given an event or topic, so that the information is accurate and formatted correctly.

Requisite Knowledge: Policies and procedures and the format used for news releases.

- 1) Policies and procedures **(AHJ)**
 - a) ~~Authority having jurisdiction~~
- 2) Format used for news releases
 - a) Oral interview
 - i. Be prepared
 - ii. Stay in control
 - iii. Look and act the part
 - iv. It is not over until it is over
 - b) Written
 - i. Formulate a plan
 - ii. Develop a concept and write the release
 - iii. Make it unique
 - iv. Well organized
 - v. Department letterhead
 - vi. Release news to the media

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

- 902-5.4.5** Prepare a concise report for transmittal to a supervisor, given fire department record(s) and a specific request for details such as trends, variances, or other related topics.

Requisite Knowledge: The data processing system.

- ~~1) The data processing system~~
- 1) a) Word processing software
- 2) b) Spreadsheet software
- 3) c) Presentation software
- 4) d) Database software

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

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902-5.4.6 Develop a plan to accomplish change in the organization, given an agency's change of policy or procedures, so that effective change is implemented in a positive manner.

Requisite Knowledge: Planning and implementing change.

- 1) **Planning change**
 - a) **Analyze**
 - b) **Resistance**
- 2) **Implementing change**
 - a) **Involvement**
 - b) **Support**
- 3) **Evaluating change**
 - a) **Review**
 - b) **Monitor**
 - c) **Analyze**

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

902-5.5 Inspection and Investigation

This duty involves conducting inspections to identify hazards and address violations and conducting fire investigations to determine origin and preliminary cause, according to the following job performance requirements.

~~902-5.5.1 Describe the procedures for conducting fire inspections, given any of the following occupancies, so that all hazards, including hazardous materials, are identified, approved forms are completed, and approved action is initiated:~~

- ~~1) Assembly~~
- ~~2) Educational~~
- ~~3) Health care~~
- ~~4) Detention and correctional~~
- ~~5) Residential~~
- ~~6) Mercantile~~

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- ~~7) Business~~
- ~~8) Industrial~~
- ~~9) Storage~~
- ~~10) Unusual structures~~
- ~~11) Mixed occupancies~~

Requisite Knowledge: ~~Inspection procedures; fire detection, alarm, and protection systems; identification of fire and life safety hazards; and marking and identification systems for hazardous materials.~~

- ~~1) Inspection procedures~~
- ~~2) Fire detection, alarm, and protection systems~~
- ~~3) Identification of fire and life safety hazards~~
- ~~4) Marking and identification systems for hazardous materials~~

5.5.2 902-5.5.1 Determine the point of origin and preliminary cause of a fire, given a fire scene, photographs, diagrams, pertinent data, and/or sketches, to determine if arson is suspected. **(This was the old 5.5.2)**

Requisite Knowledge: Methods used by arsonists, common causes of fire, basic cause and origin determination, fire growth and development, and documentation of preliminary fire investigative procedures.

- 1) Methods used by arsonists
 - a) Disabling built-in fire protection
 - b) Delaying notification/making access difficult
 - c) Using accelerants and trailers
 - d) Setting multiple points of origin
 - e) Tampering or altering equipment
- 2) Common causes of fire
 - a) Accidental
 - b) Natural
 - c) Incendiary/Suspicious
 - d) Undetermined

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- 3) Basic cause and origin determination
 - a) Basic fire chemistry/sciences
 - b) Area of origin
 - c) Fire patterns
 - d) **Legal considerations**
- 4) Fire growth and development
- 5) Documentation of preliminary fire investigative procedures
 - a) ~~Authority having jurisdiction~~ **AHJ**
 - b) National Fire Incident Reporting System (NFIRS)
 - c) NFPA 921 Guide for Fire and Explosion Investigations

Requisite Skills: The ability to communicate orally and in writing and to apply knowledge using deductive skills.

902-5.6 Emergency Service Delivery

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

- 902-5.6.1** Produce operational plans, given an emergency incident requiring multi-unit operations, **the current edition of NFPA 1600, and AHJ-approved safety procedures**, so that required resources and their assignments are obtained and plans are carried out in compliance **with NFPA 1600 and approved safety procedures** resulting in the mitigation of the incident.

Requisite Knowledge: Standard operating procedures; national, state/provincial, and local information resources available for the mitigation of emergency incidents; an incident management system; and a personnel accountability system.

- 1) Standard operating procedures (**AHJ**)
 - a) ~~Authority having jurisdiction~~
- 2) National, state/provincial, and local information resources available for the mitigation of emergency incidents
- 3) An incident management system
 - a) National Incident Management System (NIMS)
 - b) ~~Incident Command System~~

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- 4) A personnel accountability system **(AHJ)**

Requisite Skills. The ability to implement an incident management system, to communicate orally, to supervise and account for assigned personnel under emergency conditions, and to serve in command staff and unit supervision positions within the Incident Management System.

902-5.6.2

Develop and conduct a post-incident analysis, given multi-unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated and the approved forms are completed and processed.

Requisite Knowledge: Elements of a post-incident analysis, basic building construction, basic fire protection systems and features, basic water supply, basic fuel loading, fire growth and development, and departmental 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) Basic building construction
 - a) Construction type
 - b) Occupancy type
- 3) Basic fire protection systems and features
 - a) Sprinkler systems
 - b) Standpipe systems
 - c) Alert/detection systems
 - d) Other special extinguishing systems
- 4) Basic water supply
 - a) Pressurized sources
 - b) Drafting points
 - c) Fire department connections (FDC)
- 5) Basic fuel loading
 - a) Based on hazard class
 - b) **Occupancy type**

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- 6) Fire growth and development
 - a) Basic fire chemistry/science
 - b) **Fire spread**

- 7) Departmental procedures relating to dispatch response tactics and operations **(AHJ)**
 - a. ~~Authority having jurisdiction~~

- 8) Customer service **(AHJ)**
 - a. ~~Authority having jurisdiction~~

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

902-5.6.3 Prepare a written report, given incident reporting data from the jurisdiction, so that the major causes for service demands are identified for various planning areas within the service area of the organization.

Requisite Knowledge: Analyzing data.

- 1) Analyze and interpret incident data**
- 2) Needs analysis**
- 3) Intended audience**
- 4) Report format**

Requisite Skills: The ability to write clearly and to interpret response data correctly to identify the reasons for service demands.

902-5.7 Health and Safety

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

902-5.7.1 Analyze a member's accident, injury, or health exposure history, given a case study, so that a report including action taken and recommendations made is prepared for a supervisor.

Requisite Knowledge: The causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths.

- 1) ~~The causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths.~~
 - a) Human factors
 - i. Improper attitude
 - ii. Lack of knowledge or skill
 - iii. Physically/mentally unsuited
 - b) Environmental factors
 - i. Weather
 - ii. Hazardous
 - iii. Lighting
 - c) Equipment factors
 - i. Malfunction
 - ii. Improper usage
 - d) Review member's accident history

- 2) Health exposures
 - a) Human factors
 - i. Improper attitude
 - ii. Lack of knowledge or skill
 - iii. Physically/mentally unsuited
 - b) Environmental factors
 - i. Weather
 - ii. Hazardous
 - iii. Lighting
 - c) Equipment factors
 - i. Malfunction
 - ii. Improper usage
 - d) Review member's health exposure history

- 3) Conditions that result in accidents, injuries, occupational illness, or deaths
 - a) Unsafe acts
 - i. Skill based errors
 - ii. Memory failure
 - iii. Technique failure
 - b) Preconditions to unsafe acts
 - i. Adverse mental states
 - ii. Psychological states
 - iii. Physical limitations
 - c) Unsafe supervision
 - i. Inadequate supervision

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- ii. Inappropriate operations**
- iii. Failure to correct known problems**
- iv. Supervisory violations**

Requisite Skills: The ability to communicate in writing and to interpret accidents, injuries, occupational illnesses, or death reports.

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