



**Course Information and Required Materials**



**Course Code:** FO196  
**Course:** Fire Officer I/II Combined  
**Hours:** 120  
**Designed For:** Fire Department Company Officers  
**TCFF Approval:** Pending

**Course Description:** The Fire Officer I/II program is designed for the firefighter or fire officer who is preparing to, or entering the middle management level of his/her department.

**Course Goals:** The purpose of this course is to meet or exceed the requirements of NFPA 1021, *Standard for Fire Officer Professional Qualifications* for Fire Officer 1 and Fire Officer 2 through successful completion of the course materials and associated performance objectives.

**Prerequisites:** Firefighter I and II  
Fire Instructor I (Prior to Commission testing)  
Strategy and Tactics  
ICS 100, 200, 700 (Prior to Commission testing)

**Certification Level:** Fire Officer 1  
Fire Officer 2

**Maximum Class Size:** 24

**Restrictions:** Candidates must be at least 18 years of age.

**REQUIRED STUDENT MATERIALS**

Jones and Bartlett, Fire Officer Principals and Practices Second Edition

**REQUIRED INSTRUCTOR MATERIALS**

Jones and Bartlett, Fire Officer Principals and Practices Second Edition  
Instructor Resource Kit

**REFERENCES**

National Fire Protection (NFPA) 1021, *Standard for Fire Officer Professional Qualifications*

**METHOD OF EVALUATION**

Written Examination: Passing score 75%. Exams given at the end of each chapter and a final exam.

Completion of Practical Skills: All skills must be completed to the satisfaction of the instructor.

**COURSE OBJECTIVES**

**Course Objectives:** Upon completion of the Fire Officer training program, the candidate shall, through written examination and practical application, demonstrate knowledge of the following NFPA Fire Officer performance objectives and, upon meeting all Tennessee Firefighting Commission requirements, be qualified to test for certification as a Fire Officer I and II in accordance with the rules of the Tennessee Firefighting Commission and NFPA 1021, *Standard for Fire Officer Professional Qualifications*.

**Chapter 1- Introduction to the Fire Officer**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer. Including the following NFPA 1021 requirements:

**Fire Officer I**

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.

4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration and characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management system and safety; departmental budget process; information management and recordkeeping; the fire prevention and building safety codes and ordinances applicable to the jurisdiction; current trends, technologies, and socioeconomic and political factors that affect the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management and members; agreements in force

between the organization and members; generally accepted ethical practices, including a professional code of ethics; and policies and procedures regarding the operation of the department as they involve supervisors and members.

4.1.2 General Prerequisite Skills. The ability to effectively communicate in writing utilizing technology provided by the AHJ; write reports, letters, and memos utilizing word processing and spreadsheet programs; operate in an information management system; and effectively operate at all levels in the incident management system utilized by the AHJ.

## **Fire Officer II**

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.

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.

5.1.2 General Prerequisite Skills. Intergovernmental and interagency cooperation.

After completing this section, students will be able to —

- Describe the roles and responsibilities of the Fire Officer I.
- Describe the roles and responsibilities of the Fire Officer II.
- Describe the fire service in the United States.
- Describe fire department organization.
- Describe the functions of management.
- Describe rules and regulations, policies, and standard operating procedures.
- Describe working with other organizations.
- Describe the challenges for the twenty-first century fire officer.

## **Skills Objectives**

There are no skills objectives for this chapter.

## **Chapter 2- Preparing for Promotion**

After completing this section, the student shall be able to summarize the promotional process allowing the department to identify which candidates have the knowledge, skills, and abilities to function as a supervisory or managing fire officer, including the following NFPA 1021 requirements:

**Fire Officer I**

NFPA 1021 contains no Fire Officer I Job Performance Requirements for this chapter.

**Fire Officer II**

5.2.3 Create a professional development plan for a member of the organization, given the requirements for promotion, so that the individual acquires the necessary knowledge, skills, and abilities to be eligible for the examination for the position.

(A) Requisite Knowledge. Development of a professional development guide and job shadowing.

(B) Requisite Skills. The ability to communicate orally and in writing.

**Knowledge Objectives**

- Discuss the origin of civil service promotional examinations.
- Describe how a promotional examination is prepared.
- Identify the elements of a promotional examination.
- Identify the components of an assessment center.
- List techniques for studying for a promotional examination.

**Skills Objectives**

There are no skills objectives for this chapter.

**Chapter 3- Fire Fighters and the Fire Officer**

After completing this section, the student shall be able to summarize the process for transitioning from fire fighter to fire officer how the individual relates to the formal fire department organization and the role the fire officer plays with fellow fire fighters, including the following NFPA 1021 requirements:

**Fire Officer I**

4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration and characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management system and safety; departmental budget process; information management and recordkeeping; the fire prevention and building safety codes and ordinances applicable to the jurisdiction; current trends, technologies, and socioeconomic and political factors that affect the first service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management and members; agreements in force between the organization and members; generally accepted ethical practices,

including a professional code of ethics; and policies and procedures regarding the operation of the department as they involve supervisors and members.

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

(A) Requisite Knowledge. Human resource policies and procedures.

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

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.

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.

(A) Requisite Knowledge. Administrative policies and procedures and records management.

(B) Requisite Skills. The ability to communicate orally and in writing.

## **Fire Officer II**

NFPA 1021 contains no Fire Officer II Job Performance Requirements for this chapter.

### **Knowledge Objectives**

- Describe the fire officer's vital tasks.
- Describe a typical fire station workday.
- Describe the transition from a fire fighter to a fire officer.
- Describe the activities a fire officer performs to maintain an effective working relationship with his or her supervisor.
- Describe integrity and ethical behavior.
- Describe how to maintain workplace diversity.
- Describe the concept of the fire station as a business work location.

### **Skills Objectives**

- Function as a newly assigned fire officer, and with a description of a fire station, work group, and schedule, prepare a beginning of shift report or activity plan.
- Function as a fire officer and demonstrate the effective issuing of an unpopular order to a fire company.

- Demonstrate making a decision consistent with the department's core values, mission statement, and value statements given an ethical dilemma.
- Conduct an initial interview and notifications consistent with the department's policy, rules, and regulations given a harassment or hostile workplace complaint.

## **Chapter 4: Understanding People: Management Concepts**

After completing this section, the student shall be able to summarize, the role of the fire officer as a manager given the responsibility of directing and supervising a group of fire fighters, as well as apparatus, equipment, facilities, and other resources, in order to achieve certain outcomes, including the following NFPA 1021 requirements:

### **Fire Officer I**

4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration and characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management system and safety; departmental budget process; information management and recordkeeping; the fire prevention and building safety codes and ordinances applicable to the jurisdiction; current trends, technologies, and socioeconomic and political factors that affect the fire service; cultural diversity; methods used by supervisors to obtain cooperation with a group of subordinates; the rights of management and members; agreements in force between the organization and members; generally accepted ethical practices, including a professional code of ethics; and policies and procedures regarding the operation of the department as they involve supervisors and members.

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

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

(A) Requisite Knowledge. Human resource policies and procedures.

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

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.

(A) Requisite Knowledge. Principles of supervision and basic human resource management.

(B) Requisite Skills. The ability to plan and to set priorities.

### **Fire Officer II**

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

5.2.1 Initiate actions to maximize member performance and/or 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.

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

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

### **Knowledge Objectives**

- Understand principles of supervision and basic human resource management.
- Coordinate the completion of assigned tasks and projects.

### **Skills Objectives**

There are no skills objectives for this chapter.

## **Chapter 5: Organized Labor and the Fire Officer**

After completing this section, the student shall be able to summarize grievance procedures, labor contract provisions, and personnel regulations that affect his or her supervisory work, including the following NFPA 1021 requirements:

### **Fire Officer I**

4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration and characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management system and safety; departmental budget process; information management and recordkeeping; the fire prevention and building safety codes and ordinances applicable to the jurisdiction; current trends, technologies, and socioeconomic and political factors that affect the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of

subordinates; the rights of management and members; agreements in force between the organization and members; generally accepted ethical practices, including a professional code of ethics; and policies and procedures regarding the operation of the department as they involve supervisors and members.

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

(A) Requisite Knowledge. Human resource policies and procedures.

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

## **Fire Officer II**

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.

### **Knowledge Objectives**

- Discuss the lasting impact organized labor has had on fire fighter safety, working conditions, and procedures.
- Understand the diminished benefits of fire fighter strikes.
- Identify the increased benefits of political activism.
- Describe the steps of the grievance process.

### **Skills Objectives**

- Demonstrate the initial handling of an employee grievance.

## **Chapter 6: Safety and Risk Management**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in firefighter safety and risk management, including the following NFPA 1021 requirements:

### **Fire Officer I**

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

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

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

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.

(A) Requisite Knowledge. Verbal communication techniques to facilitate learning.

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

4.6.3 Develop and conduct a postincident 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.

(A) Requisite Knowledge. Elements of a postincident 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.

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

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.

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.

(A) 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.

(B) Requisite Skills. The ability to identify safety hazards and to communicate orally and in writing.

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

(A) Requisite Knowledge. Procedures for conducting an accident investigation and safety policies and procedures.

(B) Requisite Skills. The ability to communicate orally and in writing and to conduct interviews.

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.

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

(B) Requisite Skills. The ability to communicate orally.

## **Fire Officer II**

5.6.1 Procedure operational plans, given an emergency incident requiring multiunit 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.

(A) 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.

(B) 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.

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.

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.

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

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

### **Knowledge Objectives**

- Describe the most common causes of personal injury and deaths to fire fighters.
- Define incident safety officer.
- Describe safety policies and procedures and basic workplace safety.
- Describe the components of an infectious disease control program.
- Describe procedures for conducting an accident investigation and safety policies and procedures.

### **Skills Objectives**

- Identify safety hazards.
- Implement an incident management system and ensure the safety of personnel under emergency conditions.
- Interpret accident reports.

## **Chapter 7: Training and Coaching**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in training and coaching personnel, including the following NFPA 1021 requirements:

### **Fire Officer I**

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.

(A) Requisite Knowledge. Verbal communication techniques to facilitate learning.

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

### **Fire Officer II**

5.2.3 Create a professional development plan for a member of the organization, given the requirements for promotion, so that the individual acquires the necessary knowledge, skills, and abilities to be eligible for the examination for the position.

(A) Requisite Knowledge. Development of a professional development guide and job shadowing.

(B) Requisite Skills. The ability to communicate orally and in writing.

**Knowledge Objectives**

- Explain what accreditation means for fire fighter certification programs.
- Discuss the four-step method of job instruction training.
- Explain the difference between competence and confidence in individual skill sets.
- Identify the federal regulations that affect the training of every fire fighter.
- Describe the importance of NPFA 1403, *Standard on Live Fire Training Evolutions*.
- List the steps in developing a training program.

**Skills Objectives**

Direct fire company members in the proper completion of a prepared training evolution

**Chapter 8: Evaluation and Discipline**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in performing performance evaluations and the application of discipline, including the following NFPA 1021 requirements:

**Fire Officer I.**

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.

4.2.4 Recommended 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.

(A) Requisite Knowledge. The signs and symptoms of member-related problems, causes of stress in emergency services personnel, adverse effects of stress on the performance of emergency service personnel, and awareness of AHJ member assistance policies and procedures.

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

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

(A) Requisite Knowledge. Human resource policies and procedures.

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

## **Fire Officer II**

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

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.

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

(B) Requisite Skills. The ability to communicate orally and in writing to solve problems, to increase teamwork, and to counsel members.

5.2.2 Evaluate the job performance of assigned members, given personnel records and evaluation forms, so each member's performance is evaluated accurately and reported according to human resource policies and procedures.

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

(B) Requisite Skills. The ability to communicate orally and in writing and to plan and conduct evaluations.

## **Knowledge Objectives**

- Describe the special requirements for supervising a probationary fire fighter who has a structured in-station training program.
- Describe how to use a performance log or T-account to document fire fighter work performance.
- List the activities associated with a mid-year review.
- Describe the requirements of an advanced notice of a substandard employee evaluation.
- Describe the concept of progressive discipline.
- List and describe the components of a written reprimand.
- Describe the services available through an employee assistance program (EAP).

**Skills Objectives**

- Use a performance log or T-account.
- Issue an oral reprimand, warning, or admonishment when a fire fighter demonstrates a substandard or unacceptable behavior.

**Chapter 9: Leading the Fire Company**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in leading the fire company, including the following NFPA 1021 requirements:

**Fire Officer I**

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

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

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

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.

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

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

**Fire Officer II**

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.

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

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

### **Knowledge Objectives**

- Describe leadership styles.
- Describe how to motivate.
- Describe leadership in routine situations.
- Describe emergency scene leadership.
- Describe the fire officer challenges in the twenty-first century.
- Compare and contrast the fire station as a municipal work location versus a fire fighter home.

### **Skills Objectives**

There are no skills objectives for this chapter.

## **Chapter 10: Working in the Community**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in working with the community, conducting, and possibly helping to develop, public safety education programs, including the following NFPA 1021 requirements:

### **Fire Officer I**

4.3 Community and Government Relations. This duty involves dealing with inquiries of the community and 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.

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

(A) 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.

(B) Requisite Skills. Familiarity with public relations and the ability to communicate verbally.

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.

(A) Requisite Knowledge. Written and oral communication techniques.

(B) Requisite Skills. The ability to relate interpersonally and to respond to public inquiries.

## **Fire Officer II**

5.3 Community and Government Relations. 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.

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.

(A) Requisite Knowledge. Agency mission and goals and the types and functions of external agencies in the community.

(B) Requisite Skills. The ability to develop interpersonal relationships and to communicate orally and in writing.

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

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

(A) Requisite Knowledge. Policies and procedures and the format used for news releases.

(B) Requisite Skills. The ability to communicate orally and in writing.

## **Knowledge Objectives**

- Discuss community demographics.
- Discuss risk reduction.
- Discuss public inquiries.
- List four objectives of a public safety education program.
- Describe Fire Prevention Week.
- Describe the National Fire Protection Association (NFPA) Risk Watch program.

- Describe the goal of a Community Emergency Response Team.
- Describe developing a local public education program.
- Describe the three steps NFPA recommends in developing a relationship with the media.
- Define proactive media communications.
- List the four NFPA guidelines to use when conducting an interview with the media.

**Skills Objectives**

- Develop a public education program using a five-step program.
- Prepare a media release that conforms to local format.
- Conduct a media interview as the fire department representative.

**Chapter 11: Handling Problems, Conflicts, and Mistakes**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in conflict resolution, problem solving, and handling mistakes, including the following NFPA 1021 requirements:

**Fire Officer I**

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.

(A) Requisite Knowledge. Interpersonal relationships and verbal and nonverbal communication.

(B) Requisite Skills. Familiarity with public relations and the ability to communicate verbally.

4.4 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.

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

(A) Requisite Knowledge. Written and oral communication.

(B) Requisite Skills. The ability to relate interpersonally and to communicate change in a positive manner.

**Fire Officer II**

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

**Knowledge Objectives**

- Describe how to manage conflict.
- Describe how to deal with citizen complaints.
- Describe how to recommend policies and policy changes.
- Describe how to implement policies.
- Describe the difference between customer service and customer satisfaction.

**Skills Objectives**

- Develop a policy or procedure

**Chapter 12: Pre-Incident Planning and Code Enforcement**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in pre-incident planning and code enforcement, including the following NFPA 1021 requirements:

**Fire Officer I**

4.5 Inspection and Investigation. This duty involved 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.

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
- (9) Storage
- (10) Unusual structure
- (11) Mixed occupancies

(A) 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.

(B) Requisite Skills. The ability to communicate in writing and to apply the appropriate codes and standards.

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
- (10) Special Properties

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

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

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.

## **Fire Officer II**

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.

### **Knowledge Objectives**

- Discuss how to develop a pre-incident plan.
- Understand built-in fire protection systems.
- Understand fire code compliance inspections.

- Identify the five types of building construction, as used in the fire prevention code.
- Prepare for an inspection.
- Describe general inspection requirements.
- Describe the difference between a pre-incident plan and an emergency management/business continuity plan.

**Skills Objectives**

- Demonstrate how to conduct an inspection.
- Demonstrate how to utilize an emergency management and business continuity plan.

**Chapter 13: Budgeting and Organizational Change**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in budgeting and managing organizational change, including the following NFPA 1021 requirements:

**Fire Officer I**

4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration and characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management system and safety; departmental budget process; information management and recordkeeping; the fire prevention and building safety codes and ordinances applicable to the jurisdiction; current trends, technologies, and socioeconomic and political factors that affect the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management and members; agreements in force between the organization and members; generally accepted ethical practices, including a professional code of ethics; and policies and procedures regarding the operation of the department as they involve supervisors and members.

4.3 Community and Government Relations. This duty involves dealing with inquiries of the community and 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.

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

(A) 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.

(B) Requisite Skills. Familiarity with public relations and the ability to communicate verbally.

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.

(A) Requisite Knowledge. Written and oral communication.

(B) Requisite Skills. The ability to relate interpersonally and to communicate change in a positive manner.

4.4.3 Prepare a budget request, given a need and budget forms, so that the request is in the proper format and is supported with data.

(A) Requisite Knowledge. Policies and procedures and the revenue sources and budget process.

(B) Requisite Skill. The ability to communicate in writing.

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.

(A) Requisite Knowledge. Organizational structure of the department and functions of management.

(B) Requisite Skills. The ability to communicate verbally in a clear and concise manner.

## **Fire Officer II**

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.

5.1.2 General Prerequisite Skills. Intergovernmental and interagency cooperation.

5.3 Community and Governmental Relations. 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.

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.

(A) Requisite Knowledge. Agency mission and goals and the types and functions of external agencies in the community.

(B) Requisite Skill. The ability to develop interpersonal relationships and to communicate orally and in writing.

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

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.

(A) Requisite Knowledge. Policies and procedures and problem identification.

(B) Requisite Skill. The ability to communicate in writing and to solve problems.

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.

(A) 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.

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

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

(A) Requisite Knowledge. Purchasing laws, policies, and procedures.

(B) Requisite Skill. The ability to use evaluative methods and to communicate orally and in writing.

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.

(A) Requisite Knowledge. Planning and implementing change.

(B) Requisite Skill. The ability to clearly communicate orally and in writing.

**Knowledge Objectives**

- List the supplies and equipment necessary for ongoing and new projects and repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and an appropriate budgeting system.
- Understand purchasing laws, policies, and procedures.
- Describe the process of introducing organizational change.

**Skills Objectives**

- Prepare a budget.
- Propose an organizational change.

**Chapter 14: Fire Officer Communications**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in communications and effectively transferring and receiving information, including the following NFPA 1021 requirements:

**Fire Officer I**

4.1.2 General Prerequisite Skills. The ability to effectively communicate in writing utilizing technology provided by the AHJ; write reports, letters, and memos utilizing word processing and spreadsheet programs; operate in an information management system; and effectively operate at all levels in the incident management system utilized by the AHJ.

4.2.1 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.

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

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

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.

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

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

4.3 Community and Government Relations. This duty involves dealing with inquiries of the community and 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.

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

(A) 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.

(B) Requisite Skills. Familiarity with public relations and the ability to communicate verbally.

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.

(A) Requisite Knowledge. The agency's records management system.

(B) Requisite Skills. The ability to communicate both orally and in writing.

## **Fire Officer II**

5.3 Community and Governmental Relations. 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.

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

(A) Requisite Knowledge. Policies and procedures and the format used for news releases.

(B) Requisite Skills. The ability to communicate orally and in writing.

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.

(A) Requisite Knowledge. The data processing system.

(B) Requisite Skills. The ability to communicate in writing and to interpret data.

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.

(A) Requisite Knowledge. Analyzing data.

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

### **Knowledge Objectives**

- Discuss the communication cycle.
- Identify ways to improve listening skills.
- Understand the fire officer's responsibilities as an active listener to both subordinates and superiors.
- Describe the ways to counteract environmental noise.
- Identify the conditions that interfere with verbal communication.
- Explain the difference between formal and informal communications.
- Outline fire officer responsibilities for routine and infrequent reports.
- Explain what should be included in a news release.

### **Skills Objectives**

- Write a recommendation report using information about an issue or problem.
- Write a news release.

## **Chapter 15: Managing Incidents**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in managing incidents, the incident command system and following standard operating procedures, including the following NFPA 1021 requirements:

### **Fire Officer I**

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.

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.

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

(B) 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.

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.

(A) 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.

(B) 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.

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.

(A) 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.

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

## **Fire Officer II**

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.

5.6.1 Produce operational plans, given an emergency incident requiring multi-unit operations, the current edition of NFPA 1600, and AHI-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.

(A) 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.

(B) 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.

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.

(A) 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.

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

### **Knowledge Objectives**

- Explain how the Incident Command System (ICS) was created.
- Describe the National Incident Management System (NIMS).
- Describe the role and elements of the Federal Response Plan.
- Explain the importance of fire fighter safety and accountability within the incident management system.
- Describe the "two-in-two-out" rule.
- Explain how to effectively accomplish a transfer of command.
- Describe the fire officer's role in incident management.
- Explain the use of divisions and groups within the incident management system.
- Describe the task level of incident management.
- Describe the post-incident review.

### **Skills Objectives**

- Demonstrate making an initial radio report.
- Demonstrate conducting a face-to-face transfer of command.

## Chapter 16: Fire Attack

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in incident size-up, determining incident priorities, and developing tactical assignments to control a fire, including the following NFPA 1021 requirements:

### Fire Officer I

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.

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.

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

(B) 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.

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.

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

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

### Fire Officer II

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.

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.

(A) 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.

(B) 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.

### **Knowledge Objectives**

- Describe how to supervise a single company.
- Describe how to supervise multiple companies.
- Describe how to size up the incident.
- Describe Lloyd Layman's five-step size-up process.
- Describe the National Fire Academy size-up process.
- Describe risk-benefit analysis.
- Describe how to determine fire flow.
- Describe how to develop an incident action plan.
- Describe how to assign resources.
- Describe the tactical safety considerations.
- Describe the general structure fire considerations.

### **Skills Objectives**

- Perform a scene size-up.
- Assign resources.

## **Chapter 17: Fire Cause Determination**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in fire cause determination, including the following NFPA 1021 requirements:

### **Fire Officer I**

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.

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.

- (1) Assembly
- (2) Educational
- (3) Health care
- (4) Detention and correctional
- (5) Residential
- (6) Mercantile
- (7) Business
- (8) Industrial
- (9) Storage
- (10) Unusual structures
- (11) Mixed occupancies

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.

(A) Requisite Knowledge. Types of evidence, the importance of fire scene security, and evidence preservation.

(B) Requisite Skills. The ability to establish perimeters at an incident scene.

## **Fire Officer II**

5.5 Inspection and Investigation. This duty involves conducting fire investigations to determine origin and preliminary cause, according to the following job performance requirements.

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.

(A) 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.

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

## **Knowledge Objectives**

- Describe the role of the fire officer in determining the cause of a fire.
- List the common causes of fire.
- Explain when to request a fire investigator.
- Describe how to find the point of origin.
- Describe fire patterns.
- Describe how to determine the cause of the fire.
- Describe how to conduct interviews.

- Describe how to determine the cause of a vehicle fire.
- Describe how to determine the cause of a wildland fire.
- Describe the fire cause classifications.
- Describe the indicators of incendiary fires.
- Discuss arson.
- Discuss the legal considerations of fire cause determination.
- Discuss how to write an investigation report.

**Skills Objectives**

- Determine the point of origin and the preliminary cause of a fire.
- Demonstrate how to secure the scene using rope or barrier tape to prevent unauthorized persons from entering the incident scene.
- Complete a fire incident report.

**Chapter 18: Crew Resource Management**

After completing this section, the student shall be able to summarize the roles and responsibilities of today's company officer in crew resource management, including the following NFPA 1021 requirements:

**Fire Officer I**

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.

(A) Requisite Knowledge. Written and oral communication.

(B) Requisite Skills. The ability to relate interpersonally and to communicate change in a positive manner.

**Fire Officer II**

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.

(A) Requisite Knowledge. Planning and implementing change.

(B) Requisite Skill. The ability to clearly communicate orally and in writing.

**Knowledge Objectives**

- Discuss the origins of crew resource management (CRM).
- List Dupont's "dirty dozen" human factors that contribute to tragedy.
- Describe the six-point CRM model that can be used in the fire service.
- Describe the five steps in a successful debriefing.

**Skills Objectives**

There are no skills objectives for this chapter.