

Reference Materials

The jurisdictional entity in which the Fire Officer Personnel serves must have access to the most current editions of the following training manuals:

IFSTA

Fire and Emergency Services Company Officer

Jones & Bartlett

Fire Officer Principles and Practice

NFPA

NFPA 921: Guide for Fire and Explosion Investigations

NFPA 1021: Standard for Fire Officer Professional Qualifications

Minimum Requirements

The certification Program offers four (4) levels of Fire Officer Certification:

Fire Officer I

- i. Applicants must complete one (1) of the following:
 - a) TCFP Fire Officer I curriculum; or
 - b) All required objectives from the SFFMA Fire Officer I curriculum
- ii. Applicants **must hold, or apply concurrently for**, the following SFFMA certifications:
 - a) Firefighter II; and
 - b) Instructor I
- iii. Applicants must be a first-line supervisory officer, and must meet all the job performance and certification requirements of Fire Officer I as defined in NFPA 1021, as follows:
 - a) 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
 - b) Deals with inquiries from the community and projects the role of the department to the public and delivers safety, injury, and fire prevention education programs
 - c) Performs general administrative functions and implements departmental policies and procedures at the unit/company level
 - d) Performs a fire investigation to determine preliminary cause, secures the incident scene, and preserves evidence
 - e) Supervises emergency operations, conducts pre-incident planning, and deploys assigned resources in accordance with the local emergency plan
 - f) 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 work environment, in accordance with health and safety plans, for all assigned members

Fire Officer II

- i. Applicants must complete one (1) of the following:
 - a) TCFP Fire Officer II curriculum; or
 - b) All required objectives from the SFFMA Fire Officer II curriculum
- ii. Applicants **must hold, or apply concurrently for**, the following SFFMA certifications:
 - a) Firefighter II; and
 - b) Instructor I; and
 - c) Fire Officer I
- iii. Applicant must be a midlevel supervisor, and must meet all the job performance and certification requirements of Fire Officer II as defined in NFPA 1021, as follows:
 - a) Evaluates member job performance
 - b) Prepares a project or divisional budget, news releases, and/or new policy or changes in existing policies
 - c) Conducts inspections to identify hazards and addresses violations and conducts fire investigations to determine origin and preliminary causes
 - d) Supervises multi-unit emergency operations, deploys assigned resources, and develops and conducts post-incident analysis
 - e) Reviews injury, accident, and health exposure reports, identifies unsafe work environments or behaviors, and takes approved action to prevent their reoccurrence

Fire Officer III

- i. Applicants must complete one (1) of the following:
 - a) TCFP Fire Officer III curriculum; or
 - b) All required objectives from the SFFMA Fire Officer III curriculum
- ii. Applicants **must hold, or apply concurrently for**, the following SFFMA certifications:
 - a) Firefighter II; and
 - b) Instructor I; and
 - c) Fire Officer I; and
 - d) Fire Officer II

Fire Officer IV

- i. Applicants must complete one (1) of the following:
 - a) TCFP Fire Officer IV curriculum; or
 - b) All required objectives from the SFFMA Fire Officer IV curriculum
- ii. Applicants **must hold, or apply concurrently for**, the following SFFMA certifications:
 - a) Firefighter II; and
 - b) Instructor I; and
 - c) Fire Officer I; and
 - d) Fire Officer II; and
 - e) Fire Officer III

Equivalent Training

SECTION	SUBJECT	OFFICER I	OFFICER II
1	General	4	1
2	Human Resources Management	6	10
3	Community and Government Relations	6	
4	Administration	4	10
5	Inspection and Investigation	4	10
6	Emergency Service Delivery	10	8
7	Health and Safety	8	9
	Performance Skills *	18	12
	TOTAL RECOMMENDED HOURS	60	60

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

Curriculum for Fire Officer I

SECTION 1 GENERAL

The Certification Board suggests it will take a class of 12 individuals 4 hours to cover the following objective in this section (actual time may vary based on class size).

- O1-01.01 Trainee shall have knowledge of the following
- A. The organizational structure of the department
 - B. Geographical configuration and characteristics of response districts
 - C. Departmental operating procedures for administration, emergency operations, incident management systems, and safety
 - D. Departmental budget process
 - E. Information management and record keeping
 - F. The fire prevention and building safety codes and ordinances applicable to the jurisdiction
 - G. Current trends, technologies, and socioeconomic and political factors that impact the fire service
 - H. Cultural diversity
 - I. Methods used by supervisors to obtain cooperation within a group of subordinates
 - J. The rights of management and members
 - K. Agreements in force between the organization and members
 - L. Generally accepted ethical practices, including a professional code of ethics
 - M. Policies and procedures regarding the operation of the department as they involve supervisors and members
- O1-01.02 Trainee shall be able to:
- A. Effectively communicate in writing utilizing technology provided by the AHJ
 - B. Write reports, letters, and memos utilizing word processing and spreadsheet programs
 - C. Operate in an information management system
 - D. Effectively operate at all levels in the incident management system utilized by the AHJ

SECTION 2 HUMAN RESOURCE MANAGEMENT

The Certification Board suggests it will take a class of 12 individuals 6 hours to cover the following objective in this section (actual time may vary based on class size).

- O1-02.01 Trainee shall utilize human resources to accomplish assignments in accordance with safety plans and in an efficient manner.
- O1-02.02 Trainee shall evaluate member performance and supervising personnel during emergency and non-emergency work periods, according to the following job performance requirements.
- A. Assign tasks or responsibilities to unit members
 - B. Give an assignment at an emergency operation, so that the instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed.

- O1-02.03 Trainee shall have the knowledge required to be able to perform/apply the following:
- A. Verbal communications during emergency situations utilizing the NIMS standards including but not limited to the following:
 - 1. Command presence
 - 2. Calm
 - 3. Clear
 - 4. Concise
 - 5. Accurate
 - 6. Clear text (no ten codes)
 - 7. Standard resource typing
 - 8. Standard terminology for facilities, equipment and resources
 - 9. State the desired outcome
 - B. Techniques used to make assignments under stressful situations
 - 1. SOPs/guidelines
 - 2. Maintain span of control
 - 3. Safety considerations
 - 4. Accountability
 - 5. Develop an incident action plan
 - 6. Establish tactical priorities considering, Life safety, Incident stabilization, Environmental conservation, and Property conservation
 - C. Methods of confirming understanding
 - 1. Feedback (repeat message)
 - 2. Ask for any questions/clarifications
- O1-02.04 Trainee shall assign tasks or responsibilities to unit members, given an assignment under non-emergency 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. Firefighter shall have the knowledge to be able to perform/apply the following:
- A. Verbal communications under non-emergency situations
 - 1. Calm
 - 2. Clear
 - 3. Concise
 - 4. Accurate
 - 5. State the desired outcome
 - B. Techniques used to make assignments under routine situations
 - 1. Verbal
 - 2. Written
 - C. Methods of confirming comprehension
 - 1. Feedback (repeat message)
 - 2. Ask for any questions/clarifications

O1-02.05 Trainee shall be able to 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. Trainee shall have the knowledge to be able to perform/apply the following:

A. Verbal communication techniques to facilitate learning

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

O1-02.06 Trainee shall 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. Trainee shall have the knowledge to be able to recognize the following:

A. The signs and symptoms of member-related problems

1. Substance abuse
2. Health problems
 - a. Mental
 - b. Physical
3. Financial problems
4. Personal/family problems
5. Behavioral problems

B. Causes of stress in emergency services personnel

1. Environmental
 - a. Weather
 - b. Workplace conditions/expectations
 - c. Emergency scenes
2. Physiological
 - a. Interrupted meals/sleep
 - b. Shift work
 - c. Constant heightened sense of awareness
3. Psychological
 - a. Multiple casualty incidents
 - b. Gruesome injuries
 - c. Co-worker injuries or deaths
 - d. Injuries or deaths involving children

- 4. Cultural
 - a. Age
 - b. Gender
 - c. Ethnicity
 - d. Religion
- 5. Personal
 - a. Financial
 - b. Issues outside of work
- C. Adverse effects of stress on the performance of emergency service personnel
 - 1. Failure to meet job performance requirements
 - 2. Injuries/illnesses
 - 3. Death

- O1-02.07 Trainee shall apply human resource policies and procedures, given an administrative situation requiring action, so that policies and procedures are followed.
- O1-02.08 Trainee should be able to deal with administrative procedures that might include transfers, promotions, compensation/member benefits, sick leave, vacation, requests for pay or benefits while acting in a temporary position, change in member benefits, commendations, disciplinary actions, and grievances.
- O1-02.09 Trainee shall have the knowledgeable of human resource policies and procedures
 - A. Federal laws
 - B. State laws
 - C. Local AHJ (e.g. Employee Assistance Program)
 - D. Departmental (e.g. Wellness/fitness program)
- O1-02.10 Trainee shall 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 supervised during the completion of the assignments.
- O1-02.11 Trainee shall be knowledgeable of:
 - A. Principles of supervision
 - 1. Delegate responsibility
 - 2. Consistent management
 - 3. Motivate
 - 4. Communicate
 - 5. Train
 - 6. Decision making
 - 7. Resource management
 - 8. Time management
 - 9. Coach/counsel
 - 10. Discipline (positive and negative)
 - 11. Accountability
 - 12. Employee performance appraisals

13. Conflict resolution
 14. Risk management
 15. Leadership styles
 - a. Autocratic
 - b. Democratic
 - c. Laissez-faire
- B. Basic human resource management
1. Managerial theories
 2. Human resource planning
 3. Employee relations
 4. Staffing
 5. Performance management
 6. Human resource development
 7. Compensation and benefits
 8. Employee health, safety and security
 9. Risk benefit analysis

SECTION 3 COMMUNITY AND GOVERNMENT RELATIONS

The Certification Board suggests it will take a class of 12 individuals 6 hours to cover the following objective in this section (actual time may vary based on class size).

- O1-03.01 Trainee shall be able deal with inquiries of the community and projecting the role of the department to the public and delivering safety, injury, and fire prevention education programs. Initiate action on a community need, given policies and procedures, so that the need is addressed.
- O1-03.02 Trainee shall be knowledgeable of the following:
- A. Community demographics and service organizations
 1. Community demographics and service organizations
 - a. Statistical analysis
 - i. Age
 - ii. Income
 - iii. Ethnicity
 - iv. Sex
 - v. Educational level
 - vi. Special needs
 - b. Service organizations
 - 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

O1-03.03 Trainee shall 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.

O1-03.04 Trainee shall be knowledgeable of the following:

- A. Interpersonal relationships
 1. Blake and Mouton's Managerial Grid
 2. Maslow's Hierarchy of Needs
- B. Verbal and nonverbal communication
 1. Verbal communication
 - a. Voice inflection
 - b. Appropriate/common terminology
 - c. Tone of voice
 - d. Have a specific purpose
 - e. Be clear and concise
 - f. Be focused
 2. Nonverbal communication
 - a. Eye contact
 - b. Body language
 - c. Facial expressions
 - d. Appropriate appearance

O1-03.05 Trainee shall 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.

O1-03.06 Trainee shall be knowledgeable of the following:

- A. Written communication techniques
 1. Consider the reader
 2. Emphasis
 3. Concise
 4. Simplicity
 5. Summarize

- B. Oral communication techniques
 - 1. Voice inflection
 - 2. Appropriate/common terminology
 - 3. Tone of voice
 - 4. Have a specific purpose
 - 5. Be clear and concise
 - 6. Be focused

- O1-03.07 Trainee shall deliver a public education program, given the target audience and topic, so that the intended message is conveyed clearly.
- O1-03.08 Trainee shall be knowledgeable of fire department's public education program as it relates to the target audience according to the AHJ.

SECTION 4 ADMINISTRATION

The Certification Board suggests it will take a class of 12 individuals 4 hours to cover the following objective in this section (actual time may vary based on class size).

- O1-04.01 Trainee shall 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.
- O1-04.02 Trainee shall have knowledge of the following:
 - A. Written communication techniques
 - 1. Consider the reader
 - 2. Emphasis
 - 3. Concise
 - 4. Simplicity
 - 5. Summarize
 - B. Oral communication techniques
 - 1. Voice inflection
 - 2. Appropriate/common terminology
 - 3. Tone of voice
 - 4. Have a specific purpose
 - 5. Be clear and concise
 - 6. Be focused
- O1-04.03 Trainee shall 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.
- O1-04.04 Trainee shall be knowledgeable of the following:
 - A. Administrative policies and procedures
 - 1. AHJ
 - B. Records management
 - 1. Paper-based
 - 2. Electronic
 - 3. Record retention requirements
 - 4. Storage and security
- O1-04.05 Trainee shall 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.
- O1-04.06 Trainee shall be knowledgeable of policies and procedures and the revenue sources and budget process.
 - A. Policies and procedures
 - 1. AHJ

- B. Revenue sources
 - 1. Operating Budget (e.g. program, line item)
- C. Budget process
 - 1. AHJ

SECTION 5 INSPECTION AND INVESTIGATION

The Certification Board suggests it will take a class of 12 individuals 4 hours to cover the following objective in this section (actual time may vary based on class size).

- O1-05.01 Trainee shall be able to perform a fire investigation to determine preliminary cause, securing the incident scene, and preserving evidence, according to the following job performance requirements.
 - A. The NFPA's intent is to instill an awareness of those areas that officers might address in the performance of their duties. Organizations that desire higher levels of competency in these areas should refer to the applicable NFPA professional qualifications standards: NFPA 1031 and NFPA 1033.
 - B. Evaluate available information, given a fire incident, observations, and interviews of first-arriving members and other individuals involved in the incident, so that a preliminary cause of the fire is determined, reports are completed, and, if required, the scene is secured and all pertinent information is turned over to an investigator.
- O1-05.02 Trainee shall have knowledge of the following:
 - A. Common causes of fire
 - 1. Accidental
 - 2. Natural
 - 3. Incendiary/Suspicious
 - 4. Undetermined
 - B. Fire growth and development
 - 1. Basic fire chemistry/sciences
 - 2. Area of origin
 - C. Policies and procedures for calling for investigators
 - 1. AHJ
- O1-05.03 Trainee shall 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.
- O1-05.04 Trainee shall have knowledge of the following:
 - A. Types of evidence
 - 1. Demonstrative
 - 2. Documentary/circumstantial
 - 3. Testimonial
 - B. The importance of fire scene security
 - 1. Evidence protection
 - 2. Public safety
 - C. Evidence preservation
 - 1. Chain of custody
 - 2. Contributes to prosecution
 - 3. Use of caution during salvage and overhaul

SECTION 6 EMERGENCY SERVICE DELIVERY

The Certification Board suggests it will take a class of 12 individuals 10 hours to cover the following objective in this section (actual time may vary based on class size).

- O1-06.01 Emergency service delivery is the component of fire department organization providing mitigation of responses to emergency incidents, such as those involving fires, emergency medical situations, mass casualties, hazardous materials, weapons of mass destruction, and terrorism, as well as other emergency events. Trainee shall be trained to supervise emergency operations, conduct pre-incident planning, and deploy assigned resources in accordance with the local emergency plan and according to job performance requirements.
- O1-06.02 Trainee shall develop a pre-incident plan, given an assigned facility and preplanning policies, procedures, and forms, so that all required elements are identified and the approved forms are completed and processed in accordance with policies and procedures.
- O1-06.03 Trainee shall be knowledgeable of the following
 - A. Elements of the local emergency plan
 - 1. AHJ
 - B. A pre-incident plan
 - C. Basic building construction
 - 1. Construction type
 - 2. Occupancy type
 - D. Basic fire protection systems and features
 - 1. Sprinkler systems
 - 2. Standpipe systems
 - 3. Alert/detection systems
 - 4. Other special extinguishing systems
 - E. Basic water supply
 - 1. Determine location(s) of water supplies
 - 2. Fire Department Connections (FDC)
 - 3. Determine required fire flow
 - F. Basic fuel loading
 - 1. Based on hazard class
 - G. Fire growth and development
 - 1. Basic fire chemistry/science
- O1-06.04 Trainee shall 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.
- O1-06.05 Trainee shall be knowledgeable of the following:
 - A. Elements of a size-up
 - 1. 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.
 - a. Size up processes
 - i. Layman's 5-step process
 - ii. 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
 - (a). Defensive
 - (b). Offensive
 - (c). Transition
 - vi. Number of occupants
 - vii. Time of day
 - viii. Water supply
 - ix. Weather
 - x. Other hazards
- B. Standard operating procedures for emergency operations
 - 1. AHJ
- C. Fire behavior
 - 1. Basic fire chemistry/science

O1-06.06 Trainee shall 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.

This requirement takes into consideration the officer's ability to give orders, direct personnel, evaluate information, and allocate resources to respond to the wide variety of emergency situations the fire service encounters.

O1-06.07 Trainee shall have knowledge of the following:

- A. Standard operating procedures
 - 1. AHJ
- B. Resources available for the mitigation of fire and other emergency incidents
 - 1. Single company
 - 2. One alarm
 - 3. Multiple alarm
 - 4. Mutual/automatic aid
- C. An incident management system
 - 1. NIMS
 - 2. ICS
- D. Scene safety
 - 1. Rapid intervention/backup team
 - 2. Two-in/two-out
 - 2. Incident safety officer
- E. Personnel accountability system

- O1-06.08 Trainee shall 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.
- O1-06.09 Trainee shall have knowledge of the following:
- A. Elements of a post-incident analysis
 - 1. Reconstruct the incident to establish a clear picture of the events surrounding the incident
 - 2. Non-punitive
 - 3. Focus on improving emergency response
 - B. Basic building construction
 - 1. Construction type
 - 2. Occupancy type
 - C. Basic fire protection systems and features
 - 1. Sprinkler systems
 - 2. Standpipe systems
 - 3. Alert/detection systems
 - 4. Other special extinguishing systems
 - D. Basic water supply
 - 1. Determine location(s) of water supplies
 - 2. Fire Department Connections (FDC)
 - 3. Determine required fire flow
 - E. Basic fuel loading
 - 1. Based on hazard class
 - F. Fire growth and development
 - 1. Basic fire chemistry/science
 - G. Departmental procedures relating to dispatch response tactics and operations
 - 1. AHJ
 - H. Customer service
 - 1. AHJ

SECTION 7 HEALTH AND SAFETY

The Certification Board suggests it will take a class of 12 individuals 8 hour to cover the following objective in this section (actual time may vary based on class size).

- O1-07.01 Trainee shall be able to integrate safety plans, policies, and procedures into the daily activities as well as the emergency scene, including the donning of appropriate levels of personal protective equipment to ensure a work environment, in accordance with health and safety plans, for all assigned members, according to the following job performance requirements
- A. 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.
- O1-07.02 Trainee shall have knowledge of the following:
- A. The most common causes of personal injury and accident to members
 - B. Safety policies and procedures
 - C. Basic workplace safety
 - D. The components of an infectious disease control program.

- O1-07.03 Trainee shall be able to identify safety hazards and to communicate orally and in writing.
- O1-07.04 Trainee shall 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.
- O1-07.05 Trainee shall have knowledge of the following:
 - A. Procedures for conducting an accident investigation
 - B. Safety policies and procedures.
- O1-07.06 Trainee shall be able to communicate orally and in writing and to conduct interviews.

SECTION 8 EMERGENCY MANAGEMENT

No requirements at this level per NFPA

SECTION 1 GENERAL

The Certification Board suggests it will take a class of 12 individuals 1 hour to cover the following objective in this section (actual time may vary based on class size).

- O2-01.01 Trainee shall have knowledge of the organization of local government
- O2-01.02 Trainee shall have knowledge of enabling and regulatory legislation and the law-making process at the local, state, and federal levels
- O2-01.03 Trainee shall have knowledge of the functions of other bureaus, divisions, agencies, and organizations and their roles and responsibilities that relate to the fire service
 - A. Intergovernmental and interagency cooperation

SECTION 2 HUMAN RESOURCE MANAGEMENT

The Certification Board suggests it will take a class of 12 individuals 10 hours to cover the following objective in this section (actual time may vary based on class size).

- O2-02.01 This function involves evaluating member performance, according to the following job performance requirements. 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.
- O2-02.02 Trainee shall have knowledge of the following:
 - A. Human resource evaluation policies and procedures in reference to;
 - 1. Federal (e.g. Americans with Disabilities Act)
 - 2. State (e.g. Local Government Code)
 - 3. Local/AHJ (e.g. city policies)
 - 4. Departmental (e.g. departmental policies)
 - B. Problem identification
 - 1. Performance
 - 2. Behavior
 - C. Organizational behavior
 - 1. Acceptable/unacceptable job performance
 - 2. Acceptable/unacceptable behavior
 - 3. Culture
 - 4. Change/status quo
 - D. Group dynamics
 - 1. Common binding interest
 - 2. Vital group image
 - 3. Sense of continuity
 - 4. Shared set of values
 - 5. Different roles within the group
 - E. Leadership styles
 - 1. Autocratic
 - 2. Democratic
 - 3. Laissez-faire
 - F. Types of power
 - 1. Reward
 - 2. Coercive
 - 3. Identification
 - 4. Expert
 - 5. Legitimate
 - 6. Informal

- G. Interpersonal dynamics
 - 1. Blake and Mouton's Managerial Grid
 - 2. Maslow's Hierarchy of Needs
 - 3. Other

O2-02.03 Trainee shall 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.

O2-02.04 Trainee shall be knowledgeable of the following:

- A. Human resource evaluation policies and procedures in reference to;
 - 1. Federal (e.g. Fair Labor Standards Act)
 - 2. State (e.g. Local Government Code)
 - 3. Local/ AHJ (e.g. city policies)
 - 4. Departmental (e.g. departmental policies)
- B. Job descriptions
 - 1. General description of work
 - 2. Typical tasks
 - 3. Knowledge, skills and abilities
 - 4. Education and Experience
 - 5. Special Requirements
 - 6. Future Requirements
- C. Objectives of a member evaluation program
 - 1. Accuracy
 - 2. Fairness
 - 3. Consistency
 - 4. Thoroughness
 - 5. Identify areas of excellence or improvement
 - 6. Document member's work history
- D. Common errors in evaluating
 - 1. Halo/Horn effect
 - 2. Central tendency
 - 3. Contrast effect
 - 4. Leniency or severity
 - 5. Personal Bias
 - 6. Recency
 - 7. Frame of Reference

SECTION 3 COMMUNITY AND GOVERNMENT RELATIONS

No requirements at this level per NFPA

SECTION 4 ADMINISTRATION

The Certification Board suggests it will take a class of 12 individuals 10 hours to cover the following objective in this section (actual time may vary based on class size).

O2-04.01 This section involves preparing a project or divisional budget, news releases, and policy changes, according to the following job performance requirements.

O2-04.02 Trainee shall develop a policy or procedure, given an assignment, so that the recommended policy or procedure identifies the problem and proposes a solution.

O2-04.03 Trainee shall be knowledgeable of the following:

- A. Policies and procedures
 - 1. Develop policies/procedures
 - 2. Train members
 - 3. Implement policies/procedures
 - 4. Evaluate/revise policies/procedures
- B. Problem identification
 - 1. Be attentive
 - 2. Ask questions
 - 3. Encourage subordinates to report problems

- O2-04.04 Trainee shall develop a project or divisional budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.
- O2-04.05 Trainee shall have knowledge of the following:
 - A. The supplies and equipment necessary for ongoing or new projects
 - B. Repairs to existing facilities
 - C. New equipment
 - D. Apparatus maintenance
 - E. Personnel costs
 - F. Appropriate budgeting system
- O2-04.06 Trainee shall describe the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding.
- O2-04.07 Trainee shall have knowledge of the following:
 - A. Purchasing laws
 - 1. AHJ
 - 2. State laws
 - B. Policies and procedures
 - 1. AHJ
- O2-04.08 Trainee shall prepare a news release, given an event or topic, so that the information is accurate and formatted correctly.
- O2-04.09 Trainee shall have knowledge of the following:
 - A. Policies and procedures for news releases
 - 1. AHJ
 - B. Format used for news releases
 - 1. Oral interview
 - a. Be prepared
 - b. Stay in control
 - c. Look and act the part
 - d. It is not over until it is over
 - 2. Written
 - a. Formulate a plan
 - b. Develop a concept and write the release
 - c. Make it unique
 - d. Well organized
 - e. Department letterhead
 - f. Release news to the media
- O2-04.10 Trainee shall 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.
- O2-04.11 Trainee shall have knowledge of the following:
 - A. The data processing system
 - 1. Word processing software
 - 2. Spreadsheet software
 - 3. Presentation software
 - 4. Database software

SECTION 5 INSPECTION AND INVESTIGATION

The Certification Board suggests it will take a class of 12 individuals 10 hours to cover the following objective in this section (actual time may vary based on class size).

This section 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.

- O2-05.01 Trainee shall 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:
- A. Assembly
 - B. Educational
 - C. Health care
 - D. Detention and correctional
 - E. Residential
 - F. Mercantile
 - G. Business
 - H. Industrial
 - I. Storage
 - J. Unusual structures
 - K. Mixed occupancies
- O2-05.02 Trainee shall have knowledge of:
- A. Inspection procedures
 - B. Fire detection, alarm, and protection systems
 - C. Identification of fire and life safety hazards
 - D. Marking and identification systems for hazardous materials
- O2-05.03 Trainee shall 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.
- O2-05.04 Trainee shall have knowledge of the following:
- A. Methods used by arsonists
 1. Disabling built-in fire protection
 2. Delaying notification/making access difficult
 3. Using accelerants and trailers
 4. Setting multiple points of origin
 5. Tampering or altering equipment
 - B. Common causes of fire
 1. Accidental
 2. Natural
 3. Incendiary/Suspicious
 4. Undetermined
 - C. Basic cause and origin determination
 1. Basic fire chemistry/sciences
 2. Area of origin
 3. Fire patterns
 - D. Fire growth and development
 - E. Documentation of preliminary fire investigative procedures
 1. AHJ
 2. NFIRS
 3. NFPA 921

SECTION 6 EMERGENCY SERVICE DELIVERY

The Certification Board suggests it will take a class of 12 individuals 8 hours to cover the following objective in this section (actual time may vary based on class size).

- O2-06.01 This duty involves supervising multi-unit emergency operations, conducting pre-incident planning, and deploying assigned resources, according to the following job requirements.
- O2-06.02 Trainee shall produce operational plans, given an emergency incident requiring multiunit operations, so that required resources and their assignments are obtained and plans are carried out in compliance with approved safety procedures resulting in the mitigation of the incident.
- O2-06.03 Trainee shall have knowledge of the following:
 - A. Standard operating procedures
 - 1. AHJ
 - B. National, state/provincial, and local information resources available for the mitigation of emergency incidents
 - C. An incident management system
 - 1. NIMS
 - 2. Incident Command System
 - D. A personnel accountability system
- O2-06.04 Trainee shall 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.
- O2-06.05 Trainee shall have knowledge of the following:
 - A. Elements of a post-incident analysis
 - 1. Reconstruct the incident to establish a clear picture of the events surrounding the incident
 - 2. Non-punitive
 - 3. Focus on improving emergency response
 - B. Basic building construction
 - 1. Construction type
 - 2. Occupancy type
 - C. Basic fire protection systems and features
 - 1. Sprinkler systems
 - 2. Standpipe systems
 - 3. Alert/detection systems
 - 4. Other special extinguishing systems
 - D. Basic water supply
 - 1. Pressurized sources
 - 2. Drafting points
 - 3. Fire department connections (FDC)
 - E. Basic fuel loading
 - 1. Based on hazard class
 - F. Fire growth and development
 - 1. Basic fire chemistry/science

G. Departmental procedures relating to dispatch response tactics and operations

1. AHJ

H. Customer service

1. AHJ

SECTION 7 HEALTH AND SAFETY

The Certification Board suggests it will take a class of 12 individuals 9 hours to cover the following objective in this section (actual time may vary based on class size).

O2-07.01 Trainee shall this section 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.

O2-07.02 Trainee shall 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.

O2-07.03 Trainee shall have knowledge of the causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths.

SECTION 8 EMERGENCY MANAGEMENT

No requirements at this level per NFPA

SECTION 1 GENERAL

O3-01.01 Trainee shall have knowledge of the current national and international trends and developments related to fire service organization, management, and administrative principles, as well as public and private organizations that support the fire and emergency services and the functions of each. NFPA 1021 6.1

SECTION 2 HUMAN RESOURCE MANAGEMENT

O3-02.01 Trainee shall identify the duty involves for establishing procedures for hiring, assigning, promoting, and encouraging professional development of members, according to the following job performance requirements. NFPA 1021 6.2

O3-02.02 Trainee shall establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures, so that human resources are used in an effective manner for minimum staffing requirements, available human resources, and policies and procedures. NFPA 1021 6.2.1

O3-02.03 Trainee shall develop procedures for hiring members, given policies of the AHJ and legal requirements, so that the process is valid and reliable and applicable federal, state/ provincial, and local laws; regulations and standards; and policies and procedures. NFPA 1021 6.2.2

O3-02.04 Trainee shall develop procedures and programs for promoting members, given applicable policies and legal requirements, so that the process is valid and reliable, job-related, and nondiscriminatory and by applicable federal, state/ provincial, and local laws; regulations and standards; and policies and procedures. NFPA 1021 6.2.3

O3-02.05 Trainee shall describe methods to facilitate and encourage members to participate in professional development, given a professional development model, so that members achieve their personal and professional goals and interpersonal and motivational techniques, professional development model, goal setting, and personal and organizational goals. NFPA 1021 6.2.4

O3-02.05 Trainee shall develop a proposal for improving an employee benefit, given a need in the organization, so that adequate information is included to justify the requested benefit improvement. NFPA 1021 6.2.5

O3-02.06 Trainee shall develop a plan for providing an employee accommodation, given an employee need, the requirements, and applicable law, so that adequate information is included to justify the requested change(s) using agency's policies and procedures, and legal requirements or reasonable accommodations. NFPA 1021 6.2.6

O3-02.07 Trainee shall develop an ongoing education training program, given organizational training requirements, so that members of the organization are given appropriate training to meet the mission of the organization. NFPA 1021 6.2.7

SECTION 3 COMMUNITY AND GOVERNMENT RELATIONS

O3-03.01 Trainee shall develop a community risk reduction program, given risk assessment data, so that program outcomes are met using community demographics, resource availability, community needs, customer service principles, and program development. NFPA 1021 6.3.1

SECTION 4 ADMINISTRATION

- O3-04.01 Trainee shall develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified making sure the supplies and equipment necessary for existing and new programs; repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and approved budgeting system. NFPA 1021 6.4.1
- O3-04.02 Trainee shall develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority identifying revenue to date, anticipated revenue, expenditures to date, encumbered amounts, and anticipated expenditures. NFPA 1021 6.4.2
- O3-04.03 Trainee shall describe the agency's process for developing requests for proposal (RFPs) and soliciting and awarding bids, given established specifications and the agency's policies and procedures, so that competitive bidding is ensure along with purchasing laws, policies, and procedures. NFPA 1021 6.4.3
- O3-04.04 Trainee shall direct the development, maintenance, and evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved to include the principles involved in the acquisition, implementation, and retrieval of information by data processing as it applies to the record and budgetary processes and the capabilities and limitations of information management systems. NFPA 1021 6.4.4
- O3-04.05 Trainee shall analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended and the principles involved in the acquisition, implementation, and retrieval of information and data. NFPA 1021 6.4.5
- O3-04.06 Trainee shall develop a model plan for continuous organizational improvement, given resources for an area to be protected, so that resource utilization is maximized utilizing policies and procedures, physical and geographic characteristics and hazards, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, recognized best practice assessment programs, and local, state/provincial, and federal regulations. NFPA 1021 6.4.6

SECTION 5 INSPECTION AND INVESTIGATION

- O3-05.01 Trainee shall evaluate the inspection program of the AHJ, given current program goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness according to policies and procedures, accepted inspection practices, program evaluation, and applicable codes, standards, and laws. NFPA 1021 6.5.1
- O3-05.02 Trainee shall develop a plan, given an identified fire safety problem, so that the approval for a new program, piece of legislation, form of public education, or fire safety code is facilitated according to policies and procedures and applicable codes, ordinances, and standards and their development process. NFPA 1021 6.5.2

SECTION 6 EMERGENCY SERVICE DELIVERY

- O3-06.01 Trainee shall prepare an action plan, given an emergency incident requiring multiple agency operations, so that the required re- sources are determined and the resources are assigned and placed to mitigate the incident according to policies, procedures, and standards, including the current edition of NFPA 1600, and resources, capabilities, roles, responsibilities, and authority of support agencies. NFPA 1021 6.6.1
- O3-06.02 Trainee shall develop and conduct a post-incident analysis, given a multi-agency incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated and the appropriate forms are completed and processed in accordance with policies and procedures and insure elements of a post-incident analysis, emergency management plan, critical issues, involved agencies' resources and responsibilities, procedures relating to dispatch response, strategy tactics and operations, and customer service. NFPA 1021 6.6.2
- O3-06.03 Trainee shall develop a plan for the agency, given an unmet need for resources that exceed what is available in the organization, so that the mission of the organization is capable of being per- formed in times of extraordinary need and complete a needs assessment and planning. NFPA 1021 6.6.3

SECTION 7 HEALTH AND SAFETY

- O3-07.01 Trainee shall develop a measurable accident and injury prevention pro- gram, given relevant local and national data, so that the results are evaluated to determine effectiveness of the program in accordance with policies and procedures, accepted safety practices, and applicable codes, standards, and laws. NFPA 1021 6.7.1

SECTION 8 EMERGENCY MANAGEMENT

- O3-08.01 Trainee shall develop a plan for the integration of fire services resources in the community's emergency management plan, given the requirements of the community and the resources available in the fire department, so that the role of the fire service is in compliance with local, state/provincial, and national requirements in accordance with ole of the fire service; integrated emergency management system; preparedness-emergency management planning; emergency operations centers; and roles of local, state/provincial, and national emergency management agencies. NFPA 1021 6.8.1

SECTION 1 GENERAL

No requirements at this level per NFPA

SECTION 2 HUMAN RESOURCE MANAGEMENT

- 04-02.01 Trainee shall appraise the department's human resource demographics, given appropriate community demographic data, so that the recruitment, selection, and placement of human resources is effective and consistent with law and current best practices in accordance with policies and procedures; local, state/provincial, and federal regulations; community demographics; community issues; and formal and informal community leaders. NFPA 1021 7.2.1
- 04-02.02 Trainee shall initiate the development of a program, given current member/management relations, so that a positive and participative member/management program exists in accordance with policies and procedures, contractual agreements, and local, state/provincial, and federal regulations. NFPA 1021 7.2.2
- 04-02.03 Trainee shall establish and evaluate a list of education and in-service training goals, given a summary of the job requirements for all positions within the department, so that all members can achieve and maintain required proficiencies while utilizing training resources, community needs, internal and external customers, policies and procedures, contractual agreements, and local, state/provincial, and federal regulations. NFPA 1021 7.2.3
- 04-02.04 Trainee shall appraise a member assistance program, given data, so that the program, when used, produces stated program outcome in accordance with policies and procedures, available assistance programs, contractual agreements, and local, state/provincial, and federal regulations. NFPA 1021 7.2.4
- 04-02.05 Trainee shall evaluate an incentive program, given data, so that a determination is made regarding achievement of the desired results in accordance with policies and procedures, available incentive programs, contractual agreements, and local, state/provincial, and federal regulations. NFPA 1021 7.2.5

SECTION 3 COMMUNITY AND GOVERNMENT RELATIONS

- 04-03.01 Trainee shall attend, participate in, and assume a leadership role in community functions, in given community needs, so that the image of the organization is enhanced utilizing community demographics, community and civic issues, effective customer service methods, and formal and informal community leaders. NFPA 1021 7.3.1

SECTION 4 ADMINISTRATION

- 04-04.01 Trainee shall develop a comprehensive long-range plan, given community requirements, current department status, and resources, so that the projected needs of the community are met in accordance with policies and procedures, physical and geographic characteristics, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, and local, state/provincial, and federal regulations. NFPA 1021 7.4.1
- 04-04.02 Trainee shall evaluate and project training requirements, facilities, and buildings needs, given data that reflect community needs and resources, so that departmental training goals are met in accordance with policies and procedures, physical and geographic characteristics, building and fire codes, departmental plan, staffing requirements, training standards, needs assessment, contractual agreements, and local, state/provincial, and federal regulations. NFPA 1021 7.4.2

- O4-04.03 Trainee shall complete a written comprehensive risk, hazard, and value analysis of the community, given the appropriate features of the service area of the organization, so that an accurate evaluation is made for service delivery decision-making utilizing risk, hazard, and value analysis methods and process, as well as community development features, community demographics, and assessed valuation of properties in the community. NFPA 1021 7.4.3
- O4-04.04 Trainee shall develop a plan for a capital improvement project or program, given an unmet need in the community, so that there is adequate information to educate citizens about the needs of the department utilizing strategic planning, capital improvement planning and budgeting, and facility planning. NFPA 1021 7.4.4

SECTION 5 INSPECTION AND INVESTIGATION

No requirements at this level per NFPA

SECTION 6 EMERGENCY SERVICE DELIVERY

- O4-06.01 Trainee shall develop a comprehensive disaster plan that integrates other agencies' resources, given risk, vulnerability, and capability data, so that the organization can mitigate the impact to the community in utilizing major incident policies and procedures, physical and geographic characteristics, demographics, target hazards, incident management systems, communications systems, intelligence data, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources. NFPA 1021 7.6.1
- O4-06.02 Trainee shall develop a comprehensive plan, given data (including agency data), so that the agency operates at a civil disturbance, integrates with other agencies' actions, and provides for the safety and protection of members utilizing major incident policies and procedures, physical and geographic characteristics, demographics, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/ provincial, and federal regulations and resources. NFPA 1021 7.6.2

SECTION 7 HEALTH AND SAFETY

- O4-07.01 Trainee shall maintain, develop, and provide leadership for a risk management program, given specific data, so that injuries and property damage accidents are reduced utilizing risk management concepts, retirement qualifications, occupational hazards analysis, and disability procedures, regulations, and laws. NFPA 1021 7.7.1

SECTION 8 EMERGENCY MANAGEMENT

No requirements at this level per NFPA