

# **Fire Officer III**

**Student Workbook**  
**NFPA 1021      Standard 2014**

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January 29, 2019  
Updated

# Performance Test Assignment Instructions

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This performance test assignment is based on the 2014 Edition of National Fire Protection Association (NFPA) 1021; *Standard for Fire Officer Professional Qualifications*. This performance test provides detailed performance checklist items for candidate testing. Performance tests will not be conducted until the candidate has successfully completed the academic portion of Fire Officer III program. However, it is strongly encouraged that this assignment and the checklist it contains be used during the normal course of study.

This particular course uses individual assignments. Within each assignment there are several tasks and objectives (NFPA line items). A “Performance Summary Sheet” precedes each assignment or group of evaluated tasks. This sheet lists the NFPA line items evaluated and the specific tasks that must be accomplished. Each performance test lists the setting and tools/equipment required for the listed tasks.

Many of the performance test tasks for the Fire Officer III require the use or completion of forms, letters, and other authority having jurisdiction documentation items. Performance tests must be completed in a classroom environment. Ideally, the candidate will use a word processor (computer) and necessary research specific documents as they are identified in the “tools/equipment” section of the performance test. Scenarios developed (when required for completion of the task) by the proctor should be as realistic and as complete as possible and development should be accomplished by a current Fire Officer III.

Upon completion of the assignments, the applicant will take the GFSTC written test. The minimum written test score is 70% for certification.

# Grading Criteria

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The following criteria will be used to evaluate and determine the pass/fail status of a candidate. Each of the performance test checklists contains an attainment standard.

**Each standard skill check off listed in this manual is a guide to provide the student with general information needed to meet the assignment requirements.**

Additionally, there are performance skill tests in this program. Candidates must successfully complete all standards to successfully pass the course. Papers not meeting the intent of the standard will be returned for correction. Only those papers not meeting the standard need to be resubmitted (do not return the entire package). Instructions for completing the assignment is shown in the standard check list after each standard.

**At the conclusion of the course, all work must be submitted on a thumb drive with the students name and listing all numerical standards with work attached, to the instructor of the class.**

Upon completion of the assignments, the applicant will take a written test. The minimum written test score is 70% for certification

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# Human Resource Management

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## SKILLS TEST #1 – Human Resource Management

### Performance Test Summary Sheet

**Objectives:** NFPA Standard 1021, Chapter 6, Paragraphs 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.2.5, 6.2.6 and 6.2.7

- Tasks:**
1. Demonstrate the administration of personnel and assignments for a period of time by preparing duty/shift rosters. Write a narrative description of how and why personnel were selected for assignment positions.
  2. Demonstrate your administration of a recruiting program by developing procedures and writing a report for hiring members so the process is valid and reliable.
  3. Demonstrate your administration for promoting members by developing procedures and writing a report for promoting members so the process is valid, reliable and nondiscriminatory.
  4. Demonstrate your administration of methods to facilitate members to participate in professional development program. Develop methods to motivate members. Write a report on the process.
  5. Demonstrate your administration by developing a proposal to improve a fire department employee benefit program with strong justification. Write a report on the proposal.
  6. Demonstrate your administration by developing a plan with justification to accommodate an employee's special needs. Write a report on the proposal.
  7. Demonstrate your administration by developing a continuing education training program for your department to meet their mission. Write a report on the proposal.

# Human Resource Management

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## Performance Test Item – Personnel Assignments

<b>Personnel Classification:</b>	Fire Officer III
<b>Objective:</b>	NFPA Standard 1021, Chapter 6, Paragraph 6.2.1
<b>Task:</b>	Establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures. Write a narrative report of how and why personnel were selected for assignment positions.
<b>Setting:</b>	Fire Department training classroom or equivalent.
<b>Tools/Equipment:</b>	Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).
<b>Attainment Standard:</b>	Successful completion of at least 11 out of 14 checklist items.
<b>Evaluator's Guidance:</b>	DO NOT use actual names of department personnel or violate Privacy Act information; use first name and last initial or number for identification purposes. All papers and reports are to be typed, double-spaced, neat, legible, and presented in a professional format.



**Assigning Personnel for Maximum Efficiency**

**Four Fire Department stations employing: 7 staff personnel and 63 shift personnel**

**Organizational Structure:**

Fire department operates THREE- 24 hour shifts with 21 personal assigned per week. One Battalion Chief assigned per shift. Four engine companies with 4 personnel each. Extra personnel are assigned as floaters and can be placed at any station.

**Service Delivery:**

Fire department provides fire suppression, hazardous materials, swift water rescue, underwater rescue, high angle and confined space rescue operations. The department provides medical at the level of Advanced Life Support.

**Provide:** Minimum of four personnel at each station

Minimum of two paramedics at each station

Minimum of personnel to staff the newly arrived vehicles:

4 – Hazardous Materials

3 – Swift water rescue

3 – Under water rescue

4 – High angle rescue

4 – Confined space rescue

Identify any shortcomings for minimum manning – how many extra personnel will you need on what equipment to meet minimum manning?

How is the best way to provide Fire and additional services with existing personnel?

# West Georgia County Fire Department

## Personnel List of Certifications

[illegible]

ID#	RANK	NAME	FIREFIGHTER I	FIREFIGHTER II	EMT I	EMT II	EMT III	APPARATUS OPERATOR	AERIAL	FIRE INSTRUCTOR I	FIRE INSTRUCTOR II	FIRE INSPECTOR I	FIRE INSPECTOR II	FIRE INVESTIGATOR	WILDLAND FIREFIGHTER I	FIRE OFFICER I	FIRE OFFICER II	FIRE OFFICER III	FIRE OFFICER V	INTRO TECH RESCUE	CONFINE SPACE	HIGH ANGLE	UNDERWATER	SWIFT WATER	HAZMAT A&O	HAZMAT TECH
41	FF	R. Shell	X	X	X	X		X							X					X		X			X	
42	FF	J. Person	X	X	X			X	X	X					X	X	X			X			X		X	X
43	FF	R. Geoson	X	X	X	X	X	X	X						X					X	X				X	
44	FF	G. Pruison	X	X	X			X	X			X			X										X	
45	FF	P. Rodrequez	X	X	X			X	X						X										X	
46	FF	T. Mitts	X	X	X	X	X			X					X					X	X				X	X
47	FF	M. Hamson	X	X	X			X	X	X					X										X	X
48	FF	J. Bont	X	X	X			X	X	X					X					X		X	X	X	X	
49	FF	R. Botter	X	X	X					X		X	X	X	X					X			X		X	
50	FF	E. Allen	X	X	X			X	X						X										X	
51	FF	R. Poet	X	X	X			X	X						X					X			X	X	X	
52	FF	B. Cassidy	X	X	X	X	X	X	X			X			X								X	X	X	
53	FF	R. Rogley	X	X	X	X	X	X	X	X					X					X	X	X			X	
54	FF	G. Kelly	X	X	X			X	X	X					X										X	X
55	FF	A. Murson	X	X	X			X		X					X										X	
56	FF	R. Row	X	X	X	X		X	X			X			X										X	
57	FF	G. Busher	X	X	X			X	X						X					X	X				X	
58	FF	W. Clinton	X	X	X			X	X	X					X										X	X
59	FF	S. Stellone	X	X	X			X	X	X		X	X		X					X			X	X	X	
60	FF	W. Holden	X	X	X			X	X	X					X					X			X		X	
61	FF	R. Scotty	X	X	X	X		X						X	X					X	X				X	X
62	FF	B. Davison	X	X	X	X	X	X				X			X					X			X	X	X	
63	FF	O. Bradley	X	X	X	X	X	X	X	X					X					X	X	X			X	
64	FF	R. Gardner	X	X	X		X	X	X																X	
65	FF	D. Evans	X	X	X			X	X	X					X										X	
66	FF	J. Lopak	X	X	X	X	X	X	X			X			X										X	
67	FF	P. Howe	X	X	X			X	X	X					X										X	
68	FF	D. Wardly	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

FF I	Firefighter I	WLF I	Wildland Firefighter I
FF II	Firefighter II	FO I	Fire Officer I
EMT I	Basic	FO II	Fire Officer II
EMT II	Intermediate	FO III	Fire Officer III
EMT III	Paramedic	CSRT	Confined Space Rescue Technician
AOP	Apparatus Operator Pumper	HART	High Angle Rescue Technician
AOA	Apparatus Operation Aerial	UWRT	Underwater Rescue Tech
FI I	Fire Instructor I	SWRT	Swiftwater Rescue Tech
FI II	Fire Instructor II	HMAO	Hazardous Materials A&O
F Inv	Fire Investigator	HMT	Hazardous Materials Tech
		IRT	Intro Tech Rescue

### A Shift

ID #	Rank	Name	EMT	Certifications	Needed Training
100	Chief	C. Cobb			
102	Assist Chief	T Smith			
110	Captain	J. Jones			
111	Captain	C. Owens			
112	Captain	M. Sams			
150	Lt.	B. Samuals			
151	Lt.	J. Consals			
	Adm. Assist.	A. Cady			
		Commander			
	BC				
		Station I			
		Station 2			
		Station 3			
		Station 4			

## B Shift

ID #	Rank	Name	EMT	Certifications	Needed Training
100	Chief	C. Cobb			
102	Assist Chief	T Smith			
110	Captain	J. Jones			
111	Captain	C. Owens			
112	Captain	M. Sams			
150	Lt.	B. Samuals			
151	Lt.	J. Consals			
	Adm. Assist.	A. Cady			
		Commander			
	BC				
		Station I			
		Station 2			
		Station 3			
		Station 4			

### C Shift

ID #	Rank	Name	EMT	Certifications	Needed Training
100	Chief	C. Cobb			
102	Assist Chief	T Smith			
110	Captain	J. Jones			
111	Captain	C. Owens			
112	Captain	M. Sams			
150	Lt.	B. Samuals			
151	Lt.	J. Consals			
	Adm. Assist.	A. Cady			
		Commander			
	BC				
		Station I			
		Station 2			
		Station 3			
		Station 4			

# Human Resource Management

ELEMENTS/STEPS	STANDARDS	YES	NO
Demonstrate the administration of personnel and assignments for a period of time by preparing duty/shift rosters. Write a narrative description of how and why personnel were selected for assignment positions.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	_____	_____
	2. Department policies & procedures	_____	_____
	3. Union contract (if applicable)	_____	_____
	4. Duty position descriptions	_____	_____
	5. Available human resources	_____	_____
	b. Duty rosters address / reflect:		
	1. One month period	_____	_____
	2. Positions filled for each shift	_____	_____
	3. Name & initial number of personnel assigned to each position	_____	_____
	4. Levels of or minimum staffing	_____	_____
	c. Narrative report explains:		
	1. Reason for selecting individuals for assignment	_____	_____
	2. How rosters were constructed	_____	_____
	3. How personnel were selected	_____	_____
	4. Unusual circumstances	_____	_____
	5. Additional information demonstrating that you have met the requirements of this objective	_____	_____

# Human Resource Management

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## Performance Test Item – Hiring Procedures

### Personnel

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.2.2

**Task:** Develop procedures for hiring member, given policies of the AHJ and legal requirement, so that the process is valid and reliable.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

### Attainment

**Standard:** Successful completion of at least 9 out of 11 checklist items.

### Evaluator's

**Guidance:** Evaluators / Supervisors should encourage students to develop a hiring process from “scratch” and not utilize the federal government or service specific hiring procedures. Purpose of this objective is for students to demonstrate comprehension of all the possible elements involved in hiring new firefighters. All papers and reports are to be typed, double-spaced, neat, legible, and presented in a professional format.

## Scenario

**6.2.2**

You have been tasked by the Fire Chief to develop a policy and procedure to hire new fire personnel.

The following items are to be included:

Announcement of the firefighter job.

Prerequisites for the position of firefighter

What information is to be listed on the application?

Application components?

Provide a draft of the application itself.

Discuss in your group on the reliability and validity of the results.



# Human Resource Management

ELEMENTS/STEPS	STANDARDS	YES	NO
Demonstrate your administration of a recruiting program by developing procedures and writing a report for hiring members so the process is valid and reliable.	<p>In accordance with the FO III reference material and department policies / procedures, candidate:</p> <p>a. Reviewed and evaluated:</p> <ol style="list-style-type: none"> <li>1. Reference materials</li> <li>2. Department policies &amp; procedures</li> <li>3. Union contract (if applicable)</li> <li>4. Applicable federal, state, and local laws</li> <li>5. Community's demographics and department's diversity</li> </ol> <p>b. Narrative report contains and explains:</p> <ol style="list-style-type: none"> <li>1. Job advertisement announcing openings</li> <li>2. Description of application procedures</li> <li>3. Description how candidates are selected</li> <li>4. Lists &amp; description of steps in hiring process</li> <li>5. Unusual Circumstances</li> <li>6. Additional information demonstrating that you have met the requirements of this objective</li> </ol>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

# Human Resource Management

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## Performance Test Item – Promotion Program

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.2.3

**Task:** Develop procedures and programs for promoting member, given applicable policies and legal requirements, so that the process is valid and reliable, job related, and nondiscriminatory.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 9 out of 11 checklist items.

**Evaluator's**

**Guidance:** Evaluators / Supervisors should encourage students to develop a promotion program from “scratch” and not utilize the federal government or service specific promotion procedures. Purpose of this objective is for students to demonstrate comprehension of all the possible elements involved in promoting new firefighters. All papers and reports are to be typed, double-spaced, neat, legible, and presented in a professional format.

**New Hires**

Develop a promotion program by developing procedures for promoting members so the process is valid, reliable and nondiscriminatory.

The chief has tasked you to develop a new promotion process and include the 10 new hires which have no fire training. They will be assigned to training for the next 10 weeks and the Chief wants the promotion program completed by the time the new recruits graduate.

Your assignment includes:

Promoting your members from the rank of Lieutenant to the rank of Captain.

Develop the eligibility requirements

Educational and certification requirements

Officers must be at least Fire Officer II

Officers must be at least Fire Instructor II

----Add two additional requirements – you select.

Testing process and selection process – what constitutes a list of qualified candidates??

You may utilize the chart in 6.2.1 listing members and ranks, if you wish.

# Human Resource Management

ELEMENTS/STEPS	STANDARDS	YES	NO
Demonstrate your administration for promoting members by developing procedures and writing a report for promoting members so the process is valid, reliable and nondiscriminatory.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	_____	_____
	2. Department policies & procedures	_____	_____
	3. Union contract (if applicable)	_____	_____
	4. Applicable federal, state, and local laws	_____	_____
	5. Community's demographics and department's diversity	_____	_____
	6. Position Job Description	_____	_____
	b. Narrative report contains and explains:		
	1. Job advertisement announcing promotion position	_____	_____
	2. Description of promotion procedures	_____	_____
	3. Description how candidates are evaluated and selected	_____	_____
	4. Lists & description of steps in promotion process	_____	_____
	5. What makes the program fair & equitable	_____	_____
	6. Description how to determine a promotional program selects the best candidate	_____	_____
	7. Additional information demonstrating that you have met the requirements of this objective	_____	_____

# Human Resource Management

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## Performance Test Item – Professional Development

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.2.4

**Task:** Describe methods to facilitate and encourage members to participate in professional development to achieve their full potential.  
Write a report on the process.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 8 out of 10 checklist items.

**Evaluator's**

**Guidance:** DO NOT use actual names of department personnel or violate Privacy Act information. Purpose of this objective is for students to demonstrate comprehension of all the possible elements involved in professional development of firefighters. All papers and reports are to be typed, double-spaced, neat, legible, and presented in a professional format.

Develop a professional development program by establishing methods and procedures to develop and motivate member. Remember not to violate any personnel or Privacy Act information.

**The Chief has tasked you to develop a PDP for the rank of Administrative Assistant, Firefighter, Lieutenant, Captain, Fire Marshal, Assistant Chief, Battalion Chief and Chief.**

Include in your program:

- Include a list of classes to meet the various ranks – consider IAFC Officer Development Handbooks as a guide - <http://www.in.gov/dhs/files/develop.pdf>
- How to gain the classes – locations, offerings?
- What classes should be obtained within the first year?
- What classes should be obtained within the second year?
- What classes should be required for refresher training to stay in the position?
- Classes for personnel to advance to the next level?
- What classes should be obtained before being considered for promotion to next rank?
- At what time frame should this be accomplished?

You may utilize the chart in Unit 1 listing members and ranks, if you wish.

# Human Resource Management

ELEMENTS/STEPS	STANDARDS	YES	NO
Demonstrate your administration of methods to facilitate members to participate in professional development program. Develop methods to motivate members. Write a report on the process.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	_____	_____
	2. Department policies & procedures	_____	_____
	3. Union contract (if applicable)	_____	_____
	4. Applicable federal, state, and local laws	_____	_____
	b. Narrative report contains and explains:		
	1. Individual goal setting and standards	_____	
	2. Description of evaluation procedures	_____	
	3. Confidentiality, legal aspects and documentation	_____	_____
	4. Lists & description of counseling process	_____	_____
	5. How communicated to employee	_____	_____
	6. Additional information demonstrating that you have met the requirements of this objective	_____	

# Human Resource Management

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## Performance Test Item – Employee Benefit

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.2.5

**Task:** 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. Write a report on the proposal.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 9 out of 11 checklist items.

**Evaluator's**

**Guidance:** Purpose of this objective is for students to demonstrate comprehension of all the possible elements involved in proposing a new firefighter benefit. All papers and reports are to be typed, double-spaced, neat, legible, and presented in a professional format.



Use the personnel listed in Unit 1 - Personnel Listing.

The Chief tasked you to do improve a department's employee benefit program.

1. Select one of the following benefits and justify an improvement in it. Develop the impact on the agency, Fire Department employees who will benefit from it, who will be affected and the cost to the agency.
2. Improve an employee benefit program that will affect ALL Fire Department personnel.

### **Benefit Package for the County of West Georgia**

**Retirement:** contributes into the State Retirement System and into a 401(k) account for employees. Employees may also choose to participate in a 457, Roth IRA or Roth 401(k).

**Health & Dental Insurance:** provides each employee a benefits allowance that they can use to purchase medical and dental insurance. Employees can choose from three health plan options through United Health Care and three dental plan options through Dental Select. Employees may also deposit money into an HSA or HRA for employees as well.

**Life Insurance:** Group term life insurance is provided for all regular employees. The amount of coverage varies from \$25,000 to \$50,000 depending on job classification.

**Vacation:** Employees receive 12 days per year during years 1-7 increasing to 15 days per year during years 8-14 and 18 days per year at year 15. Vacation accrual is prorated for part-time employees.

**Holidays:** Employees receive 10 paid holidays and 2 days of personal leave.

**Sick Leave:** Employees receive 12 days per year to be used in case of sickness or disability. Sick leave accrual is prorated for part-time employees.

**Long Term Disability Insurance:** Coverage is available for employees. The amount of benefit is 66 2/3% of salary.

**Wellness Program:** offers a wellness program to help employees gain knowledge, skills and motivation to improve the quality of their lives and well-being. Employees have access to a cardio and weight room at County Administration and receive a free family membership to the Sports Center and discounted golf passes to River Oaks Golf Course. Other benefits include health screenings, flu shots and partial reimbursements for gym membership fees, sporting and fitness program costs, and weight loss program sign-up fees.

**Employee Assistance Program:** A counseling and consultation service is provided to help employees and eligible family members with a wide range of personal issues.

**Flexible Spending Reimbursement Accounts:** Available to help employees save taxes on medical expenses and dependent care expenses.

**Tuition Assistance Program:** Full-time employees may receive tuition assistance for approved work related courses. Repayment of up to \$1500 per year tuition reimbursement.

**Other Benefits:** Bereavement Leave, Jury Duty Leave, Court Witness Leave, and Georgia Aquarium Passes.

# Human Resource Management

ELEMENTS/STEPS	STANDARDS	YES	NO
Demonstrate your administration by developing a proposal to improve a fire department employee benefit program with strong justification. Write a report on the proposal.	<p>In accordance with the FO III reference material and department policies / procedures, candidate:</p> <p>a. Reviewed and evaluated:</p> <ol style="list-style-type: none"> <li>1. Reference materials</li> <li>2. Department policies &amp; procedures</li> <li>3. Union contract (if applicable)</li> <li>4. Applicable federal, state, and local laws</li> </ol> <p>b. Narrative report contains and explains:</p> <ol style="list-style-type: none"> <li>1. Goal / objectives of benefit</li> <li>2. Confidentiality, legal aspects and documentation (tracking)</li> <li>3. Lists and description of program</li> <li>4. Target audience and how communicated to employee</li> <li>5. Needs analysis and justification</li> <li>6. Cost, timetable, and how implemented</li> <li>7. Additional information demonstrating that you have met the requirements of this objective</li> </ol>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

# Human Resource Management

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## Performance Test Item – Employee Accommodation

<b>Personnel Classification:</b>	Fire Officer III
<b>Objective:</b>	NFPA Standard 1021, Chapter 6, Paragraph 6.2.6
<b>Task:</b>	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). Write a report on the proposal.
<b>Setting:</b>	Fire Department training classroom or equivalent.
<b>Tools/Equipment:</b>	Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).
<b>Attainment Standard:</b>	Successful completion of at least 7 out of 9 checklist items.
<b>Evaluator's Guidance:</b>	Purpose of this objective is for students to demonstrate comprehension of all the possible elements involved in accommodating a firefighter's special need. The evaluator should provide the candidate with the scenario. All papers and reports are to be typed, double-spaced, neat, legible, and presented in a professional format.

### Scenario

### 6.2.6

During an interview, you noted that the person applied for the firefighter position listed a disability. It appears that he lost his left leg in an accident and it was removed from the knee. The applicant scored well on the written and recently passed the CPAT exam. The governmental legal department has approved his hiring if accommodations can be made.

What could be the problem encountered?

What standard do you reference?

What legal standard do you reference?

Can the fire department arrange accommodations for this person?

If so what will the accommodations be for this person?

# Human Resource Management

ELEMENTS/STEPS	STANDARDS	YES	NO
Demonstrate your administration by developing a plan with justification to accommodate an employee's special needs. Write a report on the proposal.	<p>In accordance with the FO III reference material and department policies / procedures, candidate:</p> <p>a. Reviewed and evaluated:</p> <ol style="list-style-type: none"> <li>1. Reference materials</li> <li>2. Department policies &amp; procedures</li> <li>3. Union contract (if applicable)</li> <li>4. Applicable federal, state, and local laws</li> </ol> <p>b. Narrative report contains and explains:</p> <ol style="list-style-type: none"> <li>1. Description of employee's need</li> <li>2. Confidentiality, legal aspects and documentation addressed</li> <li>3. Lists and description of proposed solution</li> <li>4. Cost, timetable, how implemented and justification</li> <li>5. Additional information demonstrating that you have met the requirements of this objective</li> </ol>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

# Human Resource Management

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## Performance Test Item – Education Training Program

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.2.7

**Task:** 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. Write a report on the proposal.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 8 out of 10 checklist items.

**Evaluator's**

**Guidance:** Purpose of this objective is NOT to develop a monthly training schedule, but a professional continuing education program. Example could be sending your Fire Inspectors to a NFPA Life Safety Code seminar once a year. All papers and reports are to be typed, double-spaced, neat, legible, and presented in a professional format.

**Scenario****6.2.7**

Use the personnel listed in Unit 1 Personnel Listing.

Utilize the manning report in 6.2.1 you will need to develop a list of personnel and the training courses that you recommend be scheduled within the next year. This shall include their ID# and name.

Example:

Confined Space Rescue Technician (CSRT)

8 T. S. Swine

41 J. Smothers

List the Lieutenants who are deficient in their training needs and the classes they need to make the promotion.

# Human Resource Management

ELEMENTS/STEPS	STANDARDS	YES	NO
Demonstrate your administration by developing a continuing education training program for your department to meet their mission. Write a report on the proposal.	<p>In accordance with the FO III reference material and department policies / procedures, candidate:</p> <p>a. Reviewed and evaluated:</p> <ol style="list-style-type: none"> <li>1. Reference materials</li> <li>2. Department policies &amp; procedures</li> <li>3. Union contract (if applicable)</li> <li>4. Applicable federal, state, and local laws</li> </ol> <p>b. Narrative report contains and explains:</p> <ol style="list-style-type: none"> <li>1. Description of education shortfall</li> <li>2. Confidentiality, legal aspects and documentation</li> <li>3. Lists and description of proposed solution</li> <li>4. Cost, timetable, how implemented and justification</li> <li>5. Continuing education tracking</li> <li>6. Additional information demonstrating that you have met the requirements of this objective</li> </ol>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

# **Community and Government**

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## **SKILLS TEST #2 – Community and Government Relations**

### **Performance Test Summary Sheet**

**Objectives:** NFPA Standard 1021, Chapter 6, Paragraphs 6.3 and 6.3.1

- Tasks:**
1. Demonstrate the administration of a community risk reduction program by developing a non-traditional public service education/training program that enhances fire prevention and life safety issues. Write a narrative report on the proposal.

# Community and Government

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## Performance Test Item – Community Risk Reduction Program

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.3.1

**Task:** Prepare community risk reduction program to enhance the quality of life by developing nontraditional services that provide for increased safety, injury prevention, and convenient public series. Write a narrative report on the proposal.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 10 out of 12 checklist items.

**Evaluator's**

**Guidance:** All papers and reports are to be typed, double-spaced, neat, legible, and presented in a professional format.



## Scenario

You are the Fire Prevention Chief for the West Georgia County Fire & Emergency Services. For the past four years, the Fire Prevention Bureau has developed a traditional fire prevention program. Although some progress has been made, you are not satisfied with the results of this traditional approach. The Fire Chief agrees and has asked that you develop a non-traditional awareness program to present to the city council. The Chief feels that she can secure additional funding given the current political environment at city hall.

Use the following guidelines:

1. Select an audience for your awareness program (senior citizens, university/community colleges, apartment complexes, etc.). Refer to the data sheet if it helps.
2. Brainstorm to determine the most important safety issue (or other concern) for your audience.
3. Identify misunderstandings your audience may have about the topic or new skills they should learn to decrease their risk.
4. Outline the information necessary to dispel your audience's misconceptions, change their behaviors, or educate them on the safety issue.
5. Determine the most effective organization of your material and the most effective way to present it.

Your program should include an outline of the process above as well as:

- Purpose, objectives, and/or goals of the plan
- Implementation plan: who, when, how, cost, resources

You are presenting your plan to city council so keep it simple but informative.

## **ACTIVITY - COUNTY DEMOGRAPHICS AND DATA SHEET - ASSIGNMENT**

### **West Georgia County Fire & Emergency Services Profile**

Date of Incorporation 1876

Form of Government Council-Manager

Current Population Estimate (1990) 40,431

University Students Residing within City (1995) 8,100

Population Density (per acre) 65.8

Land Area (square miles) 10.4

Total Civilian Employment (1994) 19,652

Total Property Values (taxable 1998) \$1,992,044,539

Taxable Sales (1997) \$569,273,000

Median Family Income (1995 projected) \$39,002

Building Permits (1997) 2,267

Education (number of City School students - 1997) 4,408

Miles of Streets 136

Number of Acres Parks and Playgrounds 987

Miles of Sidewalks 250

Number of Streetlights 3,718

Public Utilities (number of customers)

Gas 15,800

Water 13,100

Sewer 12,900

Bond Rating (General Obligation Bonds) Moody's Investor Services AAA

Standard & Poor's Corporation AAA

Demographic in 1990

African-American 21%

White 65%

Hispanic 8%

Other 6%

Gender distribution: Male: 46.5% Females: 53.5%

Age distribution: 00 – 15 (15%) 16 – 35 (22%) 36 – 60 (30%) 61 – over (33%)

## Community and Government

ELEMENTS/STEPS	STANDARDS	YES	NO
Demonstrate the administration of a community awareness program by developing a non-traditional public service education/training program that enhances fire prevention and life safety issues. Write a narrative report on the proposal.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed, conducted and evaluated:		
	1. Reference materials	___	___
	2. Department policies & procedures	___	___
	3. Community Demographics	___	___
	4. Applicable federal, state, and local laws	___	___
	5. Community needs analysis	___	___
	b. Narrative report contains and explains:		
	1. Description of community need, hazard or risk	___	___
	2. Confidentiality, legal aspects and documentation addressed	___	___
	3. Lists and description of proposed solution	___	___
	4. Target audience and anticipated results	___	___
	5. Cost, timetable, how implemented and justification	___	___
	6. Customer service principle addressed	_____	
	7. Additional information demonstrating that you have met the requirements of this objective	___	___

# Administration

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## SKILLS TEST #3 – Administration

### Performance Test Summary Sheet

**Objectives:** NFPA Standard 1021, Chapter 6, Paragraphs 6.4.1, 6.4.2, 6.4.3, 6.4.4, 6.4.5, and 6.4.6

- Tasks:**
1. Develop a budget management system so that the department stays within the financial plan of the AHJ.
  2. Develop budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.
  3. Develop a system for soliciting & awarding bids ensuring competitive bidding.
  4. Develop a records management system policies and procedures that are valid, complete and accurate; that includes timely review and for continuous improvement.
  - 5 Analyze and interpret records and data, given a fire department records systems, so that validity is determined and improvements are recommended.
  6. Given a model plan to be protected, conduct an evaluation of your Fire Emergency Services resources so that resource utilization is maximized.

### Performance Test Item – Divisional or Departmental Budget

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.4.1

**Task:** Develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital operation, personnel costs are determined and justified. Write a narrative report explaining.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 11 out of 14 checklist items.

**Evaluator's**

**Guidance:** Evaluators, DO NOT give the firefighter student your actual department's budget. Students may use their actual department, but should research the information themselves without access to the department's budget. Evaluators may give the students a fictional department to work with. The budget itself may be presented in Microsoft Excel format. A narrative report explaining the budget is to be typed, double-spaced, neat, legible, and presented in a professional format.

# Administration

ELEMENTS/STEPS	STANDARDS	YES	NO
Develop a comprehensive budget that addresses and justifies capital, operating, and personnel costs for your department. Write a narrative report.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed, conducted and evaluated:		
	1. Reference materials	___	___
	2. Department policies & procedures	___	___
	3. Applicable federal, state, and local laws	___	___
	4. Supplies for new or existing programs	___	___
	5. Apparatus, station, or equipment repairs identified	___	___
	6. New equipment or facilities required	___	___
	7. Apparatus or equipment routine maintenance schedules	___	___
	b. Budget and narrative report:		
	1. Addresses capital costs	___	___
	2. Addresses operating costs	___	___
	3. Addresses personnel costs	___	___
	4. Legal aspects and documentation addressed	___	___
	5. Justifications included for new programs where required	___	___
	6. Timetable and how implemented included	___	___
	7. Customer service to community ensured	___	___

### Performance Test Item – Budget Management System

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.4.2

**Task:** Develop budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 8 out of 10 checklist items.

**Evaluator's**

**Guidance:** A narrative report explaining the budget control system is be typed, double-spaced, neat, legible, and presented in a professional format.

The Fire Chief has directed you to have your budget request for the coming fiscal year by the end of tomorrow. Utilize the attached blank budget to list all costs.

Budgets as you have done previously must show the total required amount in each category.

- The chief of operations and human resource has a list of 7 personnel who have been identified as Lieutenant's that are lacking the necessary must need Fire Officer II and Instructor II levels prior to being promoted to the rank of Captain. The classes needed are provided at the State Fire Academy.

Use the line item budget; indicate how much will it cost for each individual to be trained.

- The agency has hired 5 new personnel and need basic firefighter and EMT their first year.

- The agency has started a confined space team and needs 7 personnel trained by this year.

- You are expected to provide a line item breakdown for each sub- category. You are also to provide a justification for each sub-category. This shall indicate why each item is needed for your operations.

- To keep the department accreditation as a regional training center, the department must have a full set IFSTA manuals for the training center library and at the 4 stations to meet the accreditation requirements of the Georgia Firefighters Standards and Training Council.

- Additionally, the chief wants the attached list of books for the all the training center library.

- The agency reimburses at the rate of \$0.35 per mile, reimburses maximum of \$31/day for food after staying overnight or at the rate of \$9 breakfast, \$8 lunch and \$14 for dinner.

- Project what the costs will be to update the new books for the stations with a 20% increase in costs for them.

#### Educational Facilities for Courses

Basic Firefighter		\$3,000 (takes 1 semester) - hired 5 personnel
EMT		\$4,000 (takes 3 semesters)
Confined Space	(specialty school)	\$765 per class
Fire Officer II		\$400 per class
Fire Instructor II		\$400 per class
Books for classes:		\$40 each
IFSTA manuals	(full set)	\$2,750

All classes taught at the GFSTC are free since the fire department is 90 miles away, so students must request pay for their room and board. The Fire Officer II and Instructor II classes are not available at GFSTC and cost \$400 separately.



# West Georgia County Fire and Emergency Services

## Fiscal Budget

20112 - 2013

CODE LISTING	BUDGET ITEM	NOW	NEXT YEAR COSTS Plus 20%
3000	Personnel	325,750	
3010	FICA, Retirement, Insurance	30, 125	
3020	Office Supplies	10,000	12,000
3030	Maintenance Contracts	35,000	
3040	Repair and Maintenance of Buildings	19,534	
3041	Repair to Fire Hydrants	17,250	
3042	Repair and Maintenance of Communications	11,674	
3050	Training		
3050.001	Special Schools		
3052.002	Training Facility		
3053.003	Training Books		
3054	Equipment Maintenance	13,020	
3055	Repair and Maintenance Vehicle	18, 345	
3060	EMS Supplies	25,000	
3070	Fire Prevention	27,125	32,550
3500	Capital - building	1,250,000	
3555	Capital Apparatus	900,000	

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## Examples of Line Item Budgeting

**2012 - 2013**

	<b>Costs</b>	<b># of Days</b>	<b>Cost/Total</b>	<b># of students</b>	<b>Final Totals</b>
<b>Fire Instructor II</b>	\$400		\$400		
<b>Lodging</b>	\$40	5	\$200		
<b>Meals</b>	\$32	5	\$160		
<b>Books</b>	\$40/day				
<b>Mileage</b>	.35/mile	200		7	
<b>Total Costs</b>					
<b>Fire Officer II</b>	\$400		\$400		
<b>Lodging</b>	\$40/day	5	\$200		
<b>Meals</b>	\$32	5	\$160		
<b>Books</b>	\$40				
<b>Mileage</b>	.35/mile	200		7	
<b>Total Costs</b>					
<b>EMT</b>		0		5	
<b>Firefighter</b>		0		5	
<b>Books cost</b>					

## ***West Georgia County FES***

### ***Memo on Travel***

**The County Manager has established the following reimbursement policy for employees training such as training classes or other such related functions.**

#### **Travel**

The county will reimburse an employee \$ \_\_\_\_ per mile using personal vehicle, if no departmental vehicles are available. Mileage will be calculated from Station 1 to the destination point using Mapquest.com program.

A department vehicle will be furnished whenever possible. When used, it shall only be used for commuting to and from the destination. A gas card will be provided for fuel costs. If no card is available the employees will keep all fuel receipts – must have gallons received and price per gallon listed for reimbursement.

#### **Meals**

The county will reimburse an employee \$ \_\_\_\_ per day for meals. Any employee commuting will be allowed one meal if arrival back at base is on or before 1830 hours and two meals if arrival back after 1830 hours. An employee who is required to stay at the destination point will receive \$32 for meals. All meals will be reimbursed after documentation of expenditure.

#### **Lodging**

The Training Department Officer must approve all lodging prior to such expenses being incurred. Lodging, when approved, will be paid with the FES credit card – provided prior to departure. The county will pay the room charges and room services (within the \_\_\_\_ per day limit). Telephone charges will not be paid and is the responsibility of the employee.

## Books for the Fire Department

FRSC 1110 – Fire Administration - Supervision and Leadership – <i>Fire and Emergency Services Company Officer</i> , 2007 4 <sup>th</sup> ed. ISBN 9780879392819, pub. IFSTA/Pearson	\$60.50
FRSC 1121 – Firefighting Strategy and Tactics – <i>Firefighting Practices and Principles</i> , 2 <sup>nd</sup> by Clark, ISBN 9780878149209, publ.by Fire Engineering.	\$49.00
FRSC 1132 – Fire Service Instructor – <i>Fire and Emergency Services Instructor</i> , 7 <sup>th</sup> ed., ISBN 9780879392710 published by IFSTA/Pearson	\$52.00
FRSC 1141 – Hazardous Materials - Operations - <b>Hazardous Materials for the First Responder</b> ISBN 9780879392444 3 <sup>rd</sup> ed. written by IFSTA, pub. by IFSTA/Pearson	\$52.00
FRSC 1151 – Fire Prevention and Inspection – <i>Fire Inspection and Code Enforcement</i> , 7 <sup>th</sup> ed., ISBN 9780879393489 pub.by IFSTA/Pearson	\$72.00
FRSC 1151 – Fire Prevention and Inspection – <i>Life Safety Code 101, 2000 ed.</i> Paperback (not hard cover) published by NFPA	\$85.00
FRSC 1161 – Fire Service Safety and Loss Control - <i>Fire Department Safety Officer</i> – 1 <sup>st</sup> ed. 2001 ISBN 9780879391911 pub. by IFSTA/Pearson	\$38.00
FRSC 2100 – Fire Administration - Management – <i>Management in the Fire Services</i> , 4th ed. ISBN 9780763751692, published by Jones and Bartlett	\$90.95
FRSC 2110 – Fire Service Hydraulics – <i>Hydraulics for Firefighting</i> , 2 <sup>nd</sup> ed. ISBN 9781418064020 by Crapo published by Delmar	\$83.94
FRSC 2120 – Fire Protection Systems – <i>Fire Detection and Suppression Systems</i> ISBN 9780879392673 3rd edition, published by IFSTA/Pearson	\$40.50
FRSC 2130 – Fire Service Building Construction – <i>Building Construction for the Fire Service</i> , 4 <sup>th</sup> ed., ISBN 9780763778026 by Brannigan pub. Jones & Bartlett	\$89.95
FRSC 2170 – Fire and Arson Investigation – <i>Kirk's Fire Investigation</i> by Kirk, ISBN 9780131719224 6th edition by DeHann, published by Brady/Pearson	\$97.33
FRSC 2170 – Fire and Arson Investigation - NFPA 921, <i>Guide for Fire and Explosion Investigations</i> , 2008 ed. ISBN 978-1114-82040-1. pub. by NFPA	\$77.50

# Administration

ELEMENTS/STEPS	STANDARDS	YES	NO
Develop a budget management system so that the department stays within the financial plan of the AHJ.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	___	___
	2. Department policies & procedures	___	___
	3. Applicable federal, state, and local laws	___	___
	4. Reviewed current department budget for revenue & expenditures to date	___	___
	b. Budget system report contains:		
	1. Description of traditional budget control methods	___	___
	2. Description of your proposed system of budget control	___	___
	3. Explanation of how your system will control the budget and address risk management	___	___
	4. Legal aspects and documentation addressed	___	___
	5. Justification for new system	___	___
	6. Timetable and how implemented included	___	___

### Performance Test Item – Soliciting & Awarding Bids

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.4.3

**Task:** Describe the agency's process for developing requests for proposal (RFPs) and soliciting and awarding bids, given established specifications and agency's policies and procedures, so that competitive bidding is ensured

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 7 out of 9 checklist items.

**Evaluator's**

**Guidance:** The purpose of this objective is to not describe the current process for soliciting and awarding bids, but for the student to develop a system from scratch. A sample item purchase/bid and a narrative report explaining the bid process is to be typed, double-spaced, neat, legible, and presented in a professional format.

**Scenario****6.4.3**

The Fire Chief has assigned you the task to prepare an RFP announcement and specifications sheet for the acceptance of sealed bids for 500 feet of 1 ½ inch diameter double jacket fire hose with 1 ½ inch couplings and 500 feet of Three (3) inch diameter double jacket hose with 2 ½ inch couplings.

Additionally develop a check list that will be used to verify all areas are covered from the RFP. The standard for hose in your department is: 50 foot sections, Light weight couplings, double jacket, One year warranty on all hose and couplings, delivery within 60 days from bid acceptance, and price good for 1 year from date of bid opening.

Bids must be submitted in a sealed envelope marked "Bids for Fire Equipment – Fire Hose" to the attention of Ms. Joseph Bidwell, West Georgia County Government Center, 101 Center Circle LaGrange, GA. 30200.

The West Georgia County FES has the right to alter or change specifications with proper notice to all vendors and/or reject any and all bids received by the agency.

# Administration

ELEMENTS/STEPS	STANDARDS	YES	NO
Develop a system for soliciting & awarding bids ensuring competitive bidding.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	___	___
	2. Department policies & procedures	___	___
	3. Applicable federal, state, and local laws	___	___
	b. Narrative report contains:		
	1. Lists of steps in the process	___	___
	2. Description of each step in the process	___	___
	3. List of potential vendors for purchase item selected by student	___	___
	4. Estimated cost of purchase for budgeting purposes	___	___
	5. Funding source and justification for the purchased item	___	___
	6. Sample of how bids will be evaluated to assure that specified item purchased will be received.	___	___

## Performance Test Item – Records Management System

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.4.4 & 6.4.5

**Task:** Direct the development, maintenance, evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved.

Analyze and interpret records and data, given a fire department records systems, so that validity is determined and improvements are recommended.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 7 out of 9 checklist items.

**Evaluator's**

**Guidance:** A narrative report explaining the records management system is to be typed, double-spaced, neat, legible, and presented in a professional format.

**Scenario****6.4.4 and 6.4.5**

The chief has assigned you the responsibility of developing a new hose record system.

Your first duty is to develop a tracking system (records) that will need to be kept for ISO or for the department use. Your hose card system and testing criteria must meet NFPA 1962 "Standard for the care, use, and service testing of fire hose including couplings and nozzles."

Your present records only capture hose number and when they were last tested. There were no test pressures listed or tracked on the hose.

You have:

1200 feet of 2 ½ hose - numbered 0001 – 0060.

400 feet of 1 ½ foot hose - number 01 - 08 to track.

All hose have been tested and the following sections failed:

2 ½ hose – 0050 and 0051

1 ½ hose - none

After you have obtained all information needed, design a hose card that will be used as a format to create a computer program.



# OPERATIONS – POLICY AND PROCEDURE

## 6.4.4 and 6.4.5

### HOSE TEST REPORT WORKSHEET

VEHICLE/APPARATUS IDENTIFICATION NUMBER: \_\_\_\_\_ COLOR CODE: \_\_\_\_\_

STATION # (IF HOSE IS IN STORAGE): \_\_\_\_\_

TEST ALL HOSE FOR 5 MINUTES (4" at 200 psi & all other double-jacketed at 250 psi)

Hose #	Size	Length	Pass/Fail	Date Tested		Hose #	Size	Length	Pass/Fail	Date Tested

Signature: \_\_\_\_\_ Date Completed: \_\_\_\_\_

# Administration

ELEMENTS/STEPS	STANDARDS	YES	NO
Develop records management system policies & procedures that are valid, complete and accurate; that includes timely review and for continuous improvement.	In accordance with the FO III reference material and department policies / procedures, candidate:  a. Reviewed and evaluated:		
Analyze and interpret pertinent data for validity.	1. Reference materials	___	___
	2. Department policies & procedures	___	___
	3. Applicable federal, state, and local laws	___	___
	b. Narrative report contains:		
	1. Description of current records management system (how it works, hardware & software components)	___	___
	2. Description of records and data currently captured	___	___
	3. List of reports developed from your current records management system	___	___
	4. Legal aspects of system and issues of confidentiality and Privacy Act information	___	___
	5. List of recommendations, with explanations, for improvement	___	___
	6. Explanation how your improvements will ensure reliability, validity, timely review and continuous improvement	___	___

## Performance Test Item – Continuous Organizational Improvement

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.4.6

**Task:** Develop a model plan for continuous organization improvement, given resources for an area to be protected, so that resource utilization is maximized.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 11 out of 13 checklist items.

**Evaluator's**

**Guidance:** The purpose of this objective is for students to develop a plan for self-accrediting their departments. Examples are the Commission on Fire Accreditation International, Inc; or NFPA 1201; or other Emergency Services Assessment Program. Students are not required to develop an entire inspection checklist, but a policy/procedure on what areas will be addressed and how the program is managed. A narrative report explaining the records management system is be typed, double-spaced, neat, legible, and presented in a professional format.

**Scenario****6.4.6**

You have been tasked by your fire chief to develop a plan to check on what is needed for the department to meet National Accreditation Standards by a recognized authority.

You will evaluate a selected accreditations standards authority and provide a written plan but not limited to: what documents will be required, a timetable for implementation, as well as how to communicate the changes to the agency.

Examples or Nationally recognized standards area:

NFPA 1201 Standard for Providing Emergency Services to the Public from [www.nfpa.org](http://www.nfpa.org)

Commission on Fire Accreditation International <http://www.publicsafetyexcellence.org/>

## Administration

ELEMENTS/STEPS	STANDARDS	YES	NO
Given a model plan to be protected, conduct an evaluation of your Fire Emergency Services resources so that resource utilization is maximized.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed, conducted and evaluated:		
	1. Reference materials	_____	_____
	2. Department policies & procedures	_____	_____
	3. Applicable federal, state, and local laws	_____	_____
	4. Community risk analysis	_____	_____
	5. Community hazards and needs	_____	_____
	6. Required resources for protection	_____	_____
	7. Various accreditation programs available and best practices	_____	_____
	b. Narrative report contains:		
	1. Description of accreditation program and how it works	_____	_____
	2. Description of data to be captured and reports generated	_____	_____
	3. Timetable, cost and how implemented	_____	_____
	4. Legal aspects of system and issues of confidentiality and Privacy Act	_____	_____
	5. How communicated to employees	_____	_____
	6. Explanation how your improvements will ensure reliability and validity of fire protection services to the community, accounts for timely review and continuous Improvement within the department	_____	_____

## SKILLS TEST #4 – Inspections and Investigations

### Performance Test Summary Sheet

**Objectives:** NFPA Standard 1021, Chapter 6, Paragraphs 6.5.1 and 6.5.2

- Tasks:**
1. Evaluate department's inspection program utilizing AHJ, given current goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness.
  2. Develop a plan given an identified fire safety problem, so that the approval for a new program, piece of legislation, form of public education or fire safety code is facilitated.

# Inspections and Investigations

---

## Performance Test Item – Inspection Program

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.5.1

**Task:** Evaluate department's inspection program of the AHJ, given current goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 9 out of 11 checklist items.

**Evaluator's**

**Guidance:** A narrative report explaining the records management system is be typed, double-spaced, neat, legible, and presented in a professional format.

## Scenario

## 6.5.1 – 6.5.2

The County of West Georgia has approximately 2100 businesses and is a growing area.

The breakdown:

<b>Buildings</b>	Square footage	Approx. Time to inspect
700 large commercial	10,000	2.5 hrs.
500 medium commercial	5,000 – 9,999	1.5 hrs.
900 small commercial	Less than 4, 999	1 hr.
<b>Schools</b>		
High Schools - 2		4 hrs.
Middle Schools – 2		4 hrs.
Elementary Schools – 2		4 hrs.
Day care centers – 20		1 hr.

Georgia State requires schools be inspected 4 times a year and day care be inspected 2 times a year.

The inspection division also reviews 200 new building plans each year and requires 2 hours per review plan.

### Questions:

The County has only one inspector, who works 40 hours a week, earns 10 days' vacation per year and has 12 holidays off per year. With this information, can the inspector inspect each building at least annually?

Based upon the time listed, how many more inspectors will be needed to meet the mandates and inspect each business annually?

How would you prioritize the inspection program?

What are the recommendations to improve the inspection program?

### **Additionally: (6.5.2)**

New legislation is forthcoming in Georgia legislature regarding the inspection of “private senior living homes” The Chief has assigned you the task to develop, identify and evaluate an inspection program for the two private senior living homes that has opened in your community. Develop, identify and evaluate a plan to identify the process to initiate this need to inspect them and how this forthcoming legislation will affect the FD and community.

ELEMENTS/STEPS	STANDARDS	YES	NO
Evaluate department's inspection program utilizing AHJ goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed, conducted and evaluated:		
	1. Reference materials	___	___
	2. Department policies & procedures	___	___
	3. Applicable federal, state, and local laws	___	___
	4. Community risk analysis	___	___
	5. Community hazards and needs	___	___
	b. Narrative report contains:		
	1. Goals and objectives of the current program	___	___
	2. Description of data captured and reports generated	___	___
	3. Timetable, cost and how program is implemented	___	___
	4. Target audience and how communicated to customers	___	___
	5. Results of inspection program review	___	___
	6. If not effective, recommendations to improve	___	___



# Inspections and Investigations

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## Performance Test Item – Fire Safety Deficiency

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.5.2

**Task:** 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.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 9 out of 11 checklist items.

**Evaluator's**

**Guidance:** Students may either develop a new code, legislation, or a public education program in order to complete this objective. A narrative report explaining the records management system is to be typed, double-spaced, neat, legible, and presented in a professional format.

# Inspections and Investigations

ELEMENTS/STEPS	STANDARDS	YES	NO
Develop a plan given an identified fire safety problem, so that the approval for a new program, piece of legislation, form of public education program, or fire safety code is facilitated.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed, conducted and evaluated:		
	1. Reference materials	___	___
	2. Department policies & procedures	___	___
	3. Applicable federal, state, and local laws	___	___
	4. Community risk analysis	___	___
	5. Community hazards and needs	___	___
	b. Narrative report contains:		
	1. Description of solution	___	___
	2. Timetable, cost and how solution is implemented	___	___
	3. Target audience and how communicated to public	___	___
	4. Legal aspects of system and issues of confidentiality and Privacy Act	___	___
	5. Explanation how your solution will ensure reliability, validity, and continuous improvement	___	___
	6. Additional information demonstrating that you have met the requirements of this	___	___

# Emergency Services Delivery

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## SKILLS TEST #5 – Emergency Services Delivery

### Performance Test Summary Sheet

**Objectives:** NFPA Standard 1021, Chapter 6, Paragraphs 6.6.1, 6.6.2 and 6.6.3

- Tasks:**
1. Prepare an action plan, given an emergency incident requiring multiple agency operations, so that the required resources are determined and the resources are assigned and placed to mitigate the emergency incident.
  2. Develop and conduct a post-incident analysis, given a multi-agency incident and post incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated and the appropriate forms are completed and processed in accordance with policies and procedures.
  3. Develop a plan for the agency, given an unmet need for resources that exceed what is available in the organization, so that the mission of the organization is capable of being performed in times of extraordinary need.

### Scenario

**6.6.1, 6.6.2 and 6.6.3**

You will review the scenario provided you in class. After reviewing the materials, you will develop an action plan for the incident.

This plan must include:

Written Incident Action Plan

Written size up of the incident

Strategy

Tactics

Rescue, Exposure, Confinement, Extinguishment, Overhaul, Ventilation  
And Salvage

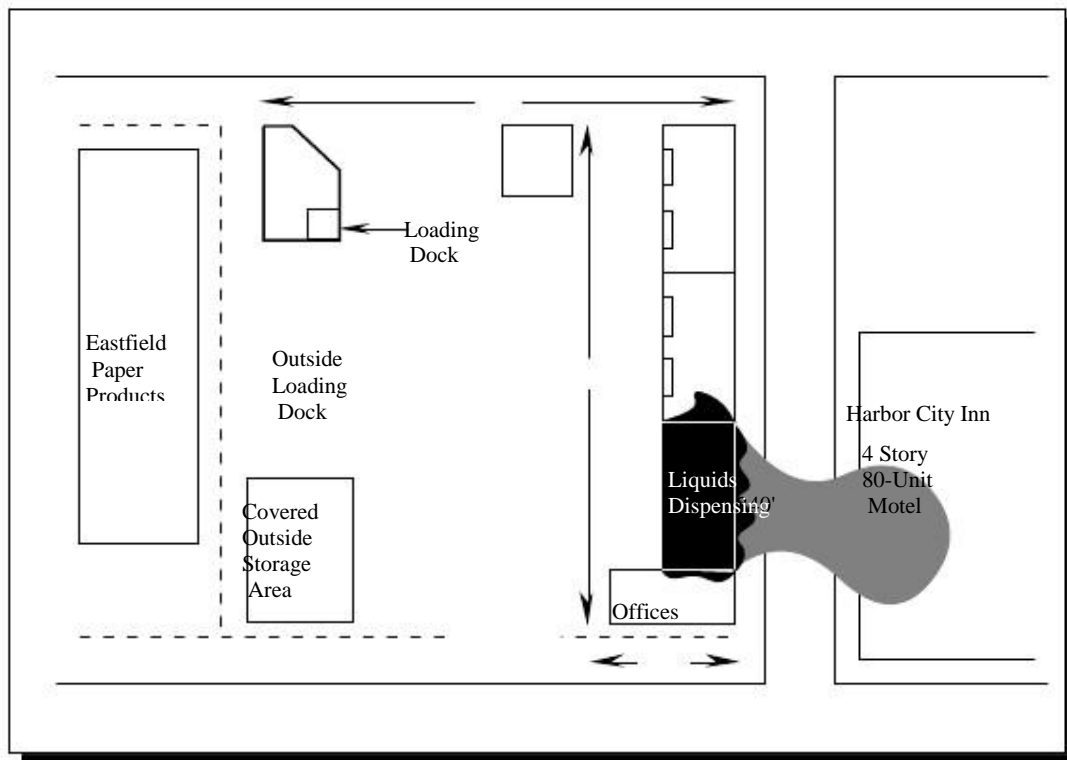
Include in the document where and what actions will be taken by the various companies.

Identify any additional resources you will need to support tactics and evacuation.

Complete the attached Post Incident Analysis (Attachment III) as the officer on one unit.

Include a flow chart showing the command structure of your organization.

Create a plan for a Fire and Hazardous Materials mutual aid request and create a mutual aid agreement with outside agencies for additional resources.



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**Fire Conditions:**

Arrival at 0635, Tuesday

An explosion has occurred in main warehouse

Major hole has been torn in roof to rear of office area

A number of injured employees

Toxic vapor/product of combustion cloud is being carried against Harbor City Inn

12 nauseated people in front of hotel

HVAC system on the hotel is spreading fumes into rooms of hotel

74 people in hotel

Fire is burning out of control and spreading through warehouse, feeding on the chemically impregnated wooden structure members

Crew of the first arriving Engine is reporting out-of-service due to exposure to toxic products while not wearing SCBA

Water Supply 10 inch main 2400 gpm corner of Jones and Warner Streets

# Emergency Services Delivery

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## Performance Test Item – Incident Accident Plan (IAP)

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.6.1

**Task:** Prepare an action plan, given an emergency incident requiring multiple agency operations, so that the required resources are determined and the resources are assigned and placed to mitigate the emergency incident.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 14 out of 17 checklist items.

**Evaluator's**

**Guidance:** Incident scenario is located in Attachment II of this booklet. Blank ICS forms are located on various government or commercial website and must be utilized. A narrative report explaining the entire emergency scenario & timeline is to be typed, double-spaced, neat, and legible and presented in a professional format.

Please Note: The scenario and below line item requirements are intentional vague and missing required information. This is to challenge the student and develop an understanding of all the challenges of a major emergency. Students are allowed leeway to adlib the scenario, so long as not to weaken the objectives of this performance test item.

## Emergency Services Delivery

ELEMENTS/STEPS	STANDARDS	YES	NO
Develop incident action plan and narrative report from an emergency incident requiring multiple agency response with the resources assigned properly to mitigate the emergency incident.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials and scenario	___	___
	2. Department policies & procedures	___	___
	3. Applicable federal/state/local laws	___	___
	4. Department's mutual aid agreements	___	___
	b. Incident Action Plan and narrative report addresses:		
	1. Evaluation of situation	___	___
	2. Identification of available & utilized resources	___	___
	3. ICS forms / IAP completed	___	___
	4. Communications plan	___	___
	5. Initial radio report, size-up, and how command was established	___	___
	6. Command mode & make-up	___	___
	7. Organizational chart	___	___
	8. Strategy – identify and explain	___	___
	9. Resource assignments and objectives	___	___
	10. Water supply	___	___
	11. Placement of apparatus and personnel assignments	___	___
	12. Scene safety requirements addressed per NFPA 1500	___	___
	13. How command was terminated	___	___

# Emergency Services Delivery

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## Performance Test Item – Post Incident Analysis (PIA)

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.6.2

**Task:** 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.

**Setting:** Fire Department training classroom, fire ground or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 11 out of 14 checklist items.

**Evaluator's**

**Guidance:** Students are required to conduct a Post Incident Analysis for an actual multi-agency emergency or exercise. Attachment III provides sample Post Incident Analysis forms. A narrative report explaining the Post Incident Analysis briefing and contents is to be typed, double-spaced, neat, legible, and presented in a professional format.

## Emergency Services Delivery

ELEMENTS/STEPS	STANDARDS	YES	NO
Conduct a Post-Incident Analysis for a multi-agency response so that all aspects are addressed, communicated and processed.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	_____	_____
	2. Department policies & procedures	_____	_____
	3. Applicable federal/state/local laws	_____	_____
	4. Department's Post Incident Analysis forms	_____	_____
	b. PIA and narrative report explains:		
	1. Summary of emergency or exercise	_____	_____
	2. Proper forms utilized	_____	_____
	3. Safety officer position(s)	_____	_____
	4. Personnel protective equipment	_____	_____
	5. Medical or chemical exposures	_____	_____
	6. Rehabilitation	_____	_____
	7. Accountability	_____	_____
	8. Critical incident stress	_____	_____
	9. Follow-up	_____	_____
	10. Incident strengths & weaknesses	_____	_____



# Emergency Services Delivery

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## Performance Test Item – Mutual Aid Plan

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.6.3

**Task:** Develop a plan for the agency, given an unmet need for resources that exceed what is available in the organization, so that the mission of the organization is capable of being performed in times of extraordinary need.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 10 out of 13 checklist items.

**Evaluator's**

**Guidance:** Students are to develop a policy or procedure listing, how and when to request mutual aid and then create a mutual aid agreement. A narrative report explaining the mutual aid policy/procedures and agreement is to be typed, double-spaced, neat, legible, and presented in a professional format.

**Scenario****6.6.3**

See 6.6.1 and 6.6.3 Scenario

## Emergency Services Delivery

ELEMENTS/STEPS	STANDARDS	YES	NO
Develop a plan for an unmet need for resources that exceed what is available. Operate within the mission of the FD allowing it to continue in to perform in times of extraordinary need.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	_____	_____
	2. Department policies & procedures	_____	_____
	3. Applicable federal/state/local laws	_____	_____
	b. Mutual aid agreement and narrative report explains:		
	1. Cost, timetable, how implemented and justification for mutual aid program	_____	_____
	2. Levels of minimum staffing	_____	_____
	3. Union issues (if applicable)	_____	_____
	4. Reimbursement of funds	_____	_____
	5. Liability	_____	_____
	6. Security concerns	_____	_____
	7. Confidentiality, legal aspects and documentation required	_____	_____
	8. Ensuring customer service is guaranteed on/off installation	_____	_____
	9. Unusual circumstances	_____	_____
	10. Additional information demonstrating that you have met the requirements of this objective	_____	_____

### **SKILLS TEST #6 – Health and Safety**

#### **Performance Test Summary Sheet**

**Objectives:** NFPA Standard 1021, Chapter 6, Paragraphs 6.7.1

**Tasks:** 1. Develop a measurable accident and injury prevention program, given relevant local and national data, so that the results are evaluated to determine effectiveness of the program.

# Health and Safety

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## Performance Test Item – Department Health & Safety Program

<b>Personnel Classification:</b>	Fire Officer III
<b>Objective:</b>	NFPA Standard 1021, Chapter 6, Paragraph 6.7.1
<b>Task:</b>	Develop a measurable accident and injury prevention program, given relevant local and national data, so that the results are evaluated to determine effectiveness of the program.
<b>Setting:</b>	Fire Department training classroom or equivalent.
<b>Tools/Equipment:</b>	Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).
<b>Attainment Standard:</b>	Successful completion of at least 12 out of 15 checklist items.
<b>Evaluator's Guidance:</b>	A narrative report explaining the health and safety program is to be typed, double-spaced, neat, legible, and presented in a professional format.

### Scenario

### 6.7.1

Using national statistical data and trends on firefighter injuries and fatalities, determine the top five most critical areas that need an accident and injury program. Select one area and develop a measurable accident and injury program. Use the latest statistics available.

Data for this project can be gained from <http://www.usfa.fema.gov/>

Develop a Health and Safety program that is measurable and incorporates local and national trends.

Address areas in NFPA 1500.

Prepare a presentation for the group spokesperson to deliver to the class.

## Health and Safety

ELEMENTS/STEPS	STANDARDS	YES	NO
Develop a accident and injury prevention program for your organization that is measurable and incorporates local and national trend and evaluate its effectiveness.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	_____	_____
	2. Department policies & procedures	_____	_____
	3. Applicable federal/state/local laws	_____	_____
	4. National statistical data and trends of firefighter injuries and fatalities	_____	_____
	b. Program and narrative report explains:		
	1. Physical fitness and wellness aspects	_____	_____
	2. Accident/injury prevention	_____	_____
	3. Hazardous Materials/Medical exposure	_____	_____
	4. Risk management	_____	_____
	5. Confidentiality, legal aspects and documentation required	_____	_____
	6. Recruitment & selection impact	_____	_____
	7. Cost, timetable, how implemented and justification for program	_____	_____
	8. Target audience and how communication to employee	_____	_____
	9. Statistical data of accidents/injuries from past years (numbers, cost, time lost, etc.)	_____	_____
	10. Address major areas of NFPA 1500	_____	_____
	11. Additional information demonstrating that you have met the requirements of this objective	_____	_____

# Emergency Management

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## SKILLS TEST #7 – Emergency Management

### Performance Test Summary Sheet

**Objectives:** NFPA Standard 1021, Chapter 6, Paragraphs 6.8.1

**Tasks:**

1. Develop a plan for the integration of fire services resources in the community's emergency community 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.

# Emergency Management

---

## Performance Test Item – Integration of Fire Services

**Personnel**

**Classification:** Fire Officer III

**Objective:** NFPA Standard 1021, Chapter 6, Paragraph 6.8.1

**Task:** Develop a plan for the integration of fire services resources in the community's emergency community 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.

**Setting:** Fire Department training classroom or equivalent.

**Tools/Equipment:** Fire department's policies, procedures and appropriate administrative tools (computer, pen, pencils, paper, etc.).

**Attainment**

**Standard:** Successful completion of at least 10 out of 13 checklist items.

**Evaluator's**

**Guidance:** The objective of this performance test item IS NOT to develop a mutual aid agreement nor integration of fire emergency forces with the off installation entities. The report should explain how fire service resources integrate into/with the installation's emergency management plan and fellow emergency responders (police, medical, emergency management, etc.). The narrative report explaining the emergency management plan is to be typed, double-spaced, neat, legible, and presented in a professional format.

You will develop a plan for integrating the Fire Department into the community's emergency management plan.

Integration plan will consist of the following minimum components:

- Fire department profile of available resources

- Incident command responsibilities in time of major emergency

- Emergency Operations Center responsibilities

- Duties and responsibilities of the fire department – include pre-incident, incident activities and recovery.

- List of internal policies and procedures that would be incorporated into the community plan.

**Utilize this information to develop a plan for the FD to integrate the above items.**

### **NIMS 800 Materials**

FD Resources:

#### **Stations facilities**

#### **Apparatus**

#### **Personnel**

Services that the department can deliver in time of major emergencies:

- Fire suppression, apparatus, search and rescue and various support

- EMS

- Specialized work – confined space

- Wild land fire activities

- ICS

#### **Mutual Aid**

- Identify response agreement of the department partners

#### **Local response**

- Public warning systems

- Information delivered to public – provisions for food, medications and pets

- Sheltering

#### **Role in Emergency Management Plan**

- Planning

- Policy development

- Training

- Operations – treatment, safety and related operations

#### **Tiered Response**

- Response to other non-governmental organizations

- Automatic and mutual aid agreements

- State and Federal request for assistance



# EMERGENCY MANAGEMENT INFORMATION PLAN

## I. PURPOSE

The purpose of this annex is to outline the means, organization, and process by which \_\_\_\_\_ will provide appropriate information and instructions to the public during emergency situations.

## II. SITUATION AND ASSUMPTIONS

### A. Situation

#### Resources:

*People*

*Collection and Dissemination Tools*

*Public Information Facilities*

### B. Assumptions

## III. CONCEPT OF OPERATIONS

### A. Definitions

**City:** In this annex, when the word “City” is capitalized it refers to \_\_\_\_\_ government. When the word “city” is lowercase it refers to the geographic boundaries of \_\_\_\_\_.

**Message Center:** A station activated by the \_\_\_\_\_ a Field department DOC to provide information to the public about incident activity, impacts, and available resources. It also serves as a point to receive public offers of assistance to volunteer and/or donate goods.

**Department Operations Center (DOC):** Specially equipped facility from which department staff exercise tactical direction and control and coordinate resources and information in an emergency situation. If the EOC is activated, the DOC will roll up into the EOC and the DOC Manager will revert to a Branch Director position in the allocation of resources and management of information citywide.

**Emergency Operations Center (EOC):** A specially equipped facility from which City officials exercise strategic direction and control and coordinate policy, resources and information in an emergency situation.

**Emergency Operations Levels:** A series of four emergency response levels including routine operations and minor, major, and catastrophic incidents. Each level is defined by incident complexity, scope and resource needs.

**Incident Command System (ICS):** A management system designed to effectively integrate resources from different agencies into a temporary emergency organization that can expand and contract with the magnitude of the incident and the resources on hand.

**Joint Information Center (JIC):** A centralized location, either in a fixed facility (e.g., EOC) or near an incident scene. A JIC enhances information coordination, reduces misinformation, and maximizes resources by collocating Public Information Officers (PIOs).

**Joint Information System (JIS):** A mechanism for integrating public information activities during an emergency to ensure coordinated and consistent message development, verification, and dissemination, while allowing participants to retain organizational identity and autonomy.

**Lead PIO:** The PIO in charge of the emergency public information function at the EOC, DOC, JIC or in the field. Lead PIOs report directly to Command at their location.

**National Incident Management System (NIMS):** A system that integrates existing best practices into a consistent, nationwide approach to domestic incident management. NIMS requires that the Incident Command System (ICS) be institutionalized as the only such system.

**Public Information Officer (PIO):** A person who has been assigned by an organization to collect and validate information and disseminate it to the public on a daily basis using the media and other means. A PIO may also have responsibility to communicate with other groups (e.g., coworkers, governmental agencies, other PIOs). PIOs who work daily for an organization may be temporarily assigned to a PIO position within the ICS structure as part of the Command staff.

## **B. Operations by Emergency Level**

### ***1. Routine Operations***

During routine, day-to-day operations, each City department utilizes its assigned or designated PIO(s) to produce and disseminate necessary emergency public information (e.g., a road closure with detour information, a home burglary). City department directors with response responsibilities ensure that adequate PIO coverage is available to address department issues associated with an emergency.

### ***2. Minor Incident***

A Minor Incident is defined as a fairly common event that may be large in scale or scope and involve multiple sites and/or agencies but which can still be managed with existing department/agency resources.

### ***3. Major Incident***

A Major Incident is defined as an uncommon event that is typically large in scale and scope and which requires outside assistance, such as a major flood or moderate earthquake.

### ***4. Catastrophic Incident***

A Catastrophic Incident is defined as a very rare event that is broad in scope and/or complexity, has potential lasting impact and significantly reduces the government's ability to get accurate, understandable information to the public in a timely manner (e.g., a significant, damaging earthquake). Outside assistance will clearly needed and extraordinary incident management and coordination measures are required to respond to city needs.

## **C. Emergency Public Information (EPI) Functions**

During the emergency period, the EPI function focuses on disseminating accurate, understandable information in a timely manner to people at risk.

## **D. Methods of Collection**

1. Trusted Relationships: PIOs rely on trusted relationships with other PIOs to acquire accurate incident information. Relationships between PIOs are developed on an event-by-event basis and are an immediate resource.

## **E. Methods of Coordination**

### **1. Joint Information Center (JIC)**

#### ***a. JIC Operations:***

## **F. Message Approval**

## **G. Methods of Dissemination**

### **1. Telephone Based**

#### **a. City Message Center (CMC)**

#### **b. County Public Inquiry Center (CPB)**

#### **c. Code RED Emergency Notification System (ENS)**

### **2. News Media Based**

#### **a. News Releases:**

#### **b. News Conferences:**

Presentations on incident activities by one or more agency representatives to attending news media personnel (news conferences) are arranged and managed by EOC PIO/JIC public information staff.

**c. Emergency Alert System (EAS):**

This alert and warning system uses the broadcast media to announce conditions that pose an immediate threat to public safety.

**3. Electronic and Web-Based**

**a. City Web Site:**

**b. Reader Boards:**

Electronic reader boards are used to communicate important information to motorists. Although reader board messages must be short and there is often an impact to traffic flow, they are easily noticed by drivers.

**4. Direct Contact:**

**a. Route Alerting:**

Quickly notifying residents of an imminent danger can be accomplished through route alerting.

**b. Door-to-Door:**

Knocking on doors and distributing flyers are direct methods of getting information to residents. Though time-consuming and labor intensive, they are effective ways to verify who did and did not receive the information. The same information can also be posted in areas where it will be noticed by congregating/passing public.

**c. Community Information Meetings:**

Community-based meetings in areas affected by an emergency are an effective tool for getting information to the people who need it the most and who appreciate the opportunity to clarify their understanding by asking questions in person.

**d. Placement of Information in Public Places:**

Placing flyers, pamphlets, brochures in public places (e.g., libraries, recreation centers, senior centers, schools, and nonprofit service centers) is an effective way of getting information into the hands that need it.

**H. Communicating with Special Populations** In an effort to meet the emergency information needs of all city citizens, extra efforts will be made to communicate with populations who may not be able to access needed information through conventional means. To do this, City PIOs will rely on both internal and external resources.

## **IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

**1. Task Assignments**

**2. County Policy Group**

**3. City Emergency Operations Center (EOC)**

**4. Public Works DOC**

**5. Police DOC**

**7. All City Departments**

**8. Public Works Department**

**9. Community Development Department**

**10. City Police Department**

**11. City Support Services Department**

**a. Facilities and Parks Services Division:**

**b. Information Technology Services Division:**

**c. Human Resources and Risk Services Division:**

**d. Administrative Services Division:**

## **12. Library Services:**

### **V. DIRECTION AND CONTROL**

**A. When a DOC or DOCs are activated** without a concurrent EOC activation, department PIOs will disseminate emergency information to the media, department staff and the City's Emergency Management Office as directed by the DOC IC(s).

#### **B. EOC Activation**

1. Upon activation of the City EOC, the IC will designate a Lead PIO who will then activate other PIOs to staff an EOC/JIC organization large enough to respond to the incident.

#### **C. PIOs responding to an incident**

#### **D. The City Message Center**

### **VI. ADMINISTRATION AND LOGISTICS**

#### **A. Administration**

1. For emergencies not requiring activation of the EOC,
2. For emergencies requiring activation of the EOC
3. County PIOs.

#### **B. Logistics**

1. Staffing:
2. Facilities and Equipment:
3. Additional Resources:

# Emergency Management

ELEMENTS/STEPS	STANDARDS	YES	NO
Write a narrative report for integration of Fire Emergency resources into the local community emergency management plans.	In accordance with the FO III reference material and department policies / procedures, candidate:		
	a. Reviewed and evaluated:		
	1. Reference materials	___	___
	2. Department policies & procedures	___	___
	3. Applicable federal/state/local laws	___	___
	4. Organization's / Installation's Emergency Management Plan	___	___
	b. Narrative report explains:		
	1. Local emergency management plan	___	___
	2. Local emergency management planning committee description, function, roles and responsibilities	___	___
	3. How fire emergency services works w/Local emergency management planning committee	___	___
	4. Possible major disasters and emergency requirements of installation	___	___
	5. Fire emergency services resources available	___	___
	6. Emergency operations centers	___	___
	7. National Incident Management System and Incident Command System	___	___
	8. How communication to employee	___	___
	9. Additional information demonstrating that you have met the requirements of this objective	___	___

# Attachment I

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We know what you are doing is not easy because we designed it that way. The notebook projects were designed so you could demonstrate your knowledge and skills as a fire officer. We are interested in how you can manage, create, analyze, document, and justify. That is what chief officers are required to do. You are the chief officers of the future. Your performance will be judged not on how well you maintain the status quo, but on how well you are able to innovate and find creative solutions in a changing environment, and provide the services for which you are responsible. The papers in the notebooks, while meeting the standards, should also reflect new and creative solutions.

## GUIDELINES FOR INDIVIDUAL PAPERS

### DO's

A. Read and understand the NFPA Standards and those of the FO III.

B. Break up written papers by making short and to the point paragraphs. A continuous four or five page paper with no paragraph breaks is difficult to read and comprehend.

- i. Use bullets, numbers, or an outline form to set off important points.
- ii. Use charts, graphs, tables, maps, graphics to illustrate points, make comparisons, show data, locations, etc. Remember a picture is worth a thousand words.
- iii. Many of the individual papers are too brief. They do not contain enough information about the subject or a thorough explanation that adequately supports the statements that are made.
- iv. All papers are to be type written, use plain paper, Times New Roman or equivalent font, 10-12 pitch.
- v. Papers are to have 1-inch margin on all sides.
- vi. Papers should be approximately 3-5 pages each, double-spaced.
- vii. Papers should contain performance test item number (e.g. 6.2.1), page numbers, and date.

C. Some papers present information without any support or documentation. If it is worth stating, it should be worth documenting and supporting.

- i. Be original. Be creative. Explore new ideas and methods. Don't repeat methods, ideas, and concepts that are traditional or outdated systems that are in place.
- ii. Papers are to be written as indicated in the Assignment Materials for Performance Testing and should be explanatory in nature. In other words we expect that you tell us how the particular task is accomplished at your installation. Instances where a scenario is used or the particular task is not normally performed at your installation you should explain how it would be done if it had to be done.

# **Attachment I**

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## **DON'TS**

A. Don't Plagiarize! If it's copyrighted you must either get the owner's permission and/or use proper writing etiquette to recognize the author.

B. Do not place any of the pages in protective covers.

## **GUIDELINES FOR COMPLETE SUBMITTAL PACKAGE**

1. All items submitted for evaluation are to be collected by the proctor.
2. Any team work shall be copied for each package and documented TEAM effort.
3. All items will be placed in a folder capable of holding all materials with your name on folder.
4. Items to include in the folder are:
  - a. The performance test checklist broken down with each representative paper and supporting documents following the appropriate checklist.

## **Attachment II**

---

### **To be used with Emergency Services Delivery - Incident Accident Planning**

#### **NFPA 1021, Chapter 6, Paragraph 6.6.1**

##### **Incident Description**

Your fire department dispatcher receives a call at 0043 for a fire at the Main Gate Motel which is located approximately ½ mile from the main gate of your facility. The address is 420 Smith Highway.

The mutual aid agreement specifies that the initial response to this location is your installation's fire department. The pre-fire plan and emergency response plans suggest your fire department is first due with two engines and a chief officer. The county fire department which provides protection to the area will respond with two engines, one ladder and a chief officer.

You are the shift commander and the only chief officer on duty. Each of your engines is staffed with one company officer and three fire fighters. The approximate travel time from your station to the Main Gate Motel is approximately three minutes.

Enroute to the Main Gate Motel your dispatcher informs you that they have received a number of calls for this fire and that there are calls for help from people trapped in the building. The dispatcher also informs you that the county units consisting of Chief 304, Engine 320, Engine 321, Ladder 320 and Rescue 340 are enroute. Their estimated time of arrival is approximately five (5) minutes after your arrival. You will arrive with the first two engines and will assume command. You will remain in command for the duration of the incident. There is heavy fire and smoke showing from the two end rooms on the second floor, nearest to the street.

The county engines and ladder are each staffed with one company officer and two fire fighters.

##### **WATER SUPPLY**

There is one hydrant (#1) that is located adjacent to Smith Highway at the entrance to the motel. This hydrant is connected to an 8 inch main and is capable of flowing 1,250 gallons per minute at 20 psi residual.

There is a second hydrant (#2) located on Smith Highway that is approximately 750 feet away. This hydrant is connected to the same 8 inch main and is capable of flowing 1,250 gallons per minute at 20 psi residual.

##### **TIME OF YEAR**

August



## Attachment II

---

### WEATHER

80 degrees F  
Humidity - high  
Wind – calm

### RESOURCES

Your department

- Initial response

Chief 2	1 Chief Officer		
Engine 7	1,000 gpm	1 Company Officer	3 fire fighters
Engine 8	1,000 gpm	1 Company Officer	3 fire fighters

County department

- Initial response

Chief 304	1 Chief Officer		
Engine 320	1,000 gpm	1 Company Officer	2 fire fighters
Engine 321	1,250 gpm	1 Company Officer	2 fire fighters
Ladder 320	75 feet	1 Company Officer	2 fire fighters
Rescue 340	BLS	2 firefighter/EMT	

- Additional resource available (all county assets except for Rescue 10)

Engine 322	1,000 gpm	1 Company Officer	2 fire fighters
Engine 325	1,250 gpm	1 Company Officer	2 fire fighters
Ladder 327	75 feet	1 Company Officer	2 fire fighters
Rescue 10	BLS	2 firefighter/EMT	

### MAIN GATE MOTEL

The following is a description of the Main Gate Motel.

The motel is a two story wood frame structure that was constructed in 1976 before the county adopted a building or fire prevention code. The county fire marshal has been working with the owner to upgrade the fire protection features in the building, but has only been successful in having individual smoke detectors installed in each of room. A local fire alarm system was installed when the building was constructed. This system has heat actuated devices installed in the corridors, manual pull stations at the end of each corridor and audible/visual warning devices on each floor.

# **Attachment II**

---

## **CONSTRUCTION**

- Wood frame
- Pitched roof - lightweight manufactured wood trusses with plywood sheathing
- Interior finish is gypsum board
- Open stairways at each end of the structure
- Windows in each room are horizontal sliding in aluminum frames
- Individual room doors are non-rated metal, and are not self-closing. All are equipped with deadbolts and chains.

## **SIZE**

- 320 feet long
- 50 feet wide
- Each room is 22 feet by 15 feet
- There are 40 rooms per floor
- The corridor on each floor is 6 feet wide
- Ceilings are 8 feet above the floor

## **HEATING AND AIR CONDITIONING**

- Individual electrically powered cooling/heating units in each room

## **UTILITIES**

- There is one utility room located on the first floor in the center of the building that contains two liquefied petroleum gas fired hot water heaters, the main electrical distribution panel, a commercial washer and dryer, plus storage for linens and cleaning supplies.

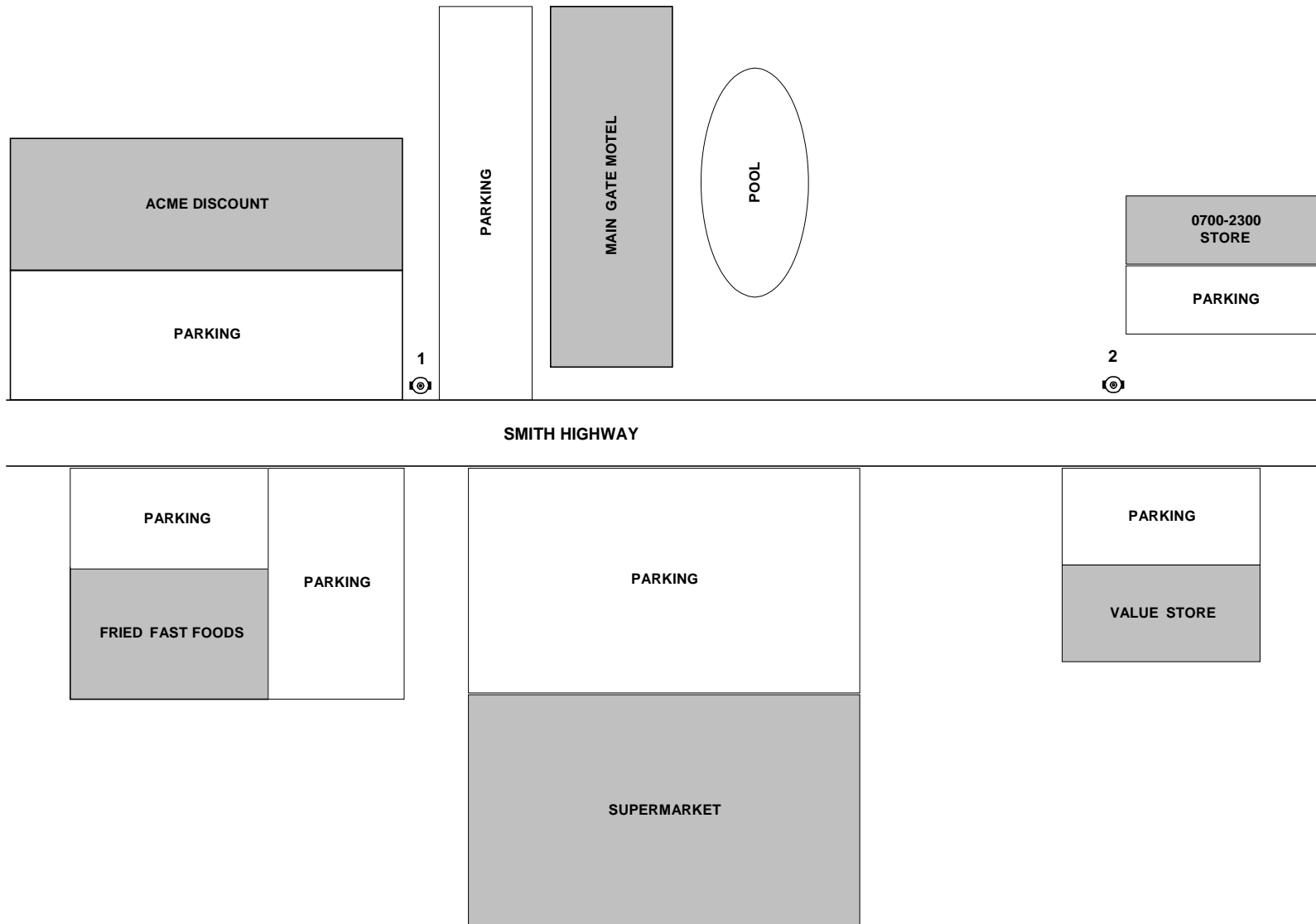
## **FIRE PROTECTION**

- Smoke detectors in each room - not connected to a fire alarm system
- Local fire alarm system - heat detectors in the corridors, manual pull stations, audible warning devices on each floor
- Portable fire extinguishers

## **ACCESS**

- Parking in the front of the building
- Rear of the building has a concrete walkway and a swimming pool
- There is no fire apparatus access to the rear of the building

# Attachment II



NOT TO SCALE

# Attachment III

## STRUCTURAL FIRE

**POST INCIDENT ANALYSIS Address**\_\_\_\_\_

**Incident #** \_\_\_\_\_ **Date**\_\_\_\_\_

### I. Introduction

a. Provide a general overview of the incident including an area diagram of the building, exposures, water supply, time of day, weather conditions, etc.

\_\_\_\_\_

b. Indicate unique circumstances/problems, etc.

\_\_\_\_\_

### II. Building Structure/Site Layout Use separate paper if room is not available

a. Review type of structure

\_\_\_\_\_

b. What construction or design features contributed to the fire spread, or prevented fire spread, i.e. sprinklers, fire doors, etc.?

\_\_\_\_\_

c. Did the topography and/or type of fuel affect fire control efforts?

\_\_\_\_\_

d. Did fire alarm and/or suppression devices work properly?

\_\_\_\_\_

e. Did personnel or apparatus encounter any problems in gaining access?

\_\_\_\_\_

f. What is needed to correct these problems?

\_\_\_\_\_

### III. Fire Code History

a. Review relevant Fire Code requirements and history.

---

#### **IV. Communications**

a. Did dispatcher verbally provide all information available at the time of dispatch?

---

b. Was the incident adequate? What channels were used? Problems?

---

c. Were proper communications procedures followed?

---

d. Were there problems communicating with Mutual Aid companies?

---

e. Was the communication network controlled to reduce confusion?

---

f. Did units, divisions/groups/branches communicate effectively?

---

g. Was radio discipline effective?

---

h. Did Incident Commander provide timely updates to Communications?

---

#### **V. Pre-emergency Planning**

a. Were pre-fire or other plans needed on the scene?

---

1. Were they available?

---

2. Should they be updated?

---

#### **VI. On Scene Operations**

a. What was the structural integrity of the building based on fire conditions on arrival, at 10 minutes, 20 minutes, 30 minutes, etc.

---

b. Was Command identified and maintained throughout the incident?

---

c. Was a Command Post established and readily identifiable?

---

d. Size up decisions by command

---

e. Was additional apparatus requested in a timely manner?

---

f. Strategy/action plan

---

g. Did personnel, units, and teams execute tactics effectively?

---

h. Were any training needs identified? Provide examples.

---

i. Were Standard Operating Procedures used? Were they adequate? Do they need to be updated? If not used, why?

---

j. What offensive/defensive decisions were made by command?

---

k. How was risk analysis applied to the incident?

---

l. Were the divisions/groups used appropriate to the incident's type and complexity?

---

m. Was apparatus properly positioned? If not, why?

---

n. Attack line selection and positioning

---

o. Ventilation operations \_\_\_\_\_

p. Salvage operations \_\_\_\_\_

q. Night time and interior lighting operations

---

r. Were Mutual Aid companies effective in operation? \_\_\_\_\_

s. Was water supply adequate? Specify Water source, Hydrant location \_\_\_\_\_

t. Was RIT in place and ready for \_\_\_\_\_

q. Second means of egress established and communicated

---

## **VII. Staging**

- a. Location adequacy\_\_\_\_\_
- b. Site Access\_\_\_\_\_

## **VIII. Support Functions**

- a. Was a Rehab group established? \_\_\_\_\_
- b. Were fire/rescue personnel provided with food and drinks? \_\_\_\_\_
- c. Was adequate shelter provided for fire/rescue personnel? \_\_\_\_\_
- d. Were crews relieved by fresh crews regularly and frequently? \_\_\_\_\_
- e. Were there any equipment or apparatus failures? Did these failures have a detrimental effect on the incident outcome? \_\_\_\_\_
- f. Were functions with outside agencies properly coordinated? (i.e. Red Cross, power company, gas company) \_\_\_\_\_

## **IX. Safety Group**

- a. Was a standby team established? if not, why? \_\_\_\_\_
- b. Were any fire/rescue personnel injured? Reasons Why?  
\_\_\_\_\_
- c. Were all safety SOPs and regulations enforced? \_\_\_\_\_
- d. If there was a Safety Dispatch, were they used for Safety, Accountability or RIC? If not, why?  
\_\_\_\_\_
- e. What actions are necessary to change or update current safety and health programs to improve the welfare of members?  
\_\_\_\_\_
- f. Was EMS on standby?  
Setup? \_\_\_\_\_

## **X Accountability**

- a. Were actions taken to ensure accurate personnel accountability?  
\_\_\_\_\_
- b. Was the status of units, Divisions/Groups/Branches and support personnel maintained?  
\_\_\_\_\_
- c. Did personnel provide adequate feedback? \_\_\_\_\_

d. Was the incident continuously controlled and monitored? \_\_\_\_\_

## **XI. Investigations**

a. Was the fire's origin and cause determined? \_\_\_\_\_

b. What factors contributed to the fire's spread?

\_\_\_\_\_

## **XII. Lessons Learned**

a. Were specific training needs identified?

\_\_\_\_\_

b. Recommended improvements \_\_\_\_\_

\_\_\_\_\_

## **XIII. Overall Analysis of Incident**

-Good? Bad? Why?

\_\_\_\_\_

## **Critique**

If post incident analysis indicates that a positive learning experience would result, or where it may be necessary to complete the analysis of an incident, a critique may be held at the discretion of the Incident Commander or their superior. Use separate paper if room is not available

## **XIV. Lessons Learned**

a. What specific training needs were identified? \_\_\_\_\_

b. What improvements are recommended? \_\_\_\_\_

## **XV. Overall Analysis of Incident**

-Good? Bad? Why?

\_\_\_\_\_



## **Critique**

If post incident analysis indicates that a positive learning experience would result, or where it may be necessary to complete the analysis of an incident, a critique may be held at the discretion of the Incident Commander or their superior.

Use separate paper if room is not available

## POST INCIDENT ANALYSIS

### INCIDENT FACT SHEET

Officer In Charge: \_\_\_\_\_

Incident Address: \_\_\_\_\_ Time of Arrival: \_\_\_\_\_

Nature of Incident:

\_\_\_\_\_

Describe the situation upon arrival: Smoke conditions, involvement, exposures

\_\_\_\_\_

Describe Water Supply \_\_\_\_\_

Obstacles Encountered: Provide explanation

\_\_\_\_\_

Safety Staff

Functions \_\_\_\_\_

Support Other (Please Specify)

a. Duty officer

b. County dispatch staffed

c. Notification

Lessons

learned \_\_\_\_\_

\_\_\_\_\_

Recommendations for improving operations.

\_\_\_\_\_

# Performance Test Record

---

## Fire Officer III

**INSTRUCTIONS:** This form must be completed and kept on file. A copy of this form is also required to be submitted with the candidate's certification package.

Performance Test Ref # \_\_\_\_\_ Date of Evaluation \_\_\_\_\_

Candidate's Name \_\_\_\_\_ SSN \_\_\_\_\_

Evaluator's Name \_\_\_\_\_ SSN \_\_\_\_\_

Candidate PASSED/FAILED the © 2015-2019 by Thomas Y. Smith, Sr. - Fire Officer III Performance Tests stations marked below:

STATION	PASSED	FAILED
6.2 Human Resource Management		
6.3 Community & Government Relations		
6.4 Administration		
6.5 Inspections & Investigations		
6.6 Emergency Services Delivery		
6.7 Health & Safety		
6.8 Emergency Management		

If candidate has failed the performance evaluation, provide the following information: (Use additional sheets, if necessary)

Objective(s):

Reason(s) for failure:

Candidate's Signature \_\_\_\_\_

Evaluator's Signature \_\_\_\_\_

