

FIRE OFFICER III

JOB PERFORMANCE REQUIREMENT

SKILLS EVALUATION PACKET



NFPA 1021

2009 Standard

Colorado Division of Fire Prevention & Control
690 Kipling, Suite 2000
Lakewood, CO 80215
Phone: (303) 239-4600

Revised
July 1, 2012



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Colorado Fire Officer III Candidate:

At this level of certification the candidates are in a supervisory/managerial position. At this level of certification the Fire Officer is taking and giving orders. They counsel people within their department. They are responsible to answer questions that the public, management team, and political authorities may have about the department's policies and procedures. They are involved in the development and implementation of policies and procedures.

The expectations of these individuals are to have typed documents that do not have spelling or grammar errors, which address the issues, and are packaged in a three-ring binder or bound in some manner. We do not expect to see tobacco or coffee stained documents submitted to our office, but rather documents that the potential Fire Officer III and his organization can take pride in submitting.

The JPR Performance Outcome is an example of what the demonstration of this skill should look like. This is a minimal example, and can be modified, as long as it meets or exceeds the intent of the Task(s). The Fire Officer III Review Committee and the CDFS will determine if the intent is met.

Attached you will find a checklist of the **minimum** supporting documentation that we expect to see accompanying a Fire Officer III Skill Packet. Please note that depending on the scenario that the candidate chooses to submit, the JPR may require additional supporting documentation beyond that outlined on the checklist. The items on this checklist are not all-inclusive. A candidate may go above and beyond the checklist, as some candidates have done in the past.

It is important for each of you to understand that just because your department head or designee signs off on the skills sheets does not mean that it is an automatic approval from the Division. The certification is to the NFPA/CDFS criteria, NOT the department standards.

If you have any questions, you are welcome to contact our office and we will be glad to talk to you about the Fire Officer III Skill Packet process. This is our attempt to outline our expectations of what we are looking for when your packets are reviewed.

Please make sure you eliminate all information in compliance with the Privacy Act and HIPAA guidelines. This packet may be reviewed outside of the CDFS office by members of the Fire Officer III committee. Once this packet has been submitted to CDFS, it becomes the property of CDFS and will NOT be returned. Please make sure you keep a copy for your records.

Thank you,

Fire Officer Review III Committee



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Skills Packet Requirements

The following documents must be enclosed in your packet:

- Completed Colorado Division of Fire Prevention & Control and Request for Examination form
- Copy of current Fire Officer II certificate
- Copy of current Fire Instructor II certificate
- Copy of current Hazardous Materials Operations certificate
- Completed Fire Officer III JPR Skills Evaluation Packet, signed by Department Head/designee and candidate

With JPR FOIII-1: *"Establish personnel assignments to maximize efficiency ..."*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the efficiency study was completed.
 - Development of the organizational chart.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Written report of personnel assignments.

With JPR FOII-2: *"Develop procedures for hiring members ..."*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the need for hiring was determined.
 - Notes detailing the development or revision of job descriptions, job announcement, interview process, and candidate selection process.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable forms, records, new or revised job description, and job announcement
 - Written evaluation/report referencing hiring procedures.



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With JPR FO II-3: *“Develop procedures and programs for promoting members...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the job requirements for a promotable position were revised or created.
 - What was used to develop the job announcement, examination, interview, and selection process.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable forms, applications, records, job description, promotion announcement, and selection/criteria.

With JPR FO II-4: *“Describe methods to facilitate and encourage members to participate in professional development...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the discussion was facilitated.
 - Notes from/about the session.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Written report that outlines and tracks professional development progress.

With JPR FO II-5: *“Develop a proposal for improving an employee benefit ...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the problem was identified, analyzed, and a solution developed for an employee benefit.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable forms and records.
 - Written report on the approval or denial for the improvement of the requested benefits.



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With JPR FOII-6: *“Develop a plan for providing an employee accommodation...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the research conducted indicates the need for employee accommodations.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable supporting data, forms, laws, regulations, and records.
 - Written report on required information for addressing the need for appropriate employee accommodations.

With JPR FOII-7: *“Develop an ongoing education training program...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the need assessment was conducted.
 - How the problem was identified, analyzed, and a solution developed.
 - Notes from/about session.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable supporting data, forms, and records.
 - Written improvement plan.

With JPR FOII-8: *“Prepare community awareness programs ...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the current customer service and responsibilities were determined.
 - Notes from/about study session.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Copy of Community Awareness Program based on items outlined in the task steps.



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With JPR FOII-9: *“Develop a divisional or departmental budget...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the budget was determined, researched, prepared, and presented.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable supporting data, forms, and records.
 - Copy of approved department budget.

With JPR FO II-10: *“Develop a budget management system...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the budget was determined for the development of a budget management system.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable forms and records.
 - Written report describing the budget management system.

With JPR FOII-11: *“Describe the agency’s process for developing requests for proposals (RFPs)...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Memo on written format used for potential vendors.



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With JPR FOII-12: *“Direct the development, maintenance, and evaluation of a department record and management system...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the need for developing or purchasing a department record and management systems was determined.
 - How funding sources were identified.
 - How evaluation methods were determined.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable forms and records.

With JPR FOII-13: *“Analyze and interpret records and data, given a fire department records system...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How funding sources were identified.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable forms and records.
 - Copy of written analysis.

With JPR FOII-14: *“Develop a model for continuous organizational improvement...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How local risks and resource needs were determined.
 - What methods were used to forecast the impact of proposed model.
 - Notes from/about session.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Written plan for continuous organizational improvement.



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With JPR FOII-15: *“Evaluate the inspection program of the AHJ..”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the risk assessment was performed.
 - How the current program was validated.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Copy of presentation.
 - Written plan.

With JPR FOII-16: *“Develop a plan, given an identified fire safety problem..”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - Methods used in reviewing gathered data.
 - How recommendations for improvement or elimination of a program was determined.
- Supporting documents:
 - Applicable policies and procedures, codes, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.

With JPR FOII-17: *“Prepare an action plan, given an emergency incident requiring multiple agency operation...”*

- Detailed narratives outlining the methods used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the operational plans were produced and implemented for this incident.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable written reports, tactical worksheets, ICS forms



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With JPR FOII-18: *“Develop and conduct a post-incident analysis ...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the post-incident analysis was prepared for, completed, and documented.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable forms and records.

With JPR FOII-19: *“Develop a plan for the agency, given an unmet need for resources...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the needs assessment was prepared, completed, and documented.
 - How mutual aid and auto-aid agreements were evaluated.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Applicable forms and records.
 - Written plan addressing unmet needs for resources.

With JPR FOII-20: *“Develop a measurable accident and injury prevention program ...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the effectiveness of the department’s accident and prevention program was evaluated.
 - How the program was developed to ensure measurable results and validity.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.



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With JPR FOII-21: *“Develop a plan for the integration of fire service resources in the community’s emergency management plan ...”*

- A detailed narrative outlining the method used by the candidate to accomplish the tasks utilizing the task steps, including:
 - How the roles and responsibilities were defined.
 - Methods used to justify agency’s roles, responsibilities, and Emergency Support Functions.
- Supporting documents:
 - Applicable policies and procedures, Standard Operating Procedures/ Standard Operating Guideline (SOP/SOG) or a statement regarding lack of a department policy. If no department policy exists, please state the references/resources upon which the decisions/actions were based.
 - Written documentation of the revised Emergency Operations Plan.



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Candidate's Name _____
 First Middle Last

Candidate's Address _____

Candidate's Home Phone _____ Work Phone _____

Candidate's Email Address: _____

Name of Fire Service Organization (FSO) of which you are a member.

Address of Fire Service Organization (FSO) of which you are a member.

Please **print** the name of the chief of your Fire Service Organization (FSO) of which you are a member

Daytime phone number for your chief _____

TEST INSTRUCTIONS (PLEASE READ CAREFULLY!)

A Fire Officer III Candidate has one year to successfully complete the written examination after submitting the "Colorado Division of Fire Prevention & Control Application and Request for Examination" form (Scantron™ Form) and the completed Fire Officer III Job Performance Requirement Skills Evaluation Packet.

The department head or designee must sign and date each of the JPR skill sheets once the Candidate has performed and passed the skill. The Candidate must have 100% of the JPR skill sheets signed.

Only when all JPR skill sheets have been signed, may the department head/designee sign the JPR Sign-off sheet.

The Skills Packet, Scantron™ Form and the fee is submitted to the Colorado Division of Fire Prevention & Control for approval and the Candidate is ready to take the written examination.



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CERTIFICATION REQUIREMENTS

PURPOSE AND VISION FOR THE FIRE OFFICER III

The skill level Fire Officer III as determined by the Colorado Division of Fire Safety is focused on the Fire Officer who is or wants to be certified as Fire Officer III.

It is with this purpose that the Fire Officer III established within this standard. This is the minimum level established by the Colorado Division of Fire Safety and based on NFPA 1021, 2009 edition.

In order to certify in the Colorado Fire Officer III program, firefighters must fulfill the following requirements:

1. Submit a completed Division *Application and Request for Examination* form (Scantron™ Form).
2. Submit the completed Skills Packet. (Must be submitted prior to receiving the written examination.)
In order for the Skills Packet to be considered complete it **must** have all supporting documentation such as letters, polices, training documentation, etc., when it is submitted to the Division for review.
3. Colorado certified at the Fire Officer II level.
4. Colorado certified at the Hazardous Materials Operations level.
5. Colorado certified at the Fire Instructor II level.
6. Achieve a score of eighty percent (80%) or above on the written examination.

APPROVED TRAINING COURSES

There is no set training course for Fire Officer III. The written and practical skill examination is based on the 2009 edition of NFPA 1021.

PROCESS FOR RECEIVING FIRE OFFICER III CERTIFICATION

Participants in the Colorado Fire Officer III program must successfully complete the Fire Officer III requirements. Documentation is required to provide proof that all requirements and skills are met, as outlined by the NFPA 2009 edition of NFPA 1021 adopted by the Colorado Division of Fire Prevention & Control.

Note: *These Certification Requirements are a condensed version of the Colorado Division of Fire Prevention & Control Firefighter Voluntary Certification Program Rules. A complete copy of the certification rules is available from the Colorado Division of Fire Prevention & Control.*



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WRITTEN EXAMINATION FOR FIRE OFFICER III

The written examination is randomly generated 100-question test covering the Fire Officer III standard. The examination questions are referenced from the following list of books.

SAMPLE WRITTEN EXAMINATION QUESTIONS:

1. The rule of _____ is the basic belief that as you help others, they in turn feel obligated to help you:
 - A. commitment
 - B. consistency
 - C. attraction
 - D. **reciprocity**
2. When proposing an employee incentive program, the Fire Officer III must remember that:
 - A. awards must be based on seniority.
 - B. **awards must be performance based.**
 - C. awards must be based on time-in-grade.
 - D. incentive programs are based on a maximum level of job performance.

SAFETY ON THE FIRE/TRAINING GROUNDS

OSHA 1910.156, 1910.120, 1910.134, 1910.1030 and NFPA 1500, 1403, 1404, 1410, 1451, and 1470 all address safety on the training grounds. The Colorado Division of Fire Safety wants each and every department head to know that they are responsible for the safety of the candidates. Copies of these practical skill sheets are attached.

PRACTICAL SKILLS TESTING FOR FIRE OFFICER III

The practical skills test for Fire Officer III is based on the 2009 edition of the NFPA 1021. One hundred percent of the practical skills for Fire Officer III must be completed. All skills sheets must be completed and the skill sheets signed by the department head or designee. Copies of these practical sheets are attached.

FIRE OFFICER III CERTIFICATION

When all requirements for certification have been met, applicants are eligible to be certified. The Colorado Division of Fire Prevention & Control may then certify the candidate for Fire Officer III.

Note: *These Certification Requirements are a condensed version of the Colorado Division of Fire Prevention & Control Firefighter Voluntary Certification Program Rules. A complete copy of the certification rules is available from the Colorado Division of Fire Prevention & Control.*



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PRIVACY ACT STATEMENT

Information Regarding Disclosure of Personal Information

The principal purpose of the information requested on the **Application and Request for Examination** form (Scantron™Form) will be used for processing applications and maintaining records of participation in certification and training programs administered by the Division of Fire Prevention & Control. Information such as age and sex are used for statistical purposes only, and will not be considered in evaluating applications for training or certification.

The Social Security number is used as an identifier to match the person completing training or certification with the correct master record in order to better assist you in obtaining certifications and training records. The use of the Social Security number is necessary because of the large number of individuals who have identical names and birth dates, and whose identities can only be distinguished by the Social Security number.

The home address and telephone number are solicited as a means to better serve you in the future. At the present time, the Division of Fire Prevention & Control does not have the means to communicate directly with participants in the training and certification programs. Disclosure of this information will permit the Division to mail training notices and newsletters directly to program participants.

Personal information provided on this form is given on a voluntary basis. Failure to provide the requested information, however, may result in a delay in processing applications or certifications and locating master records. Failure to provide home address and telephone number will preclude the Division from contacting you directly on training and certifications matters.

RELEASE OF STUDENT INFORMATION

By signing the application for examination and/or the examination answer sheet, the applicant authorizes the Colorado Division of Fire Prevention & Control to release test results to the applicant's department head or designee.

SCORING OF TEST AND RETEST PROCEDURE

All test are computer scanned for grading, making them impartial for scoring.

Each written question counts for one point on the written examination. The answer sheet will be computer scanned and any questions with more than one answer marked will be counted as wrong answer and deducted. The final score is determined by deducting the number of incorrect and blank answers from the total number of questions on the examination. All knowledge examinations administered by the Colorado Division of Fire Prevention & Control shall require an eighty percent (80%) minimum passing score.

Note: *These Certification Requirements are a condensed version of the Colorado Division of Fire Prevention & Control Firefighter Voluntary Certification Program Rules. A complete copy of the certification rules is available from the Colorado Division of Fire Prevention & Control.*



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Applicants who receive less than a passing score on the written examinations will be required to retake the entire examination. A minimum thirty (30) day waiting period is required between examination attempts.

After the third unsuccessful examination, all applicants must wait for ninety (90) days, and then start the process over. It is recommended that the applicant attend another training course for the level of certification they are trying to obtain during the ninety (90) day period.

A practical is valid for one year from the date of the examination. Within one year of successful completion of the practical examination, all other requirements for certification must be met. If the applicant does not become certified, the practical examination is no longer valid, and the applicant must start the process over.



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NFPA Standard 1021 (2009 Edition), Chapter 6

6.1 General.

For certification at Level III, Fire Officer III shall meet the requirements of Fire Instructor II as defined in NFPA 1041, Standard for Fire Service Instructor Professional Qualifications, and the job performance requirements defined in Sections 6.2 through 6.8 of this standard.

6.1.1 General Prerequisite Knowledge.

Current national and international trends and developments related to fire service organization, management, and administrative principles; public and private organizations that support the fire and emergency services and the function of each.

6.1.2 General Prerequisite Skills.

The ability to research, to use evaluative methods, to analyze data, to communicate orally and in writing, and to motivate members.

6.2 HUMAN RESOURCE MANAGEMENT:

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

JPR Sheet 1 NFPA Standard 1021 (2009 edition), Chapter 6, **6.2.1:** Establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures.

- (a) *Requisite Knowledge:* Minimum staffing requirements, available human resources, and policies and procedures.
- (b) *Requisite Skills:* The ability to relate interpersonally and to communicate orally and in writing.

JPR Sheet 2 NFPA Standard 1021 (2009 edition), Chapter 6, **6.2.2:** Develop procedures for hiring members, given policies of the AHJ and legal requirements, so that the process is valid and reliable.

- (a) *Requisite Knowledge:* Applicable federal, state/provincial and local laws; regulations and standards; and policies and procedures.
- (b) *Requisite Skills:* The ability to relate interpersonally and to communicate orally and in writing.

JPR Sheet 3 NFPA Standard 1021 (2009 edition), Chapter 6, **6.2.3:** Develop procedures and programs for promoting members, given applicable policies and legal requirements, so that the process is valid and reliable, job-related, and nondiscriminatory.

- (a) *Requisite Knowledge:* Applicable federal, state/provincial and local laws; regulations and standards; and policies and procedures.
- (b) *Requisite Skills:* The ability to relate interpersonally and to communicate orally and in writing.

JPR Sheet 4 NFPA Standard 1021 (2009 edition), Chapter 6, **6.2.4:** Describe methods to facilitate and encourage members to participate in professional development to achieve their full potential.

- (a) *Requisite Knowledge:* Interpersonal and motivational techniques.
- (b) *Requisite Skills:* The ability to evaluate potential, to communicate orally, and to counsel members.



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6.2 HUMAN RESOURCE MANAGEMENT (continued):

JPR Sheet 5 NFPA Standard 1021 (2009 edition), Chapter 6, **6.2.5:** Develop a proposal for improving an employee benefit, given a need in the organization, so that adequate information is included to justify the requested benefit improvement.

- (a) *Requisite Knowledge:* Agency's benefit program.
- (b) *Requisite Skills:* The ability to conduct research and to communicate orally and in writing.

JPR Sheet 6 NFPA Standard 1021 (2009 edition), Chapter 6, **6.2.6:** Develop a plan for providing an employee accommodation, given an employee need, the requirements, and applicable law, so that adequate information is included to justify the requested change(s).

- (a) *Requisite Knowledge:* Agency's policies and procedures, and legal requirements or reasonable accommodations.
- (b) *Requisite Skills:* The ability to conduct research and to communicate orally and in writing.

JPR Sheet 7 NFPA Standard 1021 (2009 edition), Chapter 6, **6.2.7:** Develop an ongoing education training program, given organizational training requirements, so that members of the organization are given appropriate training to meet the mission of the organization.

- (a) *Requisite Knowledge:* Agency's mission or goals, training program development, and needs assessment.
- (b) *Requisite Skills:* Ability to perform a needs assessment and to communicate orally and in writing.

6.3 COMMUNITY AND GOVERNMENT RELATIONS

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

JPR Sheet 8 NFPA Standard 1021 (2009 edition), Chapter 6, **6.3.1:** Prepare community awareness programs to enhance the quality of life by developing nontraditional services that provide for increased safety, injury prevention, and convenient public services.

- (a) *Requisite Knowledge:* Community demographics, resource availability, community needs, and customer service principles.
- (b) *Requisite Skills:* The ability to relate interpersonally and to communicate orally and in writing.



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6.4 ADMINISTRATION:

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

JPR Sheet 9 NFPA Standard 1021 (2009 edition), Chapter 6, **6.4.1:** Develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.

- (a) *Requisite Knowledge:* The supplies and equipment necessary for existing and new programs; repairs to existing facilities; new equipment, apparatus maintenance, and personnel cost
- (b) *Requisite Skills:* The ability to relate interpersonally and to communicate orally and in writing.

JPR Sheet 10 NFPA Standard 1021 (2009 edition), Chapter 6, **6.4.2:** Develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.

- (a) *Requisite Knowledge:* Revenue to date, anticipated revenue, expenditures to date, encumbered amounts, and anticipated expenditures.
- (b) *Requisite Skills:* The ability to interpret financial data and to communicate orally and in writing.

JPR Sheet 11 NFPA Standard 1021 (2009 edition), Chapter 6, **6.4.3:** Describe the agency's process for developing requests for proposals (RFPs) and soliciting and awarding bids, given established specifications and the agency's policies and procedures, so that competitive bidding is ensured.

- (a) *Requisite Knowledge:* Purchasing laws, policies, and procedures.
- (b) *Requisite Skills:* The ability to interpret financial data and to communicate orally and in writing.

JPR Sheet 12 NFPA Standard 1021 (2009 edition), Chapter 6, **6.4.4:** Direct the development, maintenance, and evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved.

- (a) *Requisite Knowledge:* The principles involved in the acquisition, implementation, and retrieval of information by data processing as it applies to the record and budgetary processes and the capabilities and limitations of informational management systems.
- (b) *Requisite Skills:* The ability to use evaluative methods, to communicate orally and in writing, and to organize data.

JPR Sheet 13 NFPA Standard 1021 (2009 edition), Chapter 6, **6.4.5:** Analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended.

- (a) *Requisite Knowledge:* The principles involved in the acquisition, implementation, and retrieval of information and data.
- (b) *Requisite Skills:* The ability to use evaluative methods, to communicate orally and in writing, and to organize data.

JPR Sheet 14 NFPA Standard 1021 (2009 edition), Chapter 6, **6.4.6:** Develop a model plan for continuous organizational improvement, given resources for an area to be protected, so that resource utilization is maximized.

- (a) *Requisite Knowledge:* Policies and procedures, physical and geographic characteristics and hazards, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, recognized best practice assessment programs, and local, state/provincial, and federal regulations.
- (b) *Requisite Skills:* The ability to use evaluative methods, to analyze data, to communicate orally and in writing, and to organize.



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6.5 INSPECTION AND INVESTIGATION:

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

JPR Sheet 15 NFPA Standard 1021 (2009 edition), Chapter 6, **6.5.1:** Evaluate the inspection program of the AHJ, given current program goals, objectives, performance data, and resource so that the results are evaluated to determine effectiveness.

- (a) *Requisite Knowledge:* Policies and procedures, accepted inspection practices, program evaluation, and applicable codes, standards, and laws.
- (b) *Requisite Skills:* The ability to use evaluative methods, to analyze data, to communicate orally and in writing, and to organize.

JPR Sheet 16 NFPA Standard 1021 (2009 edition), Chapter 6, **6.5.2:** Develop a plan, given an identified fire safety problem, so that the approval of a new program, piece of legislation, form of public education, or fire safety code is facilitated.

- (a) *Requisite Knowledge:* Policies and procedures and applicable codes, ordinances, and standards and their development process.
- (b) *Requisite Skills:* The ability to use evaluative methods, to use consensus-building techniques to communicate orally and in writing, and to organize plans.

6.6 EMERGENCY SERVICE DELIVERY:

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

JPR Sheet 17 NFPA Standard 1021 (2009 edition), Chapter 6, **6.6.1:** Prepare an action plan, given an emergency incident requiring multiple agency operations, so that the required resources are determined and the resources are assigned and placed to mitigate the incident.

- (a) *Requisite Knowledge:* Policies, procedures, and standards, including the current edition of NFPA 1600, and resources, capabilities, roles, responsibilities, and authority of support agencies.
- (b) *Requisite Skills:* The ability to use evaluative methods, to delegate authority, to communicate orally and in writing, and to organize plans.

JPR Sheet 18 NFPA Standard 1021 (2009 edition), Chapter 6, **6.6.2:** Develop and conduct a post-incident analysis, given a multi-agency incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated and the appropriate forms are completed and processed in accordance with policies and procedures.

- (a) *Requisite Knowledge:* Elements of post-incident analysis, emergency management plan, critical issues, involved agencies' resources and responsibilities, procedures relating to dispatch response, strategy tactics and operations, and customer service.
- (b) *Requisite Skills:* The ability to write reports, to communicate orally, and to evaluate skills.

JPR Sheet 19 NFPA Standard 1021 (2009 edition), Chapter 6, **6.6.3:** Develop a plan for the agency, given an unmet need for resources that exceed what is available in the organization is capable of being performed in times of extraordinary need.

- (a) *Requisite Knowledge:* Needs assessment and planning.
- (b) *Requisite Skills:* The ability to conduct a needs assessment, evaluate external resources, and develop a plan.



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6.7 HEALTH AND SAFETY:

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

JPR Sheet 20 NFPA Standard 1021 (2009 edition), Chapter 6, **6.7.1:** Develop a measurable accident and injury prevention program, given relevant local and national data, so that the results are evaluated to determine effectiveness of the program.

- (a) *Requisite Knowledge:* Policies and procedures, accepted safety practices, and applicable codes, standards, and laws.
- (b) *Requisite Skills:* The ability to use evaluative methods, to analyze data, and to communicate orally and in writing.

6.8 EMERGENCY MANAGEMENT:

This duty involves policies, procedures, and programs for the role of the fire service in the community's emergency management plan, 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.

JPR Sheet 21 NFPA Standard 1021 (2009 edition), Chapter 6, **6.8.1:** Role of the fire service; integrated emergency management system; preparedness-emergency management planning; emergency operations centers; roles of local, state/provincial, and national emergency management agencies.

- (a) *Requisite Knowledge:* Policies and procedures, accepted safety practices, and applicable codes, standards, and laws.
- (b) *Requisite Skills:* The ability to communicate orally and in writing and to organize a plan; and familiarity with emergency management inter-agency planning and coordination.



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The following candidate has successfully met all required performance skills for the Fire Officer III

NFPA 1021 2009 edition:

Please make sure you eliminate all information in compliance with the Privacy Act and HIPAA guidelines. This packet may be reviewed outside of the CDFPC office by members of the Fire Officer III committee.

Once this packet has been submitted to CDFS, it becomes the property of CDFPC and will NOT be returned. Please make sure you keep a copy for your records.

CANDIDATE: _____

DATE: _____

DEPARTMENT HEAD/DESIGNEE: _____

DATE: _____



FIRE OFFICER III NFPA 1021, 2009 EDITION

REVISED 7/1/2012

6.1 General

JPR: FO-III – 1

6.2 Human Resource Management

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.1.2, 6.2.1 NFPA 1021, 2009 Edition		TASK: Establish personnel assignments to maximize efficiency, given knowledge, training, and experience of members.			
PERFORMANCE OUTCOME: The candidate will establish personnel assignments in which the candidate relates interpersonally and communicates orally and in writing.					
CONDITIONS: Given knowledge, training, personnel roster, and experience of department members, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identify ways to maximize efficiency within the department.				
2.	Establish personnel assignments based on department efficiency study.				
3.	Develop organizational chart in accordance with department policy.				
4.	Communicates personnel assignments orally and in written format.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III

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6.1 General

JPR: FO-III – 2

6.2 Human Resource Management

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.1.2, 6.2.2 NFPA 1021, 2009 Edition	TASK: Develop procedures for hiring members, given policies of the AHJ and legal requirements, so that the process is valid and reliable.				
PERFORMANCE OUTCOME: The candidate will create, revise, or establish procedures for hiring members in which the candidate relates interpersonally and communicates orally and in writing.					
CONDITIONS: Given policies of the AHJ and legal requirements, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Orally communicate with human resources on identifying proper laws, regulations, policies, and procedures related to human resource management.				
2.	Determine need for hiring members.				
3.	Develop or revise job description and job announcement.				
4.	Develop or revise methods for recruiting potential new members.				
5.	Develop or revise application screening process.				
6.	Develop or revise examination process for hiring members that is valid and reliable.				
7.	Develop or revise procedure that determines hiring member's ability to meet the physical requirements as established in the job description.				
8.	Develop or revise interview process for hiring members that is valid and reliable.				
9.	Establish or revise and submit criteria for candidate selection based on the hiring process.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



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REVISED 7/1/2012

6.2 Human Resource Management

JPR: FO-III – 3

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.2.3 NFPA 1021, 2009 Edition	TASK: Develop procedures and programs for promoting members, given applicable policies and legal requirements, so that the process is valid and reliable, job-related, and nondiscriminatory.				
PERFORMANCE OUTCOME: The candidate will develop procedures and programs for promoting members in which the candidate relates interpersonally and communicates orally and in writing.					
CONDITIONS: Given knowledge, training, and experience of department members, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Create dialog with appropriate personnel for establishing job requirements for promotable positions.				
2.	Develop job announcement for promotional opportunity.				
3.	Develop application screening process.				
4.	Develop examination process that validates member's ability to perform in the promotable position.				
5.	Develop interview process for promoting members that is valid and reliable.				
6.	Establish criteria for candidate selection based on the promotion process.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III NFPA 1021, 2009 EDITION

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6.1 General
6.2 Human Resources

JPR: FO-III – 4

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.1.2, 6.2.4 NFPA 1021, 2009 Edition		TASK: Describe methods to facilitate and encourage members to participate in professional development to achieve their full potential.			
PERFORMANCE OUTCOME: The candidate will describe methods to encourage members to participate in professional development in which the candidate evaluates potential, communicates orally and counsels members.					
CONDITIONS: Given knowledge, training, and experience of department members, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Apply interpersonal skills to facilitate a discussion with members on ways to enhance their professional development.				
2.	Utilize appropriate written and verbal counseling and motivational skills to encourage members to participate in professional development.				
3.	Develop written documentation that outlines and tracks professional development progress.				

Supervisor/Proctor/Comments: _____

_____ Supervisor/Proctor (Print & Sign)	_____ Date	_____ Candidate	_____ Date
_____ Re-Test Supervisor/Proctor	_____ Date	_____ Re-Test Candidate	_____ Date



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6.2 Human Resource Management

JPR: FO-III – 5

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.2.5 NFPA 1021, 2009 Edition	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.				
PERFORMANCE OUTCOME: The candidate shall develop a proposal for improving an employee benefit in which the candidate conducts research and communicates orally and in writing.					
CONDITIONS: Given a department benefit program, the candidate shall:					
No.	TASK STEPS	FIRST TEST	RETEST		
		Pass	Fail	Pass	Fail
1.	Determine need within the organization for improving an employee benefit via appropriate dialog with department personnel.				
2.	Establish a funding source for the employee benefit that is being developed or improved.				
3.	Develop a proposal with adequate information to justify the requested benefit improvement.				
4.	Provide appropriate documentation to organization members on the approval or denial for the improvement of the requested benefit.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)	Date	Candidate	Date
Re-Test Supervisor/Proctor	Date	Re-Test Candidate	Date



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6.1 General

JPR: FO-III – 6

6.2 Human Resource Management

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.1.2, 6.2.6 NFPA 1021, 2009 Edition	TASK: 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).				
PERFORMANCE OUTCOME: The candidate shall develop a plan for providing an employee accommodation in which the candidate conducts research and communicates orally and in writing.					
CONDITIONS: Given legal requirements and organization policies and procedures, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Research laws, regulations, policies, and procedures to ensure current accommodations comply with federal employee accommodation requirements.				
2.	Develop a plan for providing employee accommodations should the conducted research indicate that the organization does not comply with federal employee accommodation requirements.				
3.	Disseminate acquired information on appropriate employee accommodations to members of the organization both orally and in written form.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III NFPA 1021, 2009 EDITION

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6.2 Human Resource Management

JPR: FO-III – 7

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.2.7 NFPA 1021, 2009 Edition	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.				
PERFORMANCE OUTCOME: The candidate shall provide a needs assessment in which the candidate relates interpersonally and communicates orally and in writing.					
CONDITIONS: Given department training policies, procedures, and/or manuals, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Conduct a needs assessment for the development of an ongoing education training program.				
2.	Provide justification for current agency policies and procedures for ongoing education.				
3.	Provide an improvement plan to current training practices based on needs assessment.				
4.	Conduct a formal briefing to Command staff in reference to needs assessment, plan development, and implementation of the new ongoing education training program.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III NFPA 1021, 2009 EDITION

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6.3 Community and Government Relations

JPR: FO-III – 8

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.3.1 NFPA 1021, 2009 Edition	TASK: Prepare community awareness programs to enhance the quality of life by developing nontraditional services that provide for increased safety, injury prevention, and convenient public services.				
PERFORMANCE OUTCOME: The candidate shall prepare a community awareness program in which the candidate relates interpersonally and communicates orally and in writing.					
CONDITIONS: Given current community demographics and needs, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Define customer service principles tied to the agencies mission or values statement.				
2.	Define current service responsibilities.				
3.	Identify both internal and external resources required for the community awareness program.				
4.	Provide justification for the program based on a needs assessment that identifies community demographics and unmet needs.				
5.	Prepare a community awareness program that contains: <ul style="list-style-type: none"> o Approved goals and objectives related to safety, injury prevention, and convenient public services o An expected outcome o Method for introduction to the public o Method for monitoring and maintaining the program o Identification of person(s) responsible for program management o Method for tracking results or trends from the program. 				
6.	Verbally deliver the prepared community awareness program to department personnel and external customers.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign) **Date** **Candidate** **Date**

Re-Test Supervisor/Proctor **Date** **Re-Test Candidate** **Date**



FIRE OFFICER III NFPA 1021, 2009 EDITION

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6.4 Administration

JPR: FO-III – 9

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.4.1 NFPA 1021, 2009 Edition	TASK: Develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.				
PERFORMANCE OUTCOME: The candidate shall develop a divisional or departmental budget in which the candidate demonstrates the ability to allocate finances, relate interpersonally, and communicates orally and in writing.					
CONDITIONS: Given department schedules, policies, procedures, and guidelines, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identify a division/department of the organization in need of a budget review.				
2.	Identify capital, operating, and personnel costs associated within the described division/department.				
3.	Identify funding overages or shortages in selected budget.				
3.	Develop division/department budget based on associated costs for capital, operations, and personnel.				
4.	Appropriately allocates finances for associated costs based on the analysis and evaluation of the division/department budget.				
5.	Distributes approved division/department budget to appropriate personnel orally and in writing.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)	Date	Candidate	Date
Re-Test Supervisor/Proctor	Date	Re-Test Candidate	Date



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6.4 Administration

JPR: FO-III – 10

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.4.2 NFPA 1021, 2009 Edition		TASK: Develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.			
PERFORMANCE OUTCOME: The candidate shall develop a budget management system in which the candidate interprets financial data and communicates orally and in writing.					
CONDITIONS: Given department schedules, policies, procedures, and guidelines, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Describe internal finance policies and procedures.				
2.	Identify internal systems that monitor fiscal resources.				
3.	Develop a budget management system that tracks accounts payable and receivable.				
4.	Ensure the budget management system meets recommended financial requirements for internal and external auditing.				
5.	Communicated budget management system both verbally and in writing to appropriate personnel.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign) **Date** **Candidate** **Date**

Re-Test Supervisor/Proctor **Date** **Re-Test Candidate** **Date**



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6.4 Administration

JPR: FO-III – 11

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.4.3 NFPA 1021, 2009 Edition		TASK: Describe the agency's process for developing requests for proposals (RFPs) and soliciting and awarding bids, given established specifications and the agency's policies and procedures, so that competitive bidding is ensured.			
PERFORMANCE OUTCOME: The candidate shall describe the agency's process for developing requests for proposals and soliciting and awarding bids in which the candidate relates interpersonally as well as communicates orally and in writing.					
CONDITIONS: Given established specifications, policies and procedures, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Describe agency's process for developing requests for proposals.				
2.	Describe agency's method for soliciting bids in which competitive bidding is ensured.				
3.	Describe agency's method for awarding bids.				
4.	Establish a forum in which requests for proposals can be communicated both verbally and in writing to potential vendors				

Supervisor/Proctor/Comments: _____

_____	_____	_____	_____
Supervisor/Proctor (Print & Sign)	Date	Candidate	Date
_____	_____	_____	_____
Re-Test Supervisor/Proctor	Date	Re-Test Candidate	Date



FIRE OFFICER III

NFPA 1021, 2009 EDITION

REVISED 7/1/2012

6.4 Administration

JPR: FO-III – 12

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.4.4 NFPA 1021, 2009 Edition	TASK: Direct the development, maintenance, and evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved.				
PERFORMANCE OUTCOME: The candidate shall direct the development, maintenance, and evaluation of a department record and management system in which the candidate demonstrates the ability to use evaluative methods, organize data, and communicates orally and in writing.					
CONDITIONS: Given department policies and procedures, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Evaluate current policies and procedures for developing, maintaining, and evaluating department records.				
2.	Determine the need for developing or purchasing a department record and management system based on review of policies and procedures.				
3.	Establish funding source for the purchase or development of a department record and management system.				
4.	Organize data on various record and management systems available to fire departments.				
5.	Establish and communicate in verbal and written format maintenance guidelines for the system that has been purchased or developed.				
6.	Develop an evaluation method for determining effectiveness and accuracy of the records and management system.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III

NFPA 1021, 2009 EDITION

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6.1 General
6.4 Administration

JPR: FO-III – 13

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.1.2, 6.4.5 NFPA 1021, 2009 Edition	TASK: Analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended.				
PERFORMANCE OUTCOME: The candidate shall analyze and interpret records and data in which the candidate uses evaluative methods and communicates both orally and in writing.					
CONDITIONS: Given department policies and procedures, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Complete a written analysis of fire departments records and data management system (i.e. current system accurately captures data, storage capabilities, and retrieval of department information).				
2.	Provide documentation of recommended improvements based on findings.				
3.	Determine a funding source for recommended improvements based on findings.				
4.	Verbally communicate and submit written analysis and documentation to appropriate department or city personnel.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)	Date	Candidate	Date
Re-Test Supervisor/Proctor	Date	Re-Test Candidate	Date



FIRE OFFICER III

NFPA 1021, 2009 EDITION

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6.1 General
6.4 Administration

JPR: FO-III – 14

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.1.2, 6.4.6 NFPA 1021, 2009 Edition	TASK: Develop a model for continuous organizational improvement, given resources for an area to be protected, so that resource utilization is maximized.				
PERFORMANCE OUTCOME: The candidate shall develop a model for continuous organizational improvement in which the candidate demonstrates the ability to research, use evaluative methods, analyze data, and communicates both orally and in writing.					
CONDITIONS: Given resources for an area to be protected, department policies and procedures, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Research community hazards and needs based on the following: <ul style="list-style-type: none"> ○ Community risk analysis ○ Community needs identification ○ Community required services ○ Accreditation programs 				
2.	Evaluate local risks and planning for necessary resource utilization.				
3.	Analyze gathered information for assistance in the development of the following: <ul style="list-style-type: none"> ○ Organizing and deploying resources ○ Developing leadership strategies for the political process ○ Strategic planning at the department level. 				
4.	Forecast what impact the model for continuous organizational improvement will have on community as well as what problems may be encountered.				
5.	Communicate verbally and submit written plan to government representatives as well as administrative personnel within the organization.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)	Date	Candidate	Date
Re-Test Supervisor/Proctor	Date	Re-Test Candidate	Date



FIRE OFFICER III

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6.1 General

JPR: FO-III – 15

6.5 Inspection and Investigation

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.1.2, 6.5.1 NFPA 1021, 2009 Edition	TASK: Evaluate the inspection program of the AHJ, given current program goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness.				
PERFORMANCE OUTCOME: The candidate shall evaluate the inspection program of the AHJ to determine effectiveness in which the candidate demonstrates the ability to use evaluative methods, to analyze data, and to communicate orally and in writing.					
CONDITIONS: Given current program goals, objectives, performance data, and resources, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Review and validate current program goals, objectives, performance data, and resources.				
2.	Conduct a risk assessment based on fire safety code violations for the AHJ.				
3.	Determine if program goals and objectives are being met based on compliance and trends from businesses within the AHJ.				
4.	Provide and implement a plan which addresses code violations and trends within the AHJ.				
5.	Give a presentation to administrative personnel outlining the new plan and reasons for the plan.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III

NFPA 1021, 2009 EDITION

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6.5 Inspection and Investigation

JPR: FO-III – 16

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.5.2 NFPA 1021, 2009 Edition	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.				
PERFORMANCE OUTCOME: The candidate will demonstrate the ability to use evaluative methods, to use consensus-building techniques, to communicate orally and in writing, and to organize plans.					
CONDITIONS: Given department policies, procedures, codes and reoccurring fire problem of exceeding occupancy load at a local business, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Review gathered inspection data to determine trends of code violations or fire safety problem.				
2.	Develop a plan that addresses trends and provides recommendations for improvement or elimination of program chosen. Circle type to be facilitated: <div style="display: flex; justify-content: space-around; margin-top: 10px;"> NEW PROGRAM PIECE OF LEGISLATION </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> FORM OF PUBLIC EDUCATION FIRE SAFETY CODE </div>				
3.	Present written and verbal documentation for method used to address the fire safety problem utilizing consensus-building techniques.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III

NFPA 1021, 2009 EDITION

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6.6 Emergency Service Delivery

JPR: FO-III – 17

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.6.1 NFPA 1021, 2009 Edition		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 incident.			
PERFORMANCE OUTCOME: The candidate shall prepare an action plan in which the candidate uses an evaluative method, delegates authority, organizes a plan, and communicates both orally and in writing.					
CONDITIONS: Given a multi-agency emergency scenario including type of incident, size-up information, assigned agencies, policies and procedures, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Prepare an Incident Action Plan to mitigate the multi-agency emergency incident based on an effective evaluation of the incident.				
2.	Allocate, supervise, and account for human and equipment resources.				
3.	Implement necessary safety precautions and personnel accountability.				
4.	Verbally communicate and provide completed Incident Action Plan to appropriate personnel during briefing.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III

NFPA 1021, 2009 EDITION

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6.6 Emergency Service Delivery

JPR: FO-III – 18

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.6.2 NFPA 1021, 2009 Edition	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.				
PERFORMANCE OUTCOME: The candidate shall develop and conduct a post-incident analysis in which the candidate demonstrates the ability to write reports, use evaluative skills, and communicate orally.					
CONDITIONS: Given a multi-agency incident or scenario, post-incident analysis policies, procedures, and forms, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Gather information from the multi-agency incident/scenario.				
2.	Analyze policies, procedures, guidelines and forms.				
3.	Identify critical elements of a post-incident analysis.				
4.	Complete approved forms.				
5.	Conduct post-incident analysis using both verbal and written methods that includes all agencies involved.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)	Date	Candidate	Date
Re-Test Supervisor/Proctor	Date	Re-Test Candidate	Date



FIRE OFFICER III NFPA 1021, 2009 EDITION

REVISED 7/1/2012

6.6 Emergency Service Delivery

JPR: FO-III – 19

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.6.3 NFPA 1021, 2009 Edition	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.				
PERFORMANCE OUTCOME: The candidate shall develop a plan for unmet needs in which the candidate conducts a needs assessment, evaluates external resources, and develops a plan.					
CONDITIONS: Given current department policies, procedures, and response capabilities, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Conduct a needs assessment based on current internal and external resources for extraordinary events.				
2.	Evaluate mutual aid and auto-aid agreements for effectiveness in assisting the organization in meeting resource needs during extraordinary events.				
3.	Develop a plan that addresses unmet needs for resources both internally and externally for events that exceed department capabilities while meeting the mission of the organization.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III

NFPA 1021, 2009 EDITION

REVISED 7/1/2012

6.7 Health and Safety

JPR: FO-III – 20

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.7.1 NFPA 1021, 2009 Edition		TASK: 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.			
PERFORMANCE OUTCOME: The candidate shall develop a measurable accident and injury prevention program in which the candidate uses evaluative methods, analyzes data, and communicates both orally and in writing.					
CONDITIONS: Given department policies and procedures as well as local and national data, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Evaluate current policies and procedures for effectiveness of the department's accident and prevention program.				
2.	Develop a measurable accident and injury prevention program based on data analysis in the review process.				
3.	Ensure programs validity through an established data collection system which includes maintaining permanent records of all accidents, injuries, illnesses or deaths related to duty assignments.				
4.	Establish a reporting system in which program effectiveness can be communicated to department members, both orally and in writing, without affecting personnel privacy.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)

Date

Candidate

Date

Re-Test Supervisor/Proctor

Date

Re-Test Candidate

Date



FIRE OFFICER III

NFPA 1021, 2009 EDITION

REVISED 7/1/2012

6.8 Emergency Management

JPR: FO-III – 21

Candidate: _____

Date: _____

ID#: _____

STANDARD: 6.8.1 NFPA 1021, 2009 Edition	TASK: Develop a plan for the integration of fire services resources in the community's emergency management plan, given the requirements of the community and the resources available in the fire department, so that the role of the fire service is in compliance with local, state/provincial, and national requirements.				
PERFORMANCE OUTCOME: The candidate shall develop a plan for the integration of fire services resources in the community's emergency management plan in which the candidate demonstrates familiarity with emergency management inter-agency planning and coordination while communicating orally and in writing.					
CONDITIONS: Based on laws, regulations, policies and procedures pertaining to local, state, and federal emergency operations plans, the candidate shall:					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identify and define the roles and responsibilities of the agency during large-scale emergencies under the existing emergency operations plan.				
2.	Identify potential shortfalls within the agency for training, equipment, exercises, or cooperative agreements to meet existing hazards within the response area.				
3.	Justify the agency's roles and responsibilities for disaster response and mitigation efforts or offer recommendations for future improvements.				
4.	Justify the current Emergency Support Functions for the agency or develop improvements for the integration and utilization of fire resources with regional, state, and federal assets during a major disaster incident.				
5.	Disseminate both verbally and in written format the revised emergency operations plan to appropriate local, state, and federal resources, if applicable.				

Supervisor/Proctor/Comments: _____

Supervisor/Proctor (Print & Sign)	Date	Candidate	Date
Re-Test Supervisor/Proctor	Date	Re-Test Candidate	Date