

COLORADO FIRE TRAINING OFFICERS MANUAL

Resources To Assist New Fire Training Officers



**This manual was develop by the
Colorado Fire Training Officers Association
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Colorado Fire Training Officer's Guide for Colorado Training Officers

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Introduction and Purpose

Congratulation you are now the Training Officer. Moving from instructor to Training Officer requires one to take a big picture view of training within your department. You are now the one responsible for the development and ongoing training of your members. Some of us ask for this role and some of us are asked to take this role. Regardless, your role is the same: to ensure that the members of your department have the knowledge, skills and abilities to stay safe and get the job done.

The manual was developed to serve as a reference guide for new and existing training officers. The members of the Colorado Fire Training Officers Association (CFTOA) have filled this manual and their website (www.cftoa.org) with ideas and resources to help you develop a comprehensive and successful training program. An important note is that this manual is not complete. As you develop your skills as a Training Officer, we ask that you provide ideas and resources to this manual.

Your First 100 Days as a Training Officer

The Training Officer has many roles including instructor, educator, leader, motivator, role model, and future leader of the organization. You will have influence over every member of your organization by developing a training program that not only provides the necessary skills but also the necessary attitudes and culture of safety and success.

When you first take over as a Training Officer you may not know where to begin. The following checklist is a starting point to help you focus on some critical tasks in your first 100 days. These are suggestions from experience and depending on the state of your training program some of these steps may be unnecessary.

Your First 100 Days as a Training Officer Check List

Task	Due Date	Done	Notes
Professional Development			
Develop a professional development plan for the next 2 years. This may include becoming a proctor, live fire instructor, Fire Instructor I, II, III etc)			
Understand NFPA standards that impact your job			
Other certifications to consider: EMT, FFII, Fire Officer, CPR Instructor, Higher Wildland Fire Certs (FFT1, Crew Boss)			

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Task	Due Date	Done	Notes
Your Department / Community			
Conduct Training Needs Assessment (see Training Needs Assessment Checklist)			
Review, revise and project your departments training plan for 18 months.			
Review existing training records and system (do they meet NFPA 1401)			
Review department training policies; if none exists work on developing policy.			
Review Department Training Budget			
Review staff certification levels and expiration dates			
Review the initial testing and renewal process for your department's level of EMS care.			
Develop training on how to safely use your props and buildings			
Make contact with building department to identify buildings in your district that can be trained in before demolition, remodel, or redesign.			
Build a list of training websites, Internet videos, and subscribe to the online training sections of the trade magazines.			
List the online National Fire Academy (NFA)/National Incident Management System (NIMS) courses that your members are required/desired to have. Review the online course process.			NIMS - https://training.fema.gov/is/nims.aspx NFA - http://www.usfa.fema.gov/training/nfa/courses/online.html
Review any safety officer certifications your department uses and what renewals need.			
Identify people within your department that can oversee training topics (fire, wildland, EMS, hazmat, rope rescue, etc)			
Create resource to help recruits understand your training program and requirements			

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Task	Due Date	Done	Notes
Create standard template for training plans, if needed			
Review ICS forms and consider implementing them for use in training.			
Your Surrounding Area			
Identify a regional training officer group; if none exists consider starting one.			
Identify local proctors			
Find a mentor			
Identify local and regional instructors and their areas of expertise.			
Identify local wildland coordinators meeting			
Statewide Level			
Attend a CFTOA Meeting			
Join CFTOA			
Review CFTOA website, familiarize yourself with the information available on the site			
Review access to local wildland classes and the Colorado Wildland and Incident Management Academy offerings in January and June (http://www.cwfima.com/)			
Division of Fire Prevention and Control (DFPC)			
* If your department is credentialed by CMCB, contact CMCB for credentialing requirements. If your department is not currently credentialing firefighters, consider joining the volunteer certification program through DFPC			
Contact DFPC and become your department's Point of Contact			
Get access to online certification system			
Familiarize yourself with DFPC programs			
Initial Certification			
Recertification			
Renewals / Reinstatement			
Review DFPC website, familiarize yourself with the information available on the site			
Get to know DFPC staff			

Needs Assessment

The purpose of a needs assessment is to understand the true needs of your department so that you can develop and prioritize your training program. The best place to start is with the previous training officer so you have a clear understanding of where the training program is today and how it developed to this point. Attempting to implement change without understanding the past can lead to conflict and reinventing the wheel.

Once you understand how the department got to where it is today, you can develop a plan for how it should move into the future. Appendix A is a Training Needs Assessment guide to help you evaluate the state of your training program. The guide is intended to focus your attention on the services your department offers and the training needed to perform those services. The needs assessment process can be daunting which is why it is important to include members in the effort.

Creating the Training Plan

Now that you understand your training needs, it is time to develop the training plan. How you construct your training plan will be dependant on type of department (career, combination or volunteer), available training times (once a week, once a month, every shift, etc), available instructors, available facilities, weather considerations, etc.

The first step is to list all the trainings you are required to provide, those that are critical to meet the needs of the community, and those you want to provide your members. This may be the final list you develop in the Training Needs Assessment process. The list may exceed your available training slots, which is one reason to sketch out 2-3 years at a time. However, don't be afraid to take small bits, every step is a step in the right direction. It is also helpful to request input from your Chief and officer corps when prioritizing the list. This helps get buy in on your training program from the department leadership.

Once you have an outline of what trainings will be conducted when, you need to find instructors. The Training Officer does not need to be the main instructor. Teaching is the best way to develop others abilities in instruction, training methodology, and can provide a fresh perspective on your training program. The lesson plans or outlines that you develop should help ensure that the instructors understand your goals for the training and should help direct the instructor's efforts. There are many lesson plan templates available if you do not have one, check out the resources section on the CFTOA website (www.cftoa.org).

Finally, do not forget to develop an evaluation tool for the students, for the instructors and for the class as a whole. Evaluations are the best way to determine the effectiveness of your training program and your instructors. Again, if you do not have evaluation tools, you can find resources at cftoa.org.

Associations and Organizations You Should Know

There are a number of organizations that influence the Training Officer position. These are organizations that outline training requirements, offer training, and are resources for training development, instructor development and training ideas.

Colorado Fire Training Officer Association (CFTOA)

The CFTOA is a network of training officers from across the state. They hold business meetings the second Friday of every odd-numbered month, and all members are invited to attend. These events are opportunities for you to meet other training officers, share ideas and learn what other fire departments are doing with training. You'll also learn about changes occurring at the Division of Fire Prevention and Control regarding certification rules, requirements and process. In addition, the CFTOA sends out emails announcing training opportunities across the state. To join CFTOA, visit their website at <http://cftoa.org/index.php>. There is a fee to become a member.

Colorado Division of Fire Prevention and Control (DFPC)

The DFPC is responsible for managing Colorado's voluntary certification programs. Participation in this program promotes consistency in firefighter knowledge, skills and abilities across the State. Training Officers should download and become familiar with the Certification Policy and Procedure Manual for details on how to comply with the requirements of the program. The manual provides information on certification management, certification requirements and references, and setting up the written and practical exams. The Manual can be downloaded at <http://dfs.state.co.us/programs-2/emergency-management/certification-programs>.

National Fire Academy (NFA)

The NFA serves as the US Fire Administration's focal point for advancing the training and professional development of emergency responders. The NFA offers free training for firefighters via their online courses, at their headquarters in Emmitsburg, MD, and through partnerships with local and state agencies, such as the Division of Fire Prevention of Control. Check out their website at <http://www.usfa.fema.gov/training/nfa/> to find course catalogs and schedules. Every firefighter is provided one stipend per year to attend a class at the NFA. This stipend includes travel, lodging, and course registration and materials. The department is only required to pick up the cost of meals (approximately \$160 for a 6-day class).

National Wildland Coordinating Group (NWCG)

The NWCG provides leadership to the wildland fire community regarding training, standards, equipment, firefighting qualifications, and other wildland fire functions. NWCG's Training and Qualifications section develops professional training packages, which provide a solid training foundation and enhanced training experience to the wildland fire community. Visit their website at

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<http://training.nwccg.gov/index.html> for more information.

National Fire Protection Association (NFPA)

The NFPA is a nonprofit organization whose mission is to “*reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating consensus codes and standards, research, training, and education.*” They publish the consensus standards that our state certification process follows. On the NFPA website, you can access all of their standards for free. You can also order hard copies. The NFPA website also offers public education resources and professional development opportunities. To learn more about NFPA, visit their website at <http://www.nfpa.org>.

National Fallen Firefighters Foundation

The mission of National Fallen Firefighters Foundation is to honor and remember America's fallen fire heroes, to provide resources to assist their survivors in rebuilding their lives, and work within the Fire Service Community to reduce firefighter deaths and injuries. To meet their mission to reduce firefighter deaths and injuries they have developed a series of training programs under the Everyone Goes Home banner (<http://www.everyonegoeshome.com/>).

Colorado Community Colleges

Within Colorado there are a number of community colleges that provide training in fire science. These colleges provide a multitude of training opportunities for your firefighters. Below is a list of some of the colleges, the CFTOA website includes a more comprehensive list.

1. **Aims Community College** – Greely, CO
Fire Science - <http://www.aims.edu/academics/fire-science/>
Emergency Medical Services - <http://www.aims.edu/academics/ems/>
2. **Colorado Mountain College** (Aspen, Breckenridge, Buena Vista, Carbondale, Edwards, Glenwood Springs, Leadville, Rifle, Spring Valley, Steamboat Springs – Programs vary by campus)
Fire Science and Emergency Medical Services - http://coloradomtn.edu/programs/?wdt_column_filter%5BInterest%20Area%5D=EMT%20%26%20Fire%20Science
3. **Front Range Community College** (Boulder, Larimer, Westminster)
Emergency Medical Services - <https://www.frontrange.edu/programs-and-courses/academic-programs/emergency-medical-services-emt>
4. **Red Rocks Community College** – Golden, CO
Fire Science - <http://www.rrcc.edu/fire-science>
Emergency Management and Planning - <http://www.rrcc.edu/emergency-management-planning>
Emergency Medical Services - <http://www.rrcc.edu/emergency-medical-services>

Others

- 1. International Society of Fire Service Instructors (ISFSI)**
The ISFSI leads fire and EMS instructors in their efforts to reduce firefighter fatalities and injuries, increase firefighter safety and improve the profession through education and training.
Website: <http://isfsi.org/>

- 2. National Volunteer Fire Council (NVFC)**
NVFC is the leading nonprofit membership association representing the interests of the volunteer fire, EMS, and rescue services. The NVFC serves as the voice of the volunteer in the national arena and provides invaluable tools, resources, programs, and advocacy for first responders across the nation.
Website: <http://www.nvfc.org/>

- 3. US Fire Administration Library**
The U.S. Fire Administration's Library provides information and resources on fire, emergency management and other all-hazards subjects. With a collection of more than 208,000 books, reports, audiovisual materials and indexed articles, the Library is home to one of the most comprehensive collections of materials relating to the fire service and emergency management. Although the physical library isn't open to the general public, anyone can search the Library's online catalog, which provides bibliographic access to the collection, and direct access to 30,000+ titles. We may also be able to help you obtain our materials via Inter Library Loan if you are not on the National Emergency Training Center campus.
Website: <http://www.usfa.fema.gov/data/library/>

- 4. Association for Talent Development (ATD)**
ATD, formerly American Society of Training and Development (ASTD), is the world's largest association dedicated to those who develop talent in organizations. These professionals help others achieve their full potential by improving their knowledge, skills, and abilities. Although not fire specific, ATD provides resources including research, analysis, benchmarking, online information, books, and other publications, for professionals focused on developing the knowledge, skills, and abilities of others.
Website: <https://www.td.org/>

- 5. Regional Associations**
Contact other fire departments in your area to see if a formal or informal group meets to share training ideas and programs. If not, consider starting such a group.

Training Program Guidelines

Ensuring training compliance can seem to be overwhelming. There are many agencies / organizations that impact the content of your training program. It is your job to become familiar with the various agencies / organizations and their associated laws, rules, and/or consensus standards that influence fire service training. Below is a brief overview of some of these agencies / organizations.

National Fire Protection Association (NFPA)

NFPA standards identify minimum job performance requirements for a variety of positions in the fire service. NFPA 1001 Standard for Fire Fighter Professional Qualifications addresses requirements for structural firefighters whereas NFPA 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents addresses hazardous materials responders. The use of minimum training standards for each position ensures your firefighters are qualified to perform their assigned tasks.

In addition, NFPA 1500 Standard on Fire Department Occupational Safety and Health Program outlines general requirements for a training program as well as stating how frequently individuals should train. Members are required to show proficiency in the areas in which they will perform and an appropriate level of training must be done to maintain that proficiency. A list of NFPA standards the Training officer should be familiar with is located in Appendix B.

Insurance Services Organization (ISO)

To help establish appropriate fire insurance premiums for residential and commercial properties, insurance companies need reliable, up-to-date information about a community's fire-protection services. ISO provides that information through the Public Protection Classification (PPC™) program.

By classifying communities' ability to suppress fires, ISO helps the communities evaluate their public fire-protection services. The program provides an objective, nationwide standard that helps fire departments in planning and budgeting for facilities, equipment, and training. One criteria used to classify departments is related to the amount and level of training conducted within the fire department. Below is a summary of the items ISO considers when reviewing a community's training for firefighters.

- **Training facilities:** Do they have a Drill tower, live fire training structure (including smoke room), and/or 2-acre training area
- **Use of facilities:** 18 hours per year per firefighter (for maximum credit)
- **Company training:** 16 hours per member per month (for maximum credit)
- **Classes for officers:** Certification of all officers and 12 hours per year of continuing education for all officers (for maximum credit)
- **New driver and operator training:** Classes for new drivers and operators, 60 hours (for maximum credit)
- **Existing driver and operator training:** Classes for new drivers and operators, 12 hours (for maximum credit)
- **Training on hazardous materials:** 6-hour session per member per year

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(for maximum credit)

- **Recruit training:** 240 hours per recruit in the first year (for maximum credit)

Fire and Police Pension Association (FPPA)

FPPA was established January 1, 1980 and administers a statewide multiple employer public employee retirement system providing defined benefit plan coverage (The Statewide Defined Benefit Plan) as well as death and disability coverage (the Statewide Death and Disability Plan) for police officers and firefighters throughout the State of Colorado. The Association also administers local defined benefit pension funds for police officers and firefighters hired prior to April 8, 1978 whose employers have elected to affiliate with the Association and for volunteer fire defined benefit plans.

Standard Operating Procedures (SOP) / Standard Operating Guidelines (SOG)

Review your departments SOPs or SOGs to determine your departments training requirements. If you do not have training related SOPs/SOGs, ask other fire departments or a quick web search will bring up a number of examples from fire departments around the county. Other resources for sample SOPs/SOGs can be found at the following:

IAFC - <http://www.iafc.org/micrositeVCOSorg/Resources/SOPlist.cfm>

Fire Engineering - <http://www.fireengineering.com/leadership/legal/policy-bank.html?cmid=EnlFireEngWeeklyFebruary162015>

Colorado Division of Fire Prevention and Control (CDFPC) Certification Program

The CDFPC Certification Policy and Procedure Manual outlines the requirements for initial certification and renewals. You can download the Manual from <https://sites.google.com/a/state.co.us/dfpc/programs-2/emergency-management/certification-programs/proctor-resources>.

Insurance Requirements (VFIS, etc.)

Check with your insurance carrier to see if they have any training requirements associated with your policy. For example, some insurance companies require annual sexual harassment or violence in the workplace training, etc.

Occupational Safety and Health Administration (OSHA)

OSHA regulations are set forth in Title 29 of the Code of Federal Regulations (CFR). State and local government agencies are not subject to regulations established by Federal OSHA. However, some states choose to operate their own program are required by Federal law to cover state and local government. Colorado does not have a state OSHA program. Even though OSHA regulations may not apply to your fire department, all departments should make every effort to comply with OSHA standards since they can be effective in protecting the health and safety of rescuers.

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29 CFR 1910.156 Fire Brigades outlines training requirements for firefighters covered under OSHA. 29 CFR 1910.156 does not contain specific training and education requirements but states:

(c)(1): The employer shall provide training and education for all fire brigade members commensurate with those duties and functions that fire brigade members are expected to perform. Such training and education shall be provided to fire brigade members before they perform fire brigade emergency services. Fire brigades leaders and training instructors shall be provided with training and education which is more comprehensive than that provided to the general membership of the fire brigade.

(c)(2): the employer shall assure that training and education is conducted frequently enough to assure that each member of the fire brigade is able to perform the member's assigned duties and functions satisfactorily and in a safe manner so as not to endanger fire brigade members or other employees. All fire brigade members shall be provided with training at least annually. In addition fire brigade members who are expected to perform interior structural fire fighting shall be provided with an education session or training at least quarterly.

Unlike other OSHA standards, 29 CFR 1910.120 Hazardous Materials Operations covers all firefighters regardless of status. This standard establishes procedures and requirements for emergency response to hazardous materials incidents. In the EPA Superfund Amendments and Reauthorization Act (SARA) of 1986, Congress required EPA to make this standard mandatory for state and local government employees in states that do not have an OSHA state plan (The EPA regulation appears in 40 CFR 311). Therefore, unlike other OSHA standards, the requirements for this standard apply to all firefighters (paid or volunteer) in all states (OSHA and non-OSHA states). This standard is also referenced in NFPA standards 472 and 473.

Reprinted in part from <http://www.nvfc.org/hot-topics/osha-standards>

Documentation / Recordkeeping

A critical part of the training officer function is to maintain complete and accurate records of the training program. If you do not have a training form you should create one. The purpose of the report is to capture all the data, which validates the goals and effectiveness of your training program. Proper documentation, as outlined in NFPA 1401, provides a roadmap to your record keeping system.

Minimum data to include in a training report:

- Date, Time and Location
- Instructors
- Students
- Goals and objectives
- Equipment used
- Detailed narrative of the training

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- Evaluation method and results

Records you need to maintain

- Individual records for your members showing certifications, trainings attended and hours, and test scores
- Department records include training calendars, proficiencies, certifications, hours

Budgeting

Take time to learn how your department develops the annual budget. Training Officers must know exactly how much money has been budgeted for training and should be involved in the annual budget process. The budget will determine what you can and cannot do with your training program. Planning your budget will be directly related to the needs you identified through the Needs Analysis process. Do you have the funds to meet the needs you identified? If not, you must prioritize those needs based on funds available.

In addition to the normal funding streams (taxes, pancake breakfast, etc) you should become familiar with the grant opportunities. For example, DFPC has access to funds that support hazardous materials classes. Applying for grants can be a time consuming process and it may be beneficial to hire a professional grant writer.

Additional Resources

You can find this manual and a host of other resource on the CFTOA website. The website provides best practices, training ideas, FAQs as submitted by Training Officers from around the state. This is where your peers look for idea and post what has worked for them. As you develop your program remember you are not alone. None of the issues you encounter are unique only to your department. The members that submit to this website have seen or are struggling with the same issues and may have the answer you are need for your training program.

Books you may want to add to your library (this is not a comprehensive list, please add books you've found helpful to the resources section of the CFTOA website)

- *ISFSI Training Officer's Desk Reference 2016* Jones and Bartlett Learning
- Spaulding, Dan *How to Teach Adults 2014* Jossey-Bass
- IFSTA Fire and Emergency Services Instructor, 8th Edition

Conclusion

You need to be the champion of training in your department. You are the advocate for the safety of your members. Use the information and resource available here. In addition, take the time to upload your successful training ideas so that others can benefit from your experience as you have benefitted from theirs. Good Luck - you've taken on a pivotal role and your members count on you to ensure they are ready for anything.

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APPENDIX A: TRAINING NEEDS ASSESSMENT

The following table is meant to be a guide to help you develop a Training Needs Assessment. This guide is a starting point to help you understand where your training program is today and where you want to see it go in the future.

Question	Items to Consider	Response
Section 1: District Overview		
Describe your District	Demographics, area covered, number of members, stations, apparatus, etc.	
Section 2: Hazard Identification		
What occupancies / infrastructure / natural features exist in our District?	<p>Target Hazard Occupancies*</p> <p>Industrial facilities Churches/Schools/Places of Assembly Prisons Medical / Residential Facilities</p> <p>Geographic Hazards</p> <p>Wildland Urban Interface Water Bodies / Rivers / Streams Agriculture</p> <p>Infrastructure Hazards</p> <p>Pipelines Interstates/Highways</p> <p>Other Occupancies</p> <p>Residential Businesses Etc.</p> <p><small>*Target Hazard Occupancies are those that pose a potential for large loss of life or property due to hazardous materials, significant fire load or concentrated populations.</small></p>	
What do you respond to?	Review your call data and determine what types of calls you responds to most, what are your high risk calls. Use that data to help identify your hazards.	
Section 3: Services		
What services do we offer?	EMS / EMS Transport, Structural Fire Suppression, Extrication Wildland Fire Suppression, Tender Operations, etc	

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Question	Items to Consider	Response
Do we support any technical response services?	Swift Water, Ice Rescue, High Angle Trench Rescue, Dive Team, Hazardous Materials, etc	
Do our services cover our hazards? If not, do we have mutual aid agreements in place to address those hazards?	Just because you have water bodies does not mean you will have a water rescue team. Developing technical response teams may not be feasible due to cost or training requirements. However, we should plan whom we will call if they are needed.	
Do we train with our mutual /automatic aid departments?	If not, that should be included in the training plan to ensure smooth operations on a large incident.	
Section 4: Training Requirements / Standards		
What are the training needs for the services we provide:	Review NFPA 1001, 1002, 1021, etc to define required skills	
What certifications does our department require?	DFPC FF1, Hazmat Ops etc EMR, EMT, Paramedic	
Does our insurance carrier have training requirements?	CEVO, Blood borne Pathogens,	
Are there any additional training requirements?	FPPA requires 36 hours per year for volunteers to get pension credits. ISO training requirements for max. points.	
Section 5: Gap Analysis		
What training have we done in the past 3 years?	Review your past training calendar	
Of the training needs listed in Section 4, what is missing from our training calendar or has not been touched in awhile?	This identifies the gap between where your training program is and where you want it to be.a	

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APPENDIX B: NFPA CODES RELATED TO TRAINING

Code No.	Code Name
NFPA 472	Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents
NFPA 473	Standard for Competencies for EMS Personnel Responding to Hazardous Materials/Weapons of Mass Destruction Incidents
NFPA 1000	Standard for Fire Service Professional Qualifications Accreditation and Certification Systems
NFPA 1001	Standard for Fire Fighter Professional Qualifications
NFPA 1002	Standard for Fire Apparatus Driver/Operator Professional Qualifications
NFPA 1003	Standard for Airport Fire Fighter Professional Qualifications
NFPA 1005	Standard for Professional Qualifications for Marine Fire Fighting for Land-Based Fire Fighters
NFPA 1006	Standard for Technical Rescuer Professional Qualifications
NFPA 1021	Standard for Fire Officer Professional Qualifications
NFPA 1026	Standard for Incident Management Personnel Professional Qualifications
NFPA 1031	Standard for Professional Qualifications for Fire Inspector and Plan Examiner
NFPA 1033	Standard for Professional Qualifications for Fire Investigator
NFPA 1035	Standard on Fire and Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist and Youth Firesetter Program Manager Professional Qualifications
NFPA 1037	Standard for Professional Qualifications for Fire Marshal
NFPA 1041	Standard for Fire Service Instructor Professional Qualifications
NFPA 1051	Standard for Wildland Fire Fighter Professional Qualifications
NFPA 1401	Recommended Practice for Fire Service Training Reports and Records
NFPA 1402	Guide to Building Fire Service Training Centers
NFPA 1403	Standard on Live Fire Training Evolutions
NFPA 1404	Standard for Fire Service Respiratory Protection Training
NFPA 1407	Standard for Training Fire Service Rapid Intervention Crews
NFPA 1408	Standard for Training Fire Service Personnel in the Operation, Care, Use, and Maintenance of Thermal Imagers
NFPA 1410	Standard on Training for Emergency Scene Operations
NFPA 1451	Standard for a Fire and Emergency Services Vehicle Operations Training Program
NFPA 1452	Guide for Training Fire Service Personnel to Conduct Community Risk Reduction
NFPA 1500	Standard on Fire Department Occupational Safety and Health Program
NFPA 1521	Standard for Fire Department Safety Officer Professional Qualifications
NFPA 1561	Standard on Emergency Services Incident Management System and Command Safety
NFPA 1581	Standard on Fire Department Infection Control Program
NFPA 1582	Standard on Comprehensive Occupational Medical Program for Fire Departments
NFPA 1583	Standard on Health-Related Fitness Programs for Fire Department Members