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State Fire Training

Mission Statement

The mission of State Fire Training is to enable the California fire service to safely protect life and property through education, training, and certification.

California Fire Service Training and Education System

The California Fire Service Training and Education System (CFSTES) was established to provide a single statewide focus for fire service training in California. CFSTES is a composite of all the elements that contribute to the development, delivery, and administration of training for the California Fire Service. The authority for the central coordination of this effort is vested in the Training Division of the California State Fire Marshal's Office with oversight provided by the State Board of Fire Services.

The role of CFSTES is one of facilitating, coordinating, and assisting in the development and implementation of standards and certification for the California fire service. CFSTES manages the California Fire Academy System by providing standardized curriculum and tests; accredited courses leading to certification; approved standardized training programs for local and regional delivery; administering the certification system; and publishing Career Development Guides, Instructors Guides, Student Manuals, Student Supplements, and other related support materials.

This system is as successful and effective as the people involved in it are. It is a fire service system developed by the fire service, for the fire service... and we believe it is the best one in the country.

Acknowledgments

State Fire Training coordinated the development of the material contained in this guide. Before its publication, the Statewide Training and Education Advisory Committee (STEAC) and the State Board of Fire Services (SBFS) recommended this guide for adoption by the State Fire Marshal (SFM). This guide is appropriate for fire service personnel and for personnel in related occupations that are pursuing State Fire Training certification.

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Director of CAL FIRE

Tonya Hoover
Acting State Fire Marshal

Vacant
Assistant State Fire Marshal

Mike Richwine
Chief, State Fire Training

Ronny Coleman
Chair, STEAC
Special acknowledgement and thanks are extended to the following member of State Fire Training for her diligent efforts and contributions that made the final publication of this document possible.

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<th>Alicia Hamilton</th>
<th>Fire Service Training Specialist III</th>
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The material contained in this document was compiled and organized through the cooperative effort of numerous professionals within, and associated with, the California fire service. We gratefully acknowledge the individuals who served as principal developers for this document.

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<tr>
<th>Steve Brassfield</th>
<th>Stephen Horner</th>
<th>Ron Martin</th>
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<tr>
<td>Napa Fire Department</td>
<td>Santa Ana Fire Department</td>
<td>Contra Costa County Fire Protection District</td>
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<tr>
<th>Mike Bryant</th>
<th>Mike Jennings</th>
<th>Tom Pambianco</th>
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<td>Los Angeles County Fire Department</td>
<td>Murrieta Fire Department</td>
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<th>Rich Cabral</th>
<th>Mary Jennings</th>
<th>Mark Romer</th>
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<td>Fresno Fire Department</td>
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<td>Roseville Fire Department (Retired)</td>
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<th>Dan Coffman</th>
<th>Wolfgang Knabe</th>
<th>Kevin Spellman</th>
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<td>California Fire Technology Directors</td>
<td>Fullerton Fire Department</td>
<td>San Rafael Fire Department</td>
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<th>Kevin Conant</th>
<th>Gary Lane</th>
<th>Bill Vandevort, Cadre Leader</th>
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<td>San Jose Fire Department</td>
<td>North County Fire Protection District</td>
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<th>Bret Davidson</th>
<th>Bruce Martin</th>
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<td>Rancho Santa Fe Fire Protection District</td>
<td>Fremont Fire Department</td>
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"We gratefully acknowledge the hard work and accomplishments of those before us who built the solid foundation on which this program continues to grow."
Introduction

A Certification Training Standards (CTS) Guide is developed for each rank in the fire service – fire fighter, driver/operator, fire instructor, fire officer, etc. The CTS Guide lists every responsibility a person is expected to complete and a student performance goal that includes a measurable minimum performance standard. In addition, a comprehensive list of reference resources is provided. The CTS Guide has several valuable uses:

1. It is the foundation for the certification programs recommended for adoption by the SBFS. Any certification program must be based upon job-related knowledge and measurable objectives.

2. It provides measurable minimum performance standards. The validity and reliability of fire service entrance and promotional examinations can be more easily defended when such measurable standards are utilized.

   These performance standards will need to be augmented by additional training in order to master the knowledge and skills needed for specialized operations.

3. It lists a variety of reference resources that may be studied in order to enhance job performance. A student can be confident that any eventual testing will be based upon the authoritative resources being studied. It is this fostering of individual confidence and initiative, which may become the most important accomplishment of the CTS Guide.

Format

The following is the standardized format for a Certification Training Standards Guide.

Title

The title should be written as concise as possible and provides the first indication that the standard is cognitive, psychomotor, or both. This indication is accomplished by using corresponding verbs. A task title might be, "Describe and Demonstrate the Use of Ropes." This shows that there are both cognitive and psychomotor requirements.

Authority

Each CTS is keyed, when possible, to a subsection of the appropriate National Fire Protection Association (NFPA) Professional Qualifications. Because of this correlation between the CTS Guide and the NFPA standard, it can be said that each fire service position in California's certification system meets or exceeds the corresponding NFPA standard.

In order to achieve this and satisfy the desired performance for California fire service personnel, a standard that the NFPA has designated for a particular level (Fire Officer V for example) may be included in California's Fire Officer requirements. Moreover, in some instances, because of repetition in the NFPA standard, several subsections might be cited for a single CTS.
In other instances, California may have a requirement that has been overlooked or neglected by the NFPA. When there is no NFPA subsection in the standard to cite, the authority requiring the standard, or a performance within the standard, is listed. In these cases, the authority cited is the State Fire Marshal and the requirements are printed in italics.

**Level**

Two levels of learning are used in a CTS Guide. These levels are defined as:

**Level I: Knowledge**

The ability to recall or recognition of previously learned material (facts, theories, etc.) in essentially the same form as taught. Students will be able to name, match, list, and identify a concept, principle, or object.

**Level II: Comprehension**

The ability to use information within a limited context, use abstractions in particular situations, and break information into its parts to clarify relationships. Students will be able to describe and demonstrate the use of an identified concept, principle, or object.

**Performance Goal**

The heart of the CTS Guide is contained in the performance goals. They attempt to specifically measure what a student knows or is capable of doing at the end of the instructional period by defining the amount of technical knowledge required or the skill of the psychomotor performance. The performance goal provides the instructor or testing agency with these guidelines.

4. What the student should be given to accomplish the CTS.

5. What the student should be able to accomplish.

6. How well the student should perform.

7. The authoritative reference resources being employed.

**Given**

Technically, the performance goal differs from a student behavioral objective (in a lesson plan) because the "Given" or "Condition" sections are not the same. In a behavioral objective, the "Condition" contains what the student is given at the time of testing. In a performance goal, the "Given" contains a block of information necessary for a student to study and accomplish the corresponding performance.

**Performance**

The "Performance" section of the performance goal lists, in detail, what a student must accomplish in order to satisfy the CTS. To cut down on the sheer size of the CTS Guide, the many details included in the "Performance" section precluded the necessity of writing a series of task analyses on closely related subjects.
For example, when talking about leadership styles, it became possible to write:

<table>
<thead>
<tr>
<th>1. Describe leadership styles, which, at a minimum, shall include:</th>
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<tr>
<td>• Command presence</td>
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<td>• Concepts</td>
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<td>• Models</td>
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<td>• Theories</td>
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Generally, but not always, each numbered item in the "Performance" is a job. Sometimes, however, many jobs are included in a single numbered item. In this case, each bullet represents a single job.

**Standard**

The "Standard" section of the performance goal identifies how the student will be evaluated. For cognitive requirements, the standard will be with a minimum 80% accuracy on a written exam. For psychomotor requirements, the standard will be by completing all operations on a performance test. In the cases where the CTS has both psychomotor and cognitive performance goals, the standard will list both the written exam and a performance test.

**Learning Resources**

A list of available authoritative reference resources supporting the performance goal.
SECTION 1: HUMAN RESOURCE MANAGEMENT

CO 1-1: PRINCIPLES OF LEADERSHIP FOR THE COMPANY OFFICER

PERFORMANCE GOAL

GIVEN:
1. A summary of the principles of leadership
2. A summary of the elements of personal leadership philosophy
3. A summary of the concepts of leadership ethics
4. A summary of the considerations for applying leadership skills
5. A summary of concepts and methods used for effective team building
6. A summary of the theories and methods for facilitating change

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the principles of leadership, which at a minimum shall include:
   - Assessing qualities and values of leaders and followers
   - Expectations of a follower
   - Historical review of leaders and leadership
   - Knowledge, skills, and abilities of leaders
   - Leadership theories
   - Transitioning from follower to leader
2. Describe the elements of personal leadership philosophy, which at a minimum shall include:
   - Elements of personal leadership
   - Identification of personal values
   - Understanding the importance of self in leadership
3. Describe the concepts of leadership ethics, which at a minimum shall include:
   - Consequences of being ethical
   - Ethical decision making concepts
   - Ethical issues in the fire service
4. Describe the considerations for applying leadership skills, which at a minimum shall include:
   - Communicating written and verbal orders
   - Empowerment and delegation
   - Organizational mission, vision, and communication
   - Situational leadership
5. Describe the concepts and methods used for effective team building, which at a minimum shall include:
   - Coaching and mentoring procedures to maximize individual and company performance
   - Concepts of management philosophy to achieve group cooperation
FIRE OFFICER CERTIFICATION TRAINING STANDARDS

SECTION 1: HUMAN RESOURCE MANAGEMENT FOR THE COMPANY OFFICER

- Fostering team building
- Methods for building an effective team
- Methods for resolving conflict resolution

6. Describe the theories and methods for facilitating change, which at a minimum shall include:
   - Accomplishing organizational change
   - Defining change
   - Leadership roles in managing transitions
   - The stewardship of trust

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 1-2: THE COMPANY OFFICER'S SUPERVISORY ROLE AND RESPONSIBILITIES

| AUTHORITY: | STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |

**PERFORMANCE GOAL**

**GIVEN:**

1. A summary of the roles and responsibilities of the company officer
2. A summary of the transition from follower to leader
3. A summary of the differences between leading and managing
4. A summary of methods for setting goals
5. A summary of techniques for communicating the organization's mission, vision, and values
6. A summary of managing transitions
7. A summary of ethical decision-making concepts

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*

1. Describe the roles and responsibilities of the company officer
2. Describe the transition from follower to leader
3. Describe the differences between leading and managing
4. Describe the methods for setting goals
5. Describe the techniques for communicating the organization's mission, vision, and values
6. Describe managing transitions
7. Describe ethical decision-making concepts

**STANDARD:**

By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 1-3: THE COMPANY OFFICER’S LEGAL RESPONSIBILITIES RELATING TO HUMAN RESOURCES

GIVEN:
1. A summary of the company officer's legal responsibilities relating to human relations
2. An administrative situation requiring action

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the company officer’s legal responsibilities relating to human relations, which at a minimum shall include:
   - Affirmative Action (AA)
   - Americans with Disabilities Act (ADA)
   - Civil Rights Act
   - Cultural diversity
   - Due process (Skelley)
   - Equal Employment Opportunity (EEO/EEOC)
   - Fair Labor Standards Act (FLSA)
   - Family Medical Leave Act (FMLA)
   - Fire Fighter Bill of Rights
   - Hostile work environment
   - Sexual harassment
   - Worker’s compensation

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 1-4: THE COMPANY OFFICER’S ROLE IN COMMUNICATION

| AUTHORITY: | STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the communication model (cycle)
2. A summary of formal communication
3. A summary of informal communication
4. A summary of factors that affect communication
5. A summary of public speaking principles and techniques
6. A summary of the importance of communication etiquette
7. A summary of communication mediums
8. A summary of the principles of effective writing

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the communication model (cycle)
2. Describe and demonstrate formal communication, which may include:
   - Orders and directives
   - Standard operating procedures
   - Written policies and procedures
3. Describe informal communication
4. Describe and demonstrate factors that affect communication, which may include:
   - Company officer-subordinate relationship
   - Company officer-victim rapport
   - Cultural and semantic barriers
   - Difference between listening and hearing
   - Emotional context
   - Physical barriers
5. Describe and demonstrate public speaking, which may include:
   - Media relations
   - News/press release
   - Presentations
6. Describe the importance of communication etiquette
7. Describe communication mediums, which may include:
   - Letters/memorandum/email
   - Radio
   - Telephones/cell phones
8. Describe and demonstrate the principles of effective writing

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 1-5: ASSIGNING TASKS OR RESPONSIBILITIES TO COMPANY MEMBERS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.2.1, 4.2.2, 4.2.3, AND 4.2.6

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** VERBAL COMMUNICATIONS DURING EMERGENCY INCIDENTS AND UNDER NONEMERGENCY SITUATIONS, TECHNIQUES USED TO MAKE ASSIGNMENTS UNDER STRESSFUL AND ROUTINE SITUATIONS, AND METHODS OF CONFIRMING UNDERSTANDING. PRINCIPLES OF SUPERVISION AND BASIC HUMAN RESOURCE MANAGEMENT.

**REQUISITE SKILLS:** THE ABILITY TO CONDENSE AND ISSUE INSTRUCTIONS FOR FREQUENTLY ASSIGNED UNIT TASKS BASED ON TRAINING AND STANDARD OPERATING PROCEDURES. THE ABILITY TO DISTRIBUTE ISSUE-GUIDED DIRECTIONS TO UNIT MEMBERS DURING TRAINING EVOLUTIONS. THE ABILITY TO PLAN AND TO SET PRIORITIES.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of verbal communications under emergency and nonemergency incidents
2. A summary of techniques used to make assignments of stressful situations
3. A summary of methods of confirming assignments are understood
4. A summary of condensing instructions for frequently assigned tasks based on training and standard operating procedures
5. A summary of the principles of supervision and basic human resource management
6. A summary of how to plan and set priorities
7. A summary of training policies and procedures
8. A list of projects and tasks and the job requirements of subordinates
9. An assignment at an emergency incident
10. An assignment under nonemergency conditions at a station or other work location
11. An assignment during a training evolution

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Assign tasks or responsibilities to company members at both an emergency incident and under nonemergency conditions, which at a minimum **shall** include:
   - Complete, clear, and concise instructions
   - Desired outcomes are conveyed
   - Direct company members during a training evolution so that the evolution is performed in accordance with safety plans, efficiently, and as directed.
   - Safety considerations are addressed
2. Coordinate the completion of assigned tasks and projects by company members, which at a minimum **shall** include:
   - Assignments are prioritized
   - A plan for the completion of each assignment is developed
   - Company members are assigned to specific task
Company members are both supervised during and held accountable for the completion of the assignments

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 1-6: DESCRIBE AND DEMONSTRATE ACTIONS TO MAXIMIZE COMPANY MEMBER PERFORMANCE

AUTHORITY: NFPA 1021 STANDARD FOR FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.2.4, 5.2.1
LEVEL OF LEARNING: II
REQUISITE KNOWLEDGE: THE SIGNS AND SYMPTOMS OF MEMBER-RELATED PROBLEMS, CAUSES OF STRESS IN EMERGENCY SERVICES PERSONNEL, ADVERSE EFFECTS OF STRESS ON THE PERFORMANCE OF EMERGENCY SERVICE PERSONNEL, AND AWARENESS OF AHJ MEMBER ASSISTANCE POLICIES AND PROCEDURES.
HUMAN RESOURCE POLICIES AND PROCEDURES, PROBLEM IDENTIFICATION, ORGANIZATIONAL BEHAVIOR, GROUP DYNAMICS, LEADERSHIP STYLES, TYPES OF POWER, AND INTERPERSONAL DYNAMICS.
REQUISITE SKILL: THE ABILITY TO RECOMMEND A COURSE OF ACTION FOR A MEMBER IN NEED OF ASSISTANCE.
THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING, TO SOLVE PROBLEMS, TO INCREASE TEAM WORK, AND TO COUNSEL MEMBERS.

PERFORMANCE GOAL

GIVEN:
1. A summary of coaching and mentoring techniques
2. A summary of interview techniques
3. A summary of counseling techniques
4. A summary of corrective actions that can be used to change behavior
5. A summary of team-building techniques
6. A summary of member assistance AHJ
7. An actual or simulated personnel situation

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe coaching and mentoring techniques
2. Describe interviewing techniques for problem identification
3. Describe counseling techniques
4. Describe corrective actions used to change behavior in company members
5. Describe the techniques used in team building
6. Demonstrate counseling a company member in a simulated personnel situation
7. Describe and demonstrate the application of an member assistance program

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 1-7: THE COMPANY OFFICER’S ROLE IN THE PERFORMANCE EVALUATION PROCESS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 5.2.1, 5.2.2

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** HUMAN RESOURCE POLICIES AND PROCEDURES, PROBLEM IDENTIFICATION, ORGANIZATIONAL BEHAVIOR, GROUP DYNAMICS, LEADERSHIP STYLES, TYPES OF POWER, AND INTERPERSONAL DYNAMICS.

HUMAN RESOURCE POLICIES AND PROCEDURES, JOB DESCRIPTIONS, OBJECTIVES OF A MEMBER EVALUATION PROGRAM, AND COMMON ERRORS IN EVALUATING.

**REQUISITE SKILL:** THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING, TO SOLVE PROBLEMS, TO INCREASE TEAM WORK, AND TO COUNSEL MEMBERS. THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING AND TO PLAN AND CONDUCT EVALUATIONS.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of personnel records and evaluation forms
2. A summary of evaluation methods and techniques
3. A summary of common errors in evaluating
4. A summary of how to conduct a performance evaluation
5. A summary of the development process for a performance improvement plan

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe types of personnel records and evaluation forms
2. Describe evaluation methods and techniques, which at a minimum shall include:
   - Agency policies
   - Human resource policies and procedures
   - Job requirements and descriptions
   - Supervisory notes
3. Describe common errors found in performance evaluations
4. Describe how to conduct a performance evaluation, which at a minimum shall include:
   - Oral and written communication
   - Planning the evaluation
5. Describe the development of a performance improvement plan

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 1-8: FIRE SERVICE LABOR RELATIONS AGREEMENTS

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of fire service labor relations agreements
2. A summary of the advantages and disadvantages of fire service labor relations agreements
3. A summary of what is involved in negotiating an agreement

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe a fire service labor relations agreement, which at a minimum shall include:
   - Definitions
   - Labor and management recognition
   - Pertinent California and federal law
2. Describe the advantages and disadvantages of fire service labor relations agreements
3. Describe what is involved in negotiating an agreement

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CO 1-9: RESOLVING LABOR/MANAGEMENT ISSUES

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of typical labor/management issues
2. A summary of the various processes used in resolving labor/management issues
3. A summary of methods used to deal with grievances

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe typical labor/management issues, which at a minimum shall include:
   - Hours
   - Wages
   - Working conditions
2. Describe the various processes used in resolving labor/management issues
3. Describe the methods used to deal with grievances

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
### CO 1-10: Describe and Demonstrate Creating a Professional Development Plan for a Member of the Organization

<table>
<thead>
<tr>
<th>Authority:</th>
<th>NFPA 1021 Fire Officer Professional Qualifications (2009): Section 5.2.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of Learning:</td>
<td>II</td>
</tr>
<tr>
<td>Requisite Knowledge:</td>
<td>Development of a Professional Development Guide and Job Shadowing.</td>
</tr>
<tr>
<td>Requisite Skill:</td>
<td>The ability to communicate orally and in writing.</td>
</tr>
</tbody>
</table>

#### Performance Goal

**Given:**

1. A summary of methods for developing a professional development plan
2. A summary of minimum qualifications for promotion
3. A summary of educational opportunities available in preparation for promotion
4. A summary of essential job functions
5. A summary of assessment tools used in the promotional process
6. An example of a professional development plan

**Performance:** *(In accordance with department policies and standard operating procedures)*

1. Describe methods for developing a professional development plan
2. Describe the minimum qualifications for promotion, which at a minimum *shall* include:
   - Certifications
   - Education
   - Experience
3. Describe educational opportunities, which at a minimum *shall* include:
   - California Fire Fighters Joint Apprenticeship Committee (CFFJAC)
   - California State Fire Training programs
   - College and university degree programs
   - National Fire Academy programs
   - Training conferences
4. Describe essential job functions and opportunities for job shadowing
5. Describe assessment tools used in the promotional process
6. Create a professional development plan for a company member

**Standard:**

By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CO 1-11: THE COMPANY OFFICER'S ROLE IN THE PROMOTIONAL PROCESS

**AUTHORITY:** STATE FIRE MARSHAL

**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of factors in participating in a planned promotional process
2. A summary of factors in evaluating candidates
3. A summary of scoring methods and considerations

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe factors in participating in a planned promotional process, which at a minimum shall include:
   - Developing and reviewing test components
   - Proctoring and/or administering test components
   - Role playing in simulations
   - Subject-matter expertise
2. Describe factors in evaluating candidates, which at a minimum shall include:
   - Interviewing candidates
   - Observing psychomotor performance
3. Describe scoring methods and considerations

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 2: COMMUNITY AND GOVERNMENT RELATIONS

CO-2-1: COMMUNITY CHARACTERISTICS AND AVAILABLE SOCIAL SERVICES THAT AFFECT THE FIRE DEPARTMENT

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.3.1 – 4.3.3 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | COMMUNITY DEMOGRAPHICS AND SERVICE ORGANIZATIONS, VERBAL AND NONVERBAL COMMUNICATION, AN UNDERSTANDING OF THE ROLE AND MISSION OF THE DEPARTMENT. INTERPERSONAL RELATIONSHIPS AND VERBAL AND NONVERBAL COMMUNICATION. WRITTEN AND ORAL COMMUNICATION TECHNIQUES. |
| REQUISITE SKILL: | FAMILIARITY WITH PUBLIC RELATIONS AND THE ABILITY TO COMMUNICATE VERBALLY. THE ABILITY TO RELATE INTERPERSONALLY AND TO RESPOND TO PUBLIC INQUIRIES. |

PERFORMANCE GOAL

GIVEN:
1. A summary of factors that can affect the needs and behavior of groups within a community
2. A summary of local social service agencies and organizations that may be called to provide service within a community
3. A summary of the role and mission of the department
4. A summary of the role of the company officer in public education
5. An example of a citizen’s concern regarding a specific service
6. A public inquiry
7. A department’s policies and procedures related to requests for services and information

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe how factors can impact the services provided and relations between a group within a community and the fire department
2. Describe local social service agencies and organizations that are available to respond to community needs
3. Describe an appropriate response to a citizen’s concern, with consideration of department policies and procedures
4. Describe the role of the company officer in public education, which at a minimum shall include:
   - Community Emergency Response Teams (CERT)
   - Customer service
   - Defensible space
   - Fire and life safety education
   - Public information and inquiries
   - Risk reduction
   - Trauma Intervention Program (TIP)

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO-2-2: THE BENEFITS OF COOPERATING WITH ALLIED ORGANIZATIONS

<table>
<thead>
<tr>
<th>AUTHORITY:</th>
<th>NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 5.3.1</th>
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<tbody>
<tr>
<td>LEVEL OF LEARNING:</td>
<td>II</td>
</tr>
<tr>
<td>REQUISITE KNOWLEDGE:</td>
<td>AGENCY MISSION AND GOALS AND THE TYPES AND FUNCTIONS OF EXTERNAL AGENCIES IN THE COMMUNITY.</td>
</tr>
<tr>
<td>REQUISITE SKILL:</td>
<td>THE ABILITY TO DEVELOP INTERPERSONAL RELATIONSHIPS AND TO COMMUNICATE ORALLY AND IN WRITING.</td>
</tr>
</tbody>
</table>

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of types and functions of external organizations with the community
2. A summary of the benefits of establishing relationships with external organizations within the community
3. Examples of possible problems and issues within the community

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe the types and functions of external organizations within the community
2. Describe the benefits of establishing relationships with external organizations within the community
3. Describe how possible problems and issues can be resolved by working with external organizations within the community

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 3: Administration

CO 3-1: The Company Officer’s Role in Interpreting and Implementing Department Policies

**Authority:** NFPA 1021 Fire Officer Professional Qualifications (2009): Section 4.4.1

**Level of Learning:** II

**Requisite Knowledge:** Written and oral communication.

**Requisite Skill:** The ability to relate interpersonally and to communicate change in a positive manner.

**Performance Goal**

**Given:**
1. A summary of considerations regarding the implementation of policies
2. A list of policies which may be used by a fire department
3. A summary on how to communicate change in a positive manner
4. An issue that requires a new policy or a change to an existing policy

**Performance:** (In accordance with department policies and standard operating procedures)
1. Describe how a given policy may affect the officer, the crew, and the department
2. Describe why accuracy, clarity, and impartiality are important in interpreting and implementing department policies
3. Demonstrate writing a proposal for a new policy or a change to an existing policy
4. Describe and demonstrate implementing fire department personnel procedures, which at a minimum shall include:
   - Acting pay
   - Compensation
   - Discharge procedures
   - Disciplinary procedures
   - Other benefits
   - Promotions
   - Sick leave
   - Transfers
   - Vacation

**Standard:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 3-2: DEVELOP A DEPARTMENT POLICY OR PROCEDURE

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 5.4.1
**LEVEL OF LEARNING:** II
**REQUISITE KNOWLEDGE:** POLICIES AND PROCEDURES AND PROBLEM IDENTIFICATION.
**REQUISITE SKILL:** THE ABILITY TO COMMUNICATE IN WRITING AND TO SOLVE PROBLEMS.

**PERFORMANCE GOAL**

**GIVEN:**
1. An assignment
2. A summary of considerations regarding the development of policies
3. A summary on how to communicate change in a positive manner
4. An issue that requires the development of a new policy

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Develop a policy or procedure that identifies the problem and proposes a solution

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 3-3: DEVELOP A PROJECT OR DIVISIONAL BUDGET AND PREPARE A BUDGET REQUEST

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.4.3, 5.4.2 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | POLICIES AND PROCEDURES AND THE REVENUE SOURCES AND BUDGET PROCESS. THE SUPPLIES AND EQUIPMENT NECESSARY FOR ONGOING OR NEW PROJECTS; REPAIRS TO EXISTING FACILITIES; NEW EQUIPMENT, APPARATUS MAINTENANCE, AND PERSONNEL COSTS; AND APPROPRIATE BUDGETING SYSTEM. |
| REQUISITE SKILL: | THE ABILITY TO COMMUNICATE IN WRITING. THE ABILITY TO ALLOCATE FINANCES, TO RELATE INTERPERSONALLY, AND TO COMMUNICATE ORALLY AND IN WRITING. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A budget need
2. A summary of revenue sources
3. A summary of the budget process
4. A summary of appropriate budgeting systems
5. A summary of budget schedules and preparation guidelines
6. A summary of how to allocate finances
7. A summary of the supplies and equipment necessary for ongoing or new projects
8. A summary of the repairs to existing facilities
9. A summary of new equipment, apparatus maintenance, and personnel costs
10. A summary of interpersonal relations, verbal and nonverbal communication skills

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Prepare a budget request so that the request is in the proper format and is supported with data
2. Develop a project or divisional budget so that capital, operating, and personnel costs are determined and justified

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 3-4: THE PROCESS OF PURCHASING, INCLUDING SOLICITING AND AWARDING BIDS

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 5.4.3 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | PURCHASING LAWS, POLICIES, AND PROCEDURES. |
| REQUISITE SKILL: | THE ABILITY TO USE EVALUATIVE METHODS AND TO COMMUNICATE ORALLY AND IN WRITING. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of purchasing laws, policies, and procedures
2. A summary of how to use evaluative methods
3. A summary of interpersonal relations, verbal and nonverbal communication skills

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 3-5: DEVELOPING AN ADMINISTRATIVE REPORT

**Performance Goal**

**Given:**
1. A summary of the need for an administrative report to cover trends, variances, justifications, or other related topics
2. A summary of the components of an administrative report
3. A summary on how to gather and interpret data needed for an administrative report
4. Simulated or actual data needed to complete an administrative report

**Performance: (In accordance with department policies and standard operating procedures)**
1. Describe the need for an administrative report to cover trends, variances, justifications, or other related topics
2. Describe the components of an administrative report, which may include:
   - Actions
   - Background (history)
   - Justifications
   - Options
   - Progress
   - Recommendations
   - Statement of the problem or issue (description)
3. Gather and interpret data needed for an administrative report
4. Develop an administrative report for transmittal to a supervisor

**Standard:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 3-6: COMPLETING RECORDS AND REPORTS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.4.2, 4.4.5

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** ADMINISTRATIVE POLICIES AND PROCEDURES AND RECORDS MANAGEMENT.
THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING.

**REQUISITE SKILL:** THE AGENCY’S RECORDS MANAGEMENT SYSTEM.
THE ABILITY TO COMMUNICATE BOTH ORALLY AND IN WRITING.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the purpose and function of records and reports
2. A summary of the appropriate context of most records and reports
3. A summary of the need for and benefits of proper documentation, accuracy, and completeness
4. A summary of the confidentiality and privacy requirements

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the purpose and function of records and reports, which may include:
   - Accident/injury
   - Daily logs and activity reports
   - Exposure
   - Incident reports (NFIRS, PCRs)
   - Inspection records
   - Maintenance and use
   - Personnel
   - Training records
   - Worker’s compensation
2. Describe the needs and benefits of collecting incident response data so that incident response reports are timely and accurate
3. Describe the appropriate context of most records and reports, which at a minimum shall include:
   - Appropriate and descriptive terminology
   - Correct grammar, spelling, and syntax
   - Detailed and organized narrative
   - Only known facts
   - The who, what, when, where, why, and how
4. Develop a report using the appropriate context
5. Describe the need for and benefits of proper documentation, accuracy, and completeness
6. Describe the confidentiality and privacy requirements

**STANDARD:**
By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy
CO 3-7: THE PURPOSE OF EACH MANAGEMENT COMPONENT OF THE ORGANIZATION

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.4.4 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT AND FUNCTIONS OF MANAGEMENT. |
| REQUISITE SKILL: | THE ABILITY TO COMMUNICATE VERBALLY IN A CLEAR AND CONCISE MANNER. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the organizational structure of the department
2. A summary of the functions of management
3. A summary of the purpose and mission of the organization
4. An organization chart

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe the purpose and function of each management component of the organization
2. Describe how each management component clearly identifies the purpose and mission of the organization

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 3-7: DEVELOPING A PLAN TO ACCOMPLISH CHANGE IN THE ORGANIZATION

Given:
1. A summary of various situations that may require change within an organization
2. A summary of common reasons for resistance to change
3. A summary of how to develop a plan to accomplish change in the organization
4. A summary of the methods of implementing change within an organization so that it is delivered in a positive manner

Performance: (In accordance with department policies and standard operating procedures)
1. Describe various situations that may require change within an organization
2. Describe common reasons for resistance to change
3. Develop a plan to accomplish change in the organization
4. Describe the methods of implementing change within an organization so that it is delivered in a positive manner

Standard:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 3-8:  PREPARING A NEWS RELEASE

**PERFORMANCE GOAL**

**GIVEN:**
1. An event or topic
2. A summary of policies and procedures regarding news releases
3. A summary of the format used for news releases
4. Sample news releases

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Prepare a news release so that the information is accurate and formatted correctly

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 4: INSPECTION PROCEDURES

CO 4-1: THE COMPANY OFFICER'S ROLE IN FIRE PREVENTION

**AUTHORITY:** State Fire Marshal
**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of national fire prevention and building codes and ordinances
2. A summary of local fire problems
3. A summary of representative local regulations and/or ordinances for the issuance of licenses or permits
4. A summary of the licenses or permits required for the sale, use, storage, or possession of hazardous materials within the local jurisdiction
5. A summary of the processes, procedures, or business operations within the jurisdiction that requires licenses and/or permits
6. A summary of the legally established responsibilities and empowerment related to the performance of the duties of a fire inspector
7. A summary of the jurisdictional organizations that have requirements or conduct inspections relating to life safety or fire prevention
8. A summary of the assistance that can be obtained from local organizations when correcting hazards
9. A summary of the basic features of the state and national reporting system
10. A summary of basic public education and public relations efforts

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe national fire prevention codes
2. Describe national building codes and ordinances
3. Describe local fire problems, which at a minimum **shall** include:
   - How demographic or governmental structures might affect fire protection activities
   - The relationship of local fire problems to state or national fire problems
4. Describe local regulations for the issuance of licenses or permits, which may include:
   - Application procedures
   - Compliance required
   - Required inspections
   - Retention permits
   - Revocation of permits
5. Describe the licenses or permits required for the sale, use, storage, or possession of hazardous materials within the local jurisdiction
6. Describe the processes, procedures, or business operations within the jurisdiction that requires licenses and/or permits
7. Describe the legally established responsibilities and empowerment related to the performance of the duties of a fire inspector
8. Describe the jurisdictional organizations that have requirements or conduct inspections relating to life safety or fire prevention
9. Describe the assistance that can be obtained from local organizations when correcting hazards
10. Describe the basic features of the state and national reporting system
11. Describe basic public education and public relations efforts

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-2: DEVELOPING PREINCIDENT PLANS FOR OCCUPANCIES WITHIN THE AUTHORITY HAVING JURISDICTION

AUTHORIZED: NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.5.2
LEVEL OF LEARNING: II
REQUISITE KNOWLEDGE: FIRE BEHAVIOR; BUILDING CONSTRUCTION; INSPECTION AND INCIDENT REPORTS; DETECTION, ALARM, AND SUPPRESSION SYSTEMS; AND APPLICABLE CODES, ORDINANCES, AND STANDARDS.
REQUISITE SKILL: THE ABILITY TO USE EVALUATIVE METHODS AND COMMUNICATE ORALLY AND IN WRITING.

PERFORMANCE GOAL

GIVEN:
1. A summary of the considerations for making a preincident survey
2. A summary of fire behavior characteristics for each type of building construction
3. A summary of the construction features that affect the spread of smoke, heat, and fire
4. A summary of the effect fire protection systems have on fire and life safety
5. A summary of preincident plan symbols and components
6. A summary of the factors to be considered in the development of a preincident plan

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the considerations for a preincident survey, which at a minimum shall include:
   - Equipment
   - Field sketches
   - Information gathering and evaluation
   - Scheduling
2. Describe fire behavior characteristics for each type of building construction
3. Describe the construction features that affect the spread of smoke, heat, and fire
4. Describe the effect fire protection systems have on fire and life safety
5. Describe preincident plan symbols and components, which may include:
   - Sample preincident plans
6. Develop a preincident plan, which at a minimum shall include:
   - Building construction
   - Facility drawings
   - Fire protection systems and features
   - Fuel loading
   - Special hazards and safety concerns
   - Utility control locations
   - Ventilation systems
   - Water supplies

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-3: CONDUCTING A COMPANY FIRE INSPECTION

AUTHORITY: NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.5.1
LEVEL OF LEARNING: II
REQUISITE KNOWLEDGE: INSPECTION PROCEDURES; FIRE DETECTION, ALARM, AND PROTECTION SYSTEMS; IDENTIFICATION OF FIRE AND LIFE SAFETY HAZARDS; AND MARKING AND IDENTIFICATION SYSTEMS FOR HAZARDOUS MATERIALS.
REQUISITE SKILL: COMMUNICATE IN WRITING AND TO APPLY THE APPROPRIATE CODES AND STANDARDS.

PERFORMANCE GOAL

GIVEN:
1. A summary of the need for conducting fire inspections in all occupancy types
2. A summary of sources for code enforcement procedures
3. A summary of the code enforcement and appeals process
4. A summary of the types of occupancies included in a company fire inspection program
5. A summary on preparing for a company fire inspection
6. A summary of the essential equipment and materials needed for code enforcement
7. A summary of the process for conducting a fire inspection on all occupancy types
8. A summary of general fire and life safety inspection considerations
9. A summary of a company inspection follow-up

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the need for conducting fire inspections in all occupancy types
2. Describe sources for code enforcement procedures, which may include:
   ▪ California Code of Regulations, Title 19: Public Safety
   ▪ California Code of Regulations, Title 24, Part 2: California Building Standards Code
   ▪ California Code of Regulations, Title 24, Part 9: California Fire Code
   ▪ International Code Council
   ▪ Local codes and ordinances
   ▪ National Fire Protection Association
3. Describe the code enforcement and appeals process
4. Describe the types of occupancies included in a company fire inspection program, which at a minimum, shall include:
   ▪ Assembly
   ▪ Business
   ▪ Detention and correctional
   ▪ Educational
   ▪ Health care
   ▪ Industrial
   ▪ Mercantile
   ▪ Mixed occupancies
   ▪ Residential
   ▪ Storage
   ▪ Unusual structures
5. Prepare for a company fire inspection, which at a minimum shall include:
   - Coordinating with the Fire Prevention Bureau
   - Ensuring professional appearance and proper identification
   - Reviewing applicable site-specific code requirements
   - Reviewing prior inspection reports and existing preincident plans
   - Scheduling an inspection

6. Describe the essential equipment and materials needed for code enforcement, which may include:
   - Clipboard or notebook and paper
   - Pen and pencils
   - Inspection and survey forms
   - Camera and tape measure
   - Flashlight
   - Portable flammable and combustible atmospheric detection equipment

7. Describe the process for conducting a fire inspection on all occupancy types, which at a minimum shall include:
   - Completing an exit interview and providing inspection documentation
   - Handling an immediate life safety violation
   - Meeting with the occupancy representative and verifying occupancy information
   - Using a systematic approach

8. Describe general fire and life safety inspection considerations, which at a minimum shall include:
   - Access and egress
   - Built-in fire protection systems
   - Electrical and other utilities
   - Exit signs and egress lighting
   - Hazard identification signs
   - Housekeeping
   - Portable fire extinguishers
   - Special hazards
   - Storage
   - Waste management

9. Describe a company inspection follow-up, which may include:
   - Coordinating with the Fire Prevention Bureau if necessary
   - Recording the inspection report
   - Scheduling follow-up inspection if necessary
   - Updating occupancy information
   - Updating preincident plan

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-4: COMPLETING COMPANY FIRE INSPECTION REPORTS

AUTHORITY: NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.5.1
LEVEL OF LEARNING: II
REQUISITE KNOWLEDGE: INSPECTION PROCEDURES; FIRE DETECTION, ALARM, AND PROTECTION SYSTEMS; IDENTIFICATION OF FIRE AND LIFE SAFETY HAZARDS; AND MARKING AND IDENTIFICATION SYSTEMS FOR HAZARDOUS MATERIALS.
REQUISITE SKILL: THE ABILITY TO COMMUNICATE IN WRITING AND TO APPLY THE APPROPRIATE CODES AND STANDARDS.

PERFORMANCE GOAL

GIVEN:
1. A summary of fire inspection report requirements
2. A summary of various inspection forms
3. A summary of local report preparation and filing procedures
4. A company inspection scenario

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Write a fire inspection report, which at a minimum shall include:
   - Penalties for failure to correct violations
   - Premise, owner, and contact information
   - Specific violations, code sections cited, and descriptions
2. Describe various inspection forms, which may include
   - Generic inspection forms or checklists
   - Occupancy specific forms or checklists
3. Describe local report preparation and filing procedures, which at a minimum shall include:
   - Filing procedures for fire inspection and fire prevention reports
   - Procedures employed by the jurisdiction that relate to fire prevention and fire inspection report preparation

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-5: OCCUPANCY TYPES AND RELATED HAZARDS

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.5.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | INSPECTION PROCEDURES; FIRE DETECTION, ALARM, AND PROTECTION SYSTEMS; IDENTIFICATION OF FIRE AND LIFE SAFETY HAZARDS; AND MARKING AND IDENTIFICATION SYSTEMS FOR HAZARDOUS MATERIALS. |
| REQUISITE SKILL: | THE ABILITY TO COMMUNICATE IN WRITING AND TO APPLY THE APPROPRIATE CODES AND STANDARDS. |

**PERFORMANCE GOAL**

**GIVEN:**

1. A summary of occupancy types
2. A summary of the related hazards associated with the occupancy types
3. A summary of target hazards

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**

1. Describe occupancy types, which at a minimum **shall** include:
   - Assembly
   - Business
   - Education
   - Factory industrial
   - Institutional (care and detention)
   - Mercantile
   - Residential
   - Storage
   - Utility/miscellaneous

2. Describe the related hazards associated with the occupancy types

3. Describe target hazards, which may include:
   - Amusement buildings
   - Atriums
   - Care facility
   - Covered malls
   - High-rise buildings

**STANDARD:**

By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-6: ENCOUNTERING HAZARDOUS MATERIALS DURING A COMPANY FIRE INSPECTION

PERFORMANCE GOAL

GIVEN:
1. A summary of required documentation for storing hazardous materials
2. A summary of hazardous materials markings and labels
3. A summary of hazardous material storage considerations

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe required documentation for storing hazardous materials, which at a minimum shall include:
   - Inspection/service tags
   - Material Safety Data Sheets (MSDS)
   - Permits
2. Describe hazardous materials markings and labels, which at a minimum shall include:
   - Legibility
   - Visibility
3. Describe hazardous material storage considerations, which at a minimum shall include:
   - Acceptable containers
   - Atypical quantities for occupancy type
   - Compressed gas cylinder safety
   - Location
   - Secondary containment
   - Separation of incompatibles

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-7: THE TYPES AND OPERATIONAL PRINCIPLES FOR FIRE PROTECTION EQUIPMENT AND SYSTEMS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.5.2

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** FIRE BEHAVIOR; BUILDING CONSTRUCTION; INSPECTION AND INCIDENT REPORTS; DETECTION, ALARM, AND SUPPRESSION SYSTEMS; AND APPLICABLE CODES, ORDINANCES, AND STANDARDS.

**REQUISITE SKILL:** THE ABILITY TO USE EVALUATIVE METHODS AND TO COMMUNICATE ORALLY AND IN WRITING.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the types and operating principles of fire extinguishing systems
2. A summary of the types and operating principles of fire alarm systems
3. A summary of the types and operating principles of smoke control systems
4. A summary of the types and operating principles of portable fire extinguishers

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Describe the types and operating principles of fire extinguishing systems
2. Describe the types and operating principles of fire alarm systems
3. Describe the types and operating principles of smoke control systems
4. Describe the types and operating principles of portable fire extinguishers

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-8: **GENERAL FIRE AND LIFE SAFETY FACTORS WHEN CONDUCTING COMPANY INSPECTIONS**

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.5.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | INSPECTION PROCEDURES; FIRE DETECTION, ALARM, AND PROTECTION SYSTEMS; IDENTIFICATION OF FIRE AND LIFE SAFETY HAZARDS; AND MARKING AND IDENTIFICATION SYSTEMS FOR HAZARDOUS MATERIALS. |
| REQUISITE SKILL: | THE ABILITY TO COMMUNICATE IN WRITING AND TO APPLY THE APPROPRIATE CODES AND STANDARDS. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of general fire and life safety hazards
2. A summary of inspection factors for fire protection systems and equipment

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*

1. Describe inspecting occupancy access, which at a minimum **shall** include:
   - Approved key/lock.switch and/or keys
   - Identified and maintained fire lanes
   - Visible and legible address numbers
2. Describe inspecting occupancy egress and exiting, which at a minimum **shall** include:
   - Exit door opens without a key or special knowledge
   - Locked/latched doors with panic hardware
   - Main exit sign/emergency lighting
   - Nonoperable exit door hardware
   - Obstructed exits, doors, aisles, corridors, and stairways
   - Sign over main exit door
   - Storage in unprotected stairway
3. Describe inspecting fire extinguishers, which at a minimum **shall** include:
   - Clear access
   - Code requirements and regulations for portable fire extinguishers according to California Code of Regulations, Title 19
   - Location
   - Mounted as indicated
   - Occupancy hazard
   - Operation instructions
   - Rating
   - Serviced and maintained (records and tags)
   - Sign indicating location
4. Describe inspecting fire protection systems, which at a minimum **shall** include:
   - Certification test for sprinkler/standpipe system
   - Control valves secured in open position
Minimum clearance for access/use of fire appliances and equipment
Serviced and maintained (records and tags) hood and duct fire suppression systems
Serviced and maintained sprinkler heads and fire department connection caps, including spare sprinkler heads and compatible wrench
Serviced and maintained sprinklers, standpipes, hydrants, fire department connections, and post indicator valves
Sprinkler coverage in unprotected areas

5. Describe inspecting fire alarm systems, which at a minimum shall include:
   - Operable
   - Serviced and maintained

6. Describe inspecting fire separation hazards, which at a minimum shall include:
   - Attic access and scuttle openings closed
   - Maintained self- or automatic-closing fire rated assemblies
   - Penetration in fire resistive construction

7. Describe inspecting electrical hazards, which at a minimum shall include:
   - Clear space to and in front of electrical panels
   - Cover plates for all junction boxes
   - Covers and spacers for electrical panels
   - Exposed wiring and splices
   - Extension cords, overloaded outlets, and grounding
   - Overcurrent protection
   - Permanent wiring for fixed and stationary appliances

8. Describe inspecting for hazards with flammable liquids and compressed gases, which at a minimum shall include:
   - Flammable liquid storage cabinets or reduced storage
   - Flammable liquids stored away from exits, stairs, or corridors
   - Fueled vehicles in dwelling unit
   - Identified and secured compressed gas cylinders
   - Lids on flammable liquid storage containers not in immediate use
   - Spilled flammable liquids

9. Describe inspecting housekeeping conditions, which at a minimum shall include:
   - Combustible storage from boiler, mechanical, and electrical room
   - Lint/debris behind washers and dryers
   - Metal or approved noncombustible trash container with lid
   - Storage arranged to provide access/egress
   - Storage distance between ceiling and sprinkler heads
   - Waste/rubbish in the premises

10. Describe inspecting exterior hazards, which at a minimum shall include:
   - Clearance between a dumpster and combustible walls, eaves, or openings
   - Clearance between occupancy and combustible vegetation
   - Clearance from egress points
   - Clearance to adjoining occupancies
11. Describe inspecting cooking equipment, which at a minimum **shall** include:
   - Defective and/or dirty plenums, vents, flues, or chimneys
   - Excessive grease (storing and removing)
   - Overheated equipment
   - Serviced and maintained
   - Special portable fire extinguisher requirements
   - Storage and disposal of fuels, ashes, and coals

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-9: THE RELATIONSHIP OF FIRE PROTECTION AND LIFE SAFETY TO BUILDING CONSTRUCTION

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<th>NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.5.2</th>
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<tr>
<td>REQUISITE KNOWLEDGE:</td>
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<td>REQUISITE SKILL:</td>
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**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the fire resistive rating of building construction types
2. A summary of fire behavior in building construction types
3. A summary of the construction features that affect the spread of smoke, heat, and fire
4. A summary of the affect fire protection systems have on fire and life safety

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the fire resistive rating of building construction types
2. Describe fire behavior in building construction types
3. Describe the construction features that affect the spread of smoke, heat, and fire
4. Describe the affect fire protection systems have on fire and life safety

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 4-10: STANDBY LIFE SAFETY DUTIES

**AUTHORITY:** STATE FIRE MARSHAL

**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of situations that may result in a standby life safety assignment
2. A summary of the duties and responsibilities of a standby life safety assignment

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe situations that may result in a standby life safety assignment, which may include:
   - Fire protection systems temporarily out of service
   - Special public events
2. Describe the duties and responsibilities of a standby life safety assignment, which may include:
   - EMS support
   - Ensuring activation of fire protection systems
   - Fire watch
   - Inspecting required fire appliances
   - Length of assignment
   - Monitoring site access
   - Preventing and extinguishing fires

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 5: INVESTIGATION PROCEDURES

CO 5-1: TRACKING ARSON INCIDENTS AND THE OVERALL FIRE SITUATION IN THE UNITED STATES

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<th>AUTHORITY:</th>
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**PERFORMANCE GOAL**

**GIVEN:**
1. The U.S. Fire Administration’s current report on fire statistics

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the percentage of arson fires as compared to the total fire response picture
2. Describe the problems that may affect the gathering of accurate data

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-2:  TERMS AND DEFINITIONS RELEVANT TO THE FIRE INVESTIGATOR

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: I

PERFORMANCE GOAL

GIVEN:
1. A summary of the terms commonly used in fire investigation

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Identify the definition of terms that are commonly used in fire investigation

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-3: THE ORGANIZATION AND OPERATION OF THE INVESTIGATIVE TEAM WITHIN AN INCIDENT MANAGEMENT SYSTEM

| AUTHORITY: | STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |

PERFORMANCE GOAL

GIVEN:
1. A summary of the role of the fire investigator
2. A summary of the role of the investigative team
3. A summary of fire investigation within an incident management system

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the role of the fire investigator as part of the investigative team within an incident management system

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-4: **ALL ELEMENTS OF THE SCIENTIFIC METHOD AS THE OPERATING ANALYTICAL PROCESS THROUGHOUT THE INVESTIGATION**

**AUTHORITY:**  
STATE FIRE MARSHAL  

**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the scientific method used in conducting a fire investigation
2. A summary of the need to conduct a fire investigation
3. A summary of the need to define the problem when dealing with an investigative plan
4. A summary of data collection at the fire scene
5. A summary of proper data analysis (inductive reasoning)
6. A summary of developing a working hypothesis based upon the data analysis
7. A summary of testing the working hypothesis (deductive reasoning)
8. A summary of selecting a final hypothesis (conclusion or decision)

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the use of the scientific method in conducting a fire investigation
2. Describe recognizing the need to conduct a fire investigation
3. Describe the need to define the problem when dealing with an investigative plan
4. Describe data collection at the fire scene
5. Describe proper data analysis (inductive reasoning)
6. Describe developing a working hypothesis based upon the data analysis
7. Describe testing the working hypothesis (deductive reasoning)
8. Describe selecting a final hypothesis (conclusion or decision)

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-5: FIRE BEHAVIOR

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**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the chemistry of combustion
2. A summary of fire dynamics
3. A summary of the classification of fire by fuel type

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Describe the chemistry of combustion, which at a minimum shall include:
   - Fire triangle
   - Fuel types
   - Heat sources
   - Ignition
   - Products of combustion
2. Describe fire dynamics, which at a minimum shall include:
   - Flashover
   - Fuel loads
   - Heat transfer
   - Phases/stages of fire growth
3. Describe the classification of fire by fuel type

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-6: The Legal Considerations that Regulate the Activities of the Fire Investigator

**AUTHORITY:** STATE FIRE MARSHAL

**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of U.S. constitutional amendments relating to fire investigations
2. A summary of the constitution to conduct a fire investigation
3. A summary of the legal right of entry to conduct a fire investigation
4. A summary of obtaining consent to conduct a fire investigation
5. A summary of the description and use of exigent circumstances to enter the fire scene
6. A summary of the description of the inspection (administrative) warrant
7. A summary of the description and use of the search warrant
8. A summary of pretrial considerations in civil and criminal cases
9. A summary of testimonial evidence

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Describe the statutory authority to enter and conduct a fire scene examination
2. Describe the legal issues of collection of evidence in accidental and incendiary fires
3. Describe the legal proceedings of a civil litigation and criminal case
4. Describe testifying as a fact witness and an expert witness

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-7: LAWS AND ORDINANCES THAT APPLY TO FIRE AND ARSON INVESTIGATION

**AUTHORITY:** STATE FIRE MARSHAL

**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the California Penal Code, Sections 450 through 457.1
2. A summary of the California Penal Code, Section 548
3. A summary of the California Insurance Code, Sections 1871 and 1872
4. A summary of the California Health and Safety Code, Sections 13000, 13001, and 13002
5. A summary of the California Penal Code, Sections 12301 through 12312
6. A summary of the California Penal Code, Section 830.37
7. A summary of the United States Code, Title 18, Chapter 40, 544(i)
8. A summary of People v Fry
9. A summary of People v Atkins

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe arson laws
2. Describe reckless burning laws
3. Describe insurance fraud laws
4. Describe the immunity sections of the Insurance Code
5. Describe the Health and Safety Code laws relating to fires
6. Describe destructive devices law
7. Describe the laws relating to arson unit investigators as peace officers
8. Describe the federal arson law
9. Describe arson as a general intent crime

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-8: PROPERLY SECURING AND DOCUMENTING THE FIRE SCENE

**Authority:** NFPA 1021 Fire Officer Professional Qualifications (2009): Section 4.5.3 and The State Fire Marshal

**Level of Learning:** II

**Requisite Knowledge:** Types of evidence, the importance of fire scene security, and evidence preservation.

**Requisite Skill:** The ability to establish perimeters at an incident scene.

**Performance Goal**

**Given:**
1. A summary of the procedures for properly securing a fire scene
2. A summary of the methods and techniques to record the investigation
3. A summary on taking and using photographs for documentation
4. A summary on note taking
5. A summary on diagramming and drawing the fire scene
6. A summary on developing and using reports for recording the investigation

**Performance:** (In accordance with Department Policies and Standard Operating Procedures)
1. Describe the procedures for properly securing a fire scene
2. Describe accurately recording the investigation
3. Describe how photography is used to accurately record the investigation
4. Describe how investigator notes are used to accurately record the investigation
5. Describe the use of diagrams and drawings to accurately record the fire scene
6. Develop and use a report to accurately record the investigation, which at a minimum shall include:
   - The definition and purpose of a case report
   - The definition of a preliminary report and how it is used
   - The elements of both a narrative and category report
   - Writing a case report

**Standard:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-9:  FIRE ORIGIN DETERMINATION

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 5.5.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | METHODS USED BY ARSONISTS, COMMON CAUSES OF FIRE, BASIC CAUSE AND ORIGIN DETERMINATION, FIRE GROWTH AND DEVELOPMENT, AND DOCUMENTATION OF PRELIMINARY FIRE INVESTIGATIVE PROCEDURES. |
| REQUISITE SKILL: | THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING AND TO APPLY KNOWLEDGE USING DEDUCTIVE SKILLS. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the basic methodology of fire investigation
2. A summary of fire origin and how it relates to fire cause determination
3. A summary of fire department overhaul procedures and the relationship to fire cause determination
4. A summary of procedures for fire origin determination

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Describe the basic methodology of fire investigation
2. Describe the fire origin and how it relates to fire cause determination
3. Describe fire department overhaul procedures and the relationship to fire cause determination
4. Describe scene examination procedures for fire origin determination
5. Describe the examination of the exterior of the fire scene
6. Describe the examination of the interior of the fire scene
7. Describe the analysis of fire pattern indicators in fire origin determination
8. Describe flashover in the development of fire pattern indicators
9. Describe the use of glass indicators in fire origin determination
10. Describe the use of fire damage to structural elements in fire origin determination
11. Describe the use of char depth measurements in fire origin determination
12. Describe the use of reconstruction of the fire scene in fire origin determination

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-10: THE PROCESS OF IGNITION

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of the relationship between fire origin and ignition
2. A summary of the relationship between material first ignited and ignition
3. A summary of ignition sources
4. A summary of the ignition process
5. A summary of ignition of liquids and gases
6. A summary of ignition of solids
7. A summary of negative proof

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe fire origin and how it relates to ignition
2. Describe which fuels and ignition sources will and will not lead to ignition and why
3. Describe the three heat components of the ignition process
4. Describe heat generation
5. Describe heat transmission
6. Describe heating
7. Describe self-heating
8. Describe the four fire types relative to ignition
9. Describe the ignition of liquids and gases
10. Describe the ignition of solids
11. Describe negative proof

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-11: ACCIDENTAL IGNITION SOURCES

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of procedures for determining accidental fires
2. A summary of accidental fire causes

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe heating equipment as a cause of fire
2. Describe cooking equipment as a cause of fire
3. Describe careless smoking as a cause of fire
4. Describe trash burning as a cause of fire
5. Describe misuse of ignitable liquid as a cause of fire
6. Describe open flames/sparks as a cause of fire
7. Describe spontaneous heating as a cause of fire
8. Describe low temperature ignition as a cause of fires
9. Describe acts of nature as a cause of fires

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-12: ELECTRICAL IGNITION SOURCES

| AUTHORITY: | STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |

PERFORMANCE GOAL

GIVEN:
1. A summary of the relationship between fire origin and fire cause
2. A summary of the relationship between material first ignited and heat source
3. A summary of procedures for determining electrical ignition sources

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the fire origin and how it relates to fire cause determination
2. Describe home and commercial electrical protective devices
3. Describe the distribution panel
4. Describe grounding
5. Describe over current protection
6. Describe aluminum wiring and accidental fires
7. Describe investigative assistance
8. Describe examination procedures of fires of electrical origin
9. Describe the wiring at the area of origin
10. Describe evaluating damaged copper wiring
11. Describe investigating electrical appliances/equipment as a fire cause
12. Describe static electricity as a fire cause

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-13: INCENDIARY FIRE INDICATORS

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of the relationship between fire origin and fire cause
2. A summary of the relationship between material first ignited and heat source
3. A summary of procedures for determining indicators of incendiary fires

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the fire origin and how it relates to fire cause determination
2. Describe multiple points of origin as an incendiary indicator
3. Describe the use of trailers in incendiary fires
4. Describe the presence of ignitable liquids as an incendiary indicator
5. Describe common equipment and/or appliances used to start incendiary fires
6. Describe determining content irregularities and structural damage as an incendiary indicator
7. Describe how fire location and damage is an indicator of an incendiary fire
8. Describe using the process of elimination to establish fire cause
9. Describe the proper documentation of incendiary indicators to prove fire cause

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-14: THE CONSTRUCTION, USE, AND MECHANICS OF AN INCENDIARY DEVICE

| AUTHORITY: | STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the definition of an incendiary device
2. A summary of the different types of delay mechanisms utilized with an incendiary device

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Define an incendiary device
2. Describe the readily available material to construct an incendiary device
3. Describe common examples of electrical delay incendiary devices and their components
4. Describe common examples of mechanical delay incendiary devices and their components
5. Describe common examples of chemical delay incendiary devices and their components
6. Describe incendiary devices that are designed to be thrown

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-15: STRUCTURAL FIRE INVESTIGATION

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**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of how to determine the cause and origin of structural fires
2. A summary of tools used to conduct structural investigations
3. A summary of basic information to be recorded at incident scene
4. A summary on securing the incident scene
5. A summary on the responsibility in fatal fires
6. A summary on exterior and interior examinations of the structure
7. A summary on interviewing witnesses

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe protocol at scene (chain of command)
2. Describe the tools used in the scene investigation
3. Describe the conditions of the fatality and surrounding facts
4. Describe securing of the incident scene
5. Describe the condition of building before the fire
6. Describe the alarm systems present
7. Describe the people, pets, clothing, furniture, or other items missing from scene
8. Describe the information obtained from witnesses, victims, suspects, neighbors, and bystanders

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-16: VEHICLE FIRE INVESTIGATION

**AUTHORITY:** STATE FIRE MARSHAL
**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of accidental vehicle fires
2. A summary of vehicles subject to arson
3. A summary of the fire scene examination
4. A summary of vehicle fires other than automotive
5. A summary of vehicle information (ownership and registration)

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe types of accidental fire causes relating to vehicles
2. Describe the circumstances involved prevalent to arson fires in vehicles
3. Describe the fire investigation procedures
4. Describe the importance of the vehicle identification number (VIN), registration information, and financial condition of the vehicle

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CO 5-17: WILDLAND FIRE INVESTIGATION

**AUTHORITY:** STATE FIRE MARSHAL  
**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of accidental causes for wildland fires  
2. A summary of arson causes for wildland fires  
3. A summary of the fire scene examination  
4. A summary of follow-up investigation procedures  
5. A summary of assistance from other agencies

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the twelve most prevalent accidental fire causes  
2. Describe various fire patterns that indicate the crime of arson occurred  
3. Describe the circumstances and methodology used in conducting a wildland fire scene examination  
4. Describe the procedure used in conducting the follow-up investigation  
5. Identify and describe other agencies or experts that can assist in a wildland scene examination

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 5-18: TYPES AND NATURE OF EXPLOSIONS

**AUTHORITY:** STATE FIRE MARSHAL  
**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the basics types of explosions
2. A summary of the nature of explosions
3. A summary of the safety involved in working with explosives or explosion scenes

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe the most common circumstances involving explosions
2. Describe deflagration verses detonation
3. Describe the safety issues involving distance perimeter, secondary devices, and scene preservation

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 6: EMERGENCY SERVICE DELIVERY

CO 6-1: IMPLEMENTING THE INCIDENT COMMAND SYSTEM (ICS 300)

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PERFORMANCE GOAL

GIVEN:
1. A summary of how the National Incident Management System Command and Management component supports the management of expanding incidents (ICS 300)
2. A summary of the incident/event management process for supervisors and expanding incidents as prescribed by the ICS
3. Simulated Type 3 incident

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe ICS fundamentals, which at a minimum shall include:
   - Differences between Deputies and Assistants
   - Flow of information within the organization
   - How ICS fits into the command and management component of NIMS
   - How incidents can best be managed to the lowest practical level
   - ICS positions that include Deputies and their roles and responsibilities
   - ICS reporting and working relationships for technical specialists and agency representatives
   - Matching responsibility statements to each ICS organizational element
   - Minimum staffing requirements within each organizational element for at least two incidents of different sizes
2. Describe ICS assessment and agency guidance in establishing incident objectives, which at a minimum shall include:
   - Methods and tools used to assess incident
   - Process for developing incident objectives, strategies, and tactics
   - Steps in transferring and assuming incident command
   - Types of agency policies and guidelines that influence management of incident or event activities
3. Develop incident objectives for a simulated Type 3 incident
4. Describe unified command, which at a minimum shall include:
   - Advantages of unified command
   - How unified command functions on a multi-jurisdictional or multi-agency incident
   - Primary features of unified command
5. Demonstrate roles and reporting relationships under a unified command that involves agencies within the same jurisdiction and under multi-jurisdiction conditions
6. Describe incident resource management, which at a minimum shall include:
   - Agency-specific aviation policies and procedures as they relate to safety
   - Basic principles of resource management
   - Basic steps involved in managing incident resources
   - How ICS Form 215, Operational Plan Worksheet, is used to manage differences between single- and multi-point resource ordering and the reasons for each resource
   - How ICS Form 215A, Incident Safety Analysis, is used with the ICS Forms 215 to mitigate hazards to tactical operations
   - Importance of establishing proper span of control for aviation resources and facilities
   - Key considerations associated with resource management and the reason for each
   - Organizational elements at the incident that can order resources

7. Describe the planning process, which at a minimum shall include:
   - Appropriate strategies and tactics to meet simulated incident objectives
   - Determining when the Incident Action Plan (IAP) should be prepared in writing
   - Differences between planning for incidents or events
   - Importance of planning for incidents and events
   - Major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan
   - Role and use of ICS forms and supporting materials included in an IAP for effective incident/event management
   - Strategy, tactics, planning, and team meetings, operation period briefings

8. Conduct a tactics meeting and completing an ICS Form 215, Operational Planning Worksheet, and an ICS Form 215A, Incident Safety Analysis, using the strategies and tactics from the scenario

9. Conduct a planning meeting using the planning process and developing a written IAP for an incident/event using the appropriate ICS forms and supporting materials

10. Conduct an operational period briefing using an IAP

11. Describe demobilization, transfer of command, and closeout, which at a minimum shall include:
   - ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties
   - Impact of agency policies, procedures, and agreements upon demobilization planning
   - Importance of demobilization planning
   - Major sections in a demobilization plan
   - Need for transfer of command or closeout
   - Process involved in a closeout meeting

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 6-2: THE PRINCIPLES OF COMMAND SAFETY

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of the five-step risk management process
2. A summary of the concepts of decision making during an emergency
3. A summary of the refusal of risk process
4. A summary of the considerations for emergency responder rehabilitation

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the five-step risk management process
2. Describe the concepts of decision making during an emergency, which at a minimum shall include:
   ▪ Prime decision making recognition
   ▪ Crew resource management
3. Describe initiating and handling a refusal of risk
4. Describe the considerations for emergency responder rehabilitation

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 6-3: THE PROCESS OF SIZE-UP AND REPORT ON CONDITIONS

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of the different size-up processes or models
2. A summary of the elements of size-up
3. A summary of communicating a report on conditions
4. A summary of an emergency size-up for various incident types
5. A summary of the importance of and need for a risk assessment process

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the different size-up processes or models
2. Describe the elements of size-up, which at a minimum shall include:
   - Initial on-scene observations
   - On-going evaluations
   - Preincident information
3. Describe and demonstrate communicating a report on conditions
4. Conduct an emergency size-up for the following incident types:
   - Hazardous materials
   - I/Zone and wildland fires
   - Multi-casualty
   - Structure fires
   - Urban search and rescue
5. Describe the importance of and need for a risk assessment process

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 6-4: DEVELOPING AN INITIAL ACTION PLAN FOR AN EMERGENCY INCIDENT

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.6.1
**LEVEL OF LEARNING:** II
**REQUISITE KNOWLEDGE:** ELEMENTS OF A SIZE-UP, STANDARD OPERATING PROCEDURES FOR EMERGENCY OPERATIONS, AND FIRE BEHAVIOR.
**REQUISITE SKILL:** ANALYZE EMERGENCY SCENE CONDITIONS; TO ACTIVATE THE LOCAL EMERGENCY PLAN, INCLUDING LOCALIZED EVACUATION PROCEDURES; TO ALLOCATE RESOURCES; AND TO COMMUNICATE ORALLY.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the components of an initial action plan
2. A summary of the purpose and utilization of standard operating procedures and standard operating guidelines during emergency incidents
3. A summary of developing an initial action plan
4. A summary of the coordination and utilization of personnel and equipment

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the components of an initial action plan, which at a minimum **shall** include:
   - Additional resources needed
   - Incident priorities
   - Resource assignments
   - Risk assessment
   - Safety considerations
   - Strategies
   - Tactics and tactical priorities
2. Describe the purpose and utilization of standard operating procedures and standard operating guidelines during emergency incidents
3. Development an initial action plan (with written documentation and verbal presentation), which at a minimum **shall** include:
   - Single family residences
   - Multi-family residences
   - Mixed-use occupancies
   - Commercial occupancies
   - Low-rise/High-rise occupancies
   - Urban search and rescues
4. Describe and demonstrate the coordination and utilization of personnel and equipment, which at a minimum **shall** include:
   - Divisions and Groups
   - Single resources

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 6-5: CONTROLLING, CONFINING, AND SUPPRESSING A STRUCTURE FIRE

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the principles of command
2. A summary of operational leadership, ethics, and command presence
3. A summary of NFPA 1600
4. A summary of the duties and responsibilities of a company officer using the incident command system at a structure fire involving one or more units
5. A summary of the risk assessment considerations at a structure fire
6. A summary of the procedures used to control, confine, and extinguish fires and protect exposures during an interior or exterior structure fire
7. A summary of the factors that determine how fire strategies are measured during an emergency
8. A summary of occupant services
9. A summary of AHJ-approved safety procedures

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe the principles of command
2. Describe operational leadership, ethics, and command presence
3. Describe program elements of NFPA 1600
4. Describe the duties and responsibilities of a company officer using the incident command system at a structure fire involving one or more units, which at a minimum shall include:
   - Interagency and intra-agency roles and responsibilities for a structure fire incident
   - Local, state, and federal mutual aid resource availability
   - NIMS/ICS overview
5. Describe risk assessment considerations at a structure fire, which at a minimum \textit{shall} include:
   - Building construction strengths and weaknesses, and their affects on fire spread on the interior and exterior of a structure
   - Products of combustion found inside a structure and their impact on time-temperature curve and fire spread

6. Describe and demonstrate the procedures used to control, confine, and extinguish fires and protect exposures during an interior or exterior structure fire, which at a minimum \textit{shall} include:
   - Deployment of equipment and personnel
   - Fire-fighting methods used in fire control and extinguishment
   - ICS organizational structure application
   - Installed protection systems utilization
   - Overhaul techniques
   - Salvage techniques
   - Strategy, tactics, and modes
   - Ventilation techniques

7. Describe the factors that determine how fire strategies are measured during an emergency

8. Describe implementing occupant services

\textbf{STANDARD:}
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80\% accuracy
CO 6-6: CONTROLLING, CONFining, AND MITIGATING A HAZARDOUS MATERIALS INCIDENT

AUTHORITY: NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.2.1, 4.6.2, 5.6.1, AND THE STATE FIRE MARSHAL

LEVEL OF LEARNING: II

REQUISITE KNOWLEDGE: VERBAL COMMUNICATIONS DURING EMERGENCY INCIDENTS, TECHNIQUES USED TO MAKE ASSIGNMENTS UNDER STRESSFUL SITUATIONS, AND METHODS OF CONFIRMING UNDERSTANDING.

STANDARD OPERATING PROCEDURES, RESOURCES AVAILABLE FOR THE MITIGATION OF FILE AND OTHER EMERGENCY INCIDENTS, AN INCIDENT MANAGEMENT SYSTEM, SCENE SAFETY, AND A PERSONNEL ACCOUNTABILITY SYSTEM.

REQUISITE SKILL: THE ABILITY TO CONDENSE INSTRUCTIONS FOR FREQUENTLY ASSIGNED UNIT TASKS BASED ON TRAINING AND STANDARD OPERATING PROCEDURES.

THE ABILITY TO IMPLEMENT AN INCIDENT MANAGEMENT SYSTEM, TO COMMUNICATE ORALLY, TO MANAGE SCENE SAFETY, TO SUPERVISE AND ACCOUNT FOR ASSIGNED PERSONNEL UNDER EMERGENCY CONDITIONS, AND TO SERVE IN COMMAND STAFF AND UNIT SUPERVISION POSITIONS WITHIN THE INCIDENT MANAGEMENT SYSTEM.

PERFORMANCE GOAL

GIVEN:
1. A summary of a hazardous materials incident
2. A summary of command considerations specific to a hazardous materials incident
3. A summary of the duties and responsibilities of a company officer using the incident command system at a hazardous materials incident involving one or more units
4. A summary of risk assessment considerations at a hazardous materials incident
5. A summary of how to develop and implement the initial incident action plan to control, confine, and mitigate a hazardous materials incident
6. A summary of the factors that determine how hazardous material mitigation strategies are measured during an emergency
7. A summary of NFPA 1600
8. A summary of AHJ-approved safety procedures

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe a hazardous materials incident.
2. Describe the duties and responsibilities of a company officer using the incident command system at a hazardous materials incident involving one or more units, which at a minimum shall include:
   - Interagency and intra-agency roles and responsibilities
   - Local, state, and federal mutual aid resource availability
   - Reference resources
3. Describe risk assessment considerations at a hazardous materials incident, which at a minimum shall include:
   - Chemical properties, classifications, and identification of the hazardous materials and their affect on controlling the incident
4. Develop and implement the initial incident action plan to control, confine, and mitigate a hazardous materials incident, which at a minimum shall include:
   - Containment methods
   - Decontamination methods
   - Deployment of equipment and personnel
   - Disposal procedures
   - Documentation requirements
   - Hazard assessment considerations
   - Identification
   - ICS organizational structure application
   - Isolation
   - Notification
   - Personal protective equipment
   - Protective actions
   - Safety
   - Strategy, tactics, and modes

5. Describe the factors that determine how hazardous material mitigation strategies are measured during an emergency

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 6-7: CONTROLLING AND MITIGATING A MULTI-CASUALTY INCIDENT

**Authority:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.2.1, 4.6.2, 5.6.1, AND THE STATE FIRE MARSHAL

**Level of Learning:** II

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

Standard operating procedures, resources available for the mitigation of file and other emergency incidents, an incident management system, scene safety, and a personnel accountability system.

**Requisite Skill:** The ability to condense instructions for frequently assigned unit tasks based on training and standard operating procedures. The ability to implement an incident management system, to communicate orally, to manage scene safety, to supervise and account for assigned personnel under emergency conditions, and to serve in command staff and unit supervision positions within the incident management system.

**Performance Goal**

**Given:**
1. A summary of multi-casualty incident
2. A summary of the duties and responsibilities of a company officer using the incident command system at a multi-casualty incident involving one or more units
3. A summary of risk assessment considerations at a multi-casualty incident
4. A summary of how to develop and implement the initial incident action plan to control and mitigate a multi-casualty incident
5. A summary of the factors that determine how multi-casualty mitigation strategies are measured during an emergency
6. A summary of NFPA 1600
7. A summary of AHJ-approved safety procedures

**Performance:** (In accordance with department policies and standard operating procedures)

1. Describe a multi-casualty incident.
2. Describe the duties and responsibilities of a company officer using the incident command system at a multi-casualty incident involving one or more units, which at a minimum shall include:
   - Interagency and intra-agency roles and responsibilities
   - Local, regional, and state mutual aid resource availability
3. Describe risk assessment considerations at a multi-casualty incident
4. Develop and implement the initial incident action plan to control and mitigate a multi-casualty incident, which at a minimum shall include:
   - Establishing a morgue
   - Establishing hospital communications
   - Implementing multi-casualty ICS
5. Describe the factors that determine how multi-casualty mitigation strategies are measured during an emergency

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 6-8: CONTROLLING AND MITIGATING A TECHNICAL RESCUE INCIDENT

**Performance Goal**

**Given:**
1. A summary of a technical rescue incident
2. A summary of the duties and responsibilities of a company officer using the incident command system at a technical rescue incident involving one or more units
3. A summary of risk assessment considerations at a technical rescue incident
4. A summary of how to develop and implement the initial incident action plan to control and mitigate a technical rescue incident
5. A summary of the factors that determine how technical rescue mitigation strategies are measured during an emergency
6. A summary of NFPA 1600
7. A summary of AHJ-approved safety procedures

**Performance:** (In accordance with department policies and standard operating procedures)
1. Describe a technical rescue incident, which at a minimum shall include:
   - Building collapse rescue
   - Confined space rescue
   - Swiftwater/Flood rescue
   - Trench rescue
   - Water rescue
2. Describe the duties and responsibilities of a company officer using the incident command system at a technical rescue incident involving one or more units, which at a minimum shall include:
   - Interagency and intra-agency roles and responsibilities
   - Local, regional, state, and federal mutual aid resource availability
3. Describe risk assessment considerations at a technical rescue incident
4. Develop and implement the initial incident action plan to control and mitigate a technical rescue incident
5. Describe the factors that determine how technical rescue mitigation strategies are measured during an emergency

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CO 6-9:  WILDLAND AND WILDLAND URBAN INTERFACE SUPPRESSION PROCEDURES

GIVEN:
1. A summary of the history and challenges of fires in the wildland urban interface (WUI)
2. A summary of the duties and responsibilities of the company officer using the incident command system on WUI incidents
3. A summary of the considerations for the determination and responsibility of jurisdictional authority
4. A summary of the considerations for fire fighter safety and survival on WUI incidents
5. A summary of WUI fire fighting community partnership initiatives
6. A summary of preincident considerations for WUI incidents
7. A summary of the procedures used to command, control, and extinguish fires in the WUI environment

PERFORMANCE:  (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the history and challenges of fires in the Wildland Urban Interface, which at a minimum, shall include:
   - California lifestyle
   - Historical fires
   - Unique fire fighting challenges
2. Describe the duties and responsibilities of the company officer using the incident command system at WUI fires involving one or more units, which at a minimum shall include:
   - Interagency and intra-agency roles and responsibilities
   - Local, state, and federal mutual aid resource availability
   - NIMS/ICS overview
3. Describe the determination and responsibility of jurisdictional authority
4. Describe the considerations for fire fighter safety and survival on WUI incidents, which at a minimum shall include:
   - Considerations for emergency responder rehabilitation
   - Entrapment avoidance
   - Fire fighter fatality and near-miss case studies
   - Initiating and handling a refusal of risk
   - Survival measures
5. Describe WUI fire fighting community partnership initiatives, which at a minimum shall include:
   - Evacuation considerations
   - Leave early or stay and defend
   - Property/structure preparation
6. Describe preincident considerations for WUI incidents, which at a minimum shall include:
   - Evaluating potential risk
   - Impact of weather events
   - Implementing staffing augmentation plans
   - Reviewing pre-attack plans

7. Describe and demonstrate procedures used to command, control, and extinguish fires in the WUI environment, which at a minimum shall include:
   - Deployment of equipment and personnel
   - Evacuation considerations
   - Fire-fighting methods used for control and extinguishment
   - Implementing an incident action plan and ICS organization
   - Structure protection considerations
   - WUI fire behavior prediction

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 6-10: CONDUCTING A POST INCIDENT ANALYSIS (AFTER ACTION REPORT)

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 4.6.3, 5.6.2 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | ELEMENTS OF A POST-INCIDENT ANALYSIS, BASIC BUILDING CONSTRUCTION, BASIC FIRE PROTECTION SYSTEMS AND FEATURES, BASIC WATER SUPPLY, BASIC FUEL LOADING, FIRE GROWTH AND DEVELOPMENT, AND DEPARTMENTAL PROCEDURES RELATING TO DISPATCH RESPONSE, STRATEGY, TACTICS AND OPERATIONS, AND CUSTOMER SERVICE. |
| REQUISITE SKILL: | THE ABILITY TO WRITE REPORTS, TO COMMUNICATE ORALLY, AND TO EVALUATE SKILLS. |

PERFORMANCE GOAL

**GIVEN:**
1. A summary of the objectives of a post incident analysis
2. A summary of the criteria for initiating a post incident analysis
3. A summary of the components to be reviewed
4. A summary of the procedure for conducting a post incident analysis using a department-approved method

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the objectives of a post incident analysis
2. Describe the criteria for initiating a post incident analysis
3. Describe the components to be reviewed, which at a minimum **shall** include:
   - Efficiency and effectiveness of operations
   - Outcomes
   - Proper use of the incident command system
   - Safety
   - Size-up and report on conditions
   - Strategy and tactics
4. Conduct a post incident analysis using a department-approved method, which at a minimum **shall** include:
   - Completing proper documentation
   - Description of operations that worked well, as well as any obstacles that were encountered
   - Drawing a conclusion and making recommendations
   - Obtaining incident information for review from all sources, which may include:
     - Media
     - Photographs/video, recorded communications
     - Reporting/responsible party, responders, and witnesses
     - Written documentation
     - Scheduling as soon as possible after the incident

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 6-11: PREPARING A REPORT ON THE MAJOR CAUSES FOR SERVICE DEMANDS

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 5.6.3 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | ANALYZING DATA. |
| REQUISITE SKILL: | THE ABILITY TO WRITE CLEARLY AND TO INTERPRET RESPONSE DATA CORRECTLY TO IDENTIFY THE REASONS FOR SERVICE DEMANDS. |

**PERFORMANCE GOAL**

**GIVEN:**
1. Sample incident reporting data
2. A summary of how to analyze data
3. A summary of how to interpret response data correctly to identify the reasons for service demands
4. A summary of written communication skills

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Prepare a written report so that the major causes for service demands are identified for various planning areas within the service area of the organization

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 7: HEALTH AND SAFETY

CO 7-1: SAFETY REGULATIONS AT THE COMPANY LEVEL

| AUTHORITY: | NFPA 1021 Fire Officer Professional Qualifications (2009): Sections 4.7.1, 4.7.2, 4.7.3, 5.7.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | The most common causes of personal injury and accident to members, safety policies and procedures, basic workplace safety, and the components of an infectious disease control program. Procedures for conducting an accident investigation and safety policies and procedures. National death and injury statistics; fire service safety and wellness initiatives; agency policies. The causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths. The ability to identify safety hazards. The ability to communicate orally and in writing and to conduct interviews. The ability to communicate in writing and to interpret accidents, injuries, occupational illnesses, or death reports. |
| REQUISITE SKILL: | |

PERFORMANCE GOAL

GIVEN:
1. Sample incident and case study
2. A summary of safety policies and procedures
3. A summary of common causes of personal injury and accident to company members
4. A summary of basic workplace safety
5. A summary of the components of an infectious disease control program
6. A summary of how to identify safety hazards
7. Sample investigation forms
8. A summary of procedures for conducting an accident investigation
9. A summary of how to conduct interviews
10. A summary of current fire service trends
11. A summary of national death and injury statistics
12. A summary of fire service safety and wellness initiatives
13. A summary of the causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths
14. A summary of how to interpret accidents, injuries, occupational illnesses, or death reports
15. A summary of interpersonal relations, verbal and nonverbal communication skills

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Apply safety regulations at the company level, which at a minimum shall include:
   - Completing all required reports
   - Conducting in-service training
   - Conveying company member responsibilities
2. Conduct an initial accident investigation so that the incident is documented and reports are processed.

3. Explain the benefits of being physically and medically capable of performing assigned duties and effectively functioning during peak physical demand activities so that the need to participate in wellness and fitness programs is explained to company members.

4. Analyze a company member’s accident, injury, or health exposure history so that a report including action taken and recommendations made is prepared for a supervisor.

5. Describe federal and state laws and regulations, local ordinances, standards, and department policies and procedures as they relate to fire fighter health and safety in both emergency and nonemergency situations.

6. Describe the types of reports that relate to fire fighter safety and health, which at a minimum shall include:
   - Exposure report
   - Injury report

7. Describe the common causes of unsafe acts, health exposures, and conditions that result in fire fighter injuries, occupational illnesses, and/or deaths.

8. Describe and demonstrate procedures on how to conduct an accident investigation.

9. Analyze information on an accident or health exposure and develop a report that includes actions taken and recommendations.

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
SECTION 8: INSTRUCTIONAL DELIVERY

CO 8-1: INSTRUCTIONAL DELIVERY ELEMENTS AND METHODS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.1
**LEVEL OF LEARNING:** II
**REQUISITE KNOWLEDGE:** MEET THE REQUIREMENTS OF FIRE INSTRUCTOR I AS DEFINED IN NFPA 1041, AND THE JOB PERFORMANCE REQUIREMENTS DEFINED IN SECTIONS 4.2 THROUGH 4.7 OF THIS STANDARD.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the reasons for cognitive and psychomotor training
2. A summary of various teaching methods and techniques, their use and limitations
3. A summary of lesson plan delivery methods using the laws and principles of learning
4. A summary of lesson plan elements, terminology, and definitions
5. A summary of elements in the communication process
6. A summary of communication techniques
7. A summary of learning styles considering student abilities and behaviors
8. A summary of basic coaching and motivational techniques

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the reasons for cognitive and psychomotor training
2. Describe the use and limitations of the various teaching methods and techniques
3. Describe the laws and principles of learning
4. Describe lesson plan elements, terminology, and definitions
5. Describe the elements of the communication process
6. Describe communication techniques
7. Describe adjusting to differences in learning styles, abilities, and behaviors, which at a minimum shall include:
   - Modifying a lesson plan or materials to meet student needs
8. Describe motivational and coaching techniques, which at a minimum shall include:
   - Disruptive and unsafe student behavior
   - Learning styles
   - Types of learning disabilities

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 8-2: DEVELOPING INSTRUCTIONAL MATERIALS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.1

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** MEET THE REQUIREMENTS OF FIRE INSTRUCTOR I AS DEFINED IN NFPA 1041, AND THE JOB PERFORMANCE REQUIREMENTS DEFINED IN SECTIONS 4.2 THROUGH 4.7 OF THIS STANDARD.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the reasons for the development of instructional materials for lesson plans
2. A summary of the elements of psychomotor and cognitive lesson plans
3. A summary of lesson plan utilization techniques
4. A summary of instructional methods and techniques
5. A summary of the components of learning objectives
6. A summary of the characteristics of adult learners
7. A summary of the psychology of learning

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the elements of the instructional process, which at a minimum shall include:
   - Application techniques
   - Characteristics of adult learners
   - Evaluation techniques
   - Four-step method of instruction
   - Levels of instruction
   - Psychology of learning
   - Sources of references and materials

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 8-3: Presenting Psychomotor and Cognitive Lesson Plans

**AUTHORITY:**
NFPA 1021 Fire Officer Professional Qualifications (2009): Section 4.1

**LEVEL OF LEARNING:**
II

**REQUISITE KNOWLEDGE:**
Meet the requirements of Fire Instructor I as defined in NFPA 1041, and the job performance requirements defined in Sections 4.2 through 4.7 of this standard.

**PERFORMANCE GOAL**

**GIVEN:**
1. A prepared psychomotor and cognitive lesson plan
2. A self-prepared psychomotor and cognitive lesson plan
3. A summary of teaching preparation components
4. A summary of delivery methods
5. Examples of various target audiences

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe and demonstrate preparing for and presenting a prepared cognitive lesson plan using an improved lecture
2. Describe and demonstrate preparing for and presenting a prepared psychomotor lesson plan with a performance test

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
### CO 8-4: THE INSTRUCTOR’S ROLE, RESPONSIBILITIES, AND OBLIGATIONS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.1  
**LEVEL OF LEARNING:** II  
**REQUISITE KNOWLEDGE:** MEET THE REQUIREMENTS OF FIRE INSTRUCTOR I AS DEFINED IN NFPA 1041, AND THE JOB PERFORMANCE REQUIREMENTS DEFINED IN SECTIONS 4.2 THROUGH 4.7 OF THIS STANDARD.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the role, responsibilities, and obligations of a training instructor  
2. An organizational flowchart of the entity in which the training instructor employed and a summary of the instructor’s role within that organization

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe the role of the training instructor within the organization  
2. Describe the qualities of a good training instructor  
3. Describe the responsibilities of the training instructor  
4. Describe the obligations of the training instructor  
5. Describe the components of ethical conduct, which at a minimum **shall** include:
   - Personal ethics origins  
   - Personal justifications  
   - Unethical conduct causes  
6. Describe the liability risk factors for the training instructor, which at a minimum **shall** include:
   - Basic affirmative action, equal employment opportunity, and the Americans with Disabilities Act  
   - Hazardous training  
   - Laws and legal issues  
   - Purpose of NFPA 1403 and 1500 as they relate to training  
   - Site evaluations for safety compliance

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CO 8-5: ASSEMBLING INSTRUCTIONAL MATERIALS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.1
**LEVEL OF LEARNING:** II
**REQUISITE KNOWLEDGE:** MEET THE REQUIREMENTS OF FIRE INSTRUCTOR I AS DEFINED IN NFPA 1041, AND THE JOB PERFORMANCE REQUIREMENTS DEFINED IN SECTIONS 4.2 THROUGH 4.7 OF THIS STANDARD.

**PERFORMANCE GOAL**

**GIVEN:**
1. A lesson plan
2. A summary of course materials, resources, and equipment needed to deliver the lesson plan

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe and demonstrate assembling course materials needed to deliver a lesson, which at a minimum shall include:
   - Equipment
   - Lesson plan
   - Procedures for procuring equipment and materials
   - Resources
   - Supplemental materials

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 8-6: THE ELEMENTS OF THE LEARNING ENVIRONMENT

Given:
1. A facility and an assignment
2. Classroom, laboratory, or outdoor learning environment management and safety considerations
3. A summary of the use of instructional media and materials

Performance: (In accordance with Department Policies and Standard Operating Procedures)
1. Describe organizing the classroom, laboratory, or outdoor learning environment, which may include:
   - Access
   - Audiovisual equipment
   - Climate control
   - Distractions/noise control
   - Environmental laws and codes
   - Exposures
   - Lighting and light levels
   - Seating
   - Site space
   - Teaching aids
   - Terrain
   - Vehicle and machine noise
   - Vehicle traffic
   - Weather conditions

2. Describe classroom, laboratory, or outdoor learning environment management and safety considerations, which at a minimum shall include:
   - Adjunct instructors
   - Advantages and limitations of audiovisual equipment and teaching aids
   - Classroom/site arrangement
   - Difficult/problem students
   - Methods and techniques of instruction
   - Site evaluation for safety compliance

Authority: NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.1
Level of Learning: II
Requisite Knowledge: Meet the requirements of Fire Instructor I as defined in NFPA 1041, and the job performance requirements defined in Sections 4.2 through 4.7 of this standard.
3. Describe laboratory or outdoor learning environment management and safety considerations, which at a minimum *shall* include:
   - Site evaluation for safety compliance
   - Student safety during hazardous training

4. Describe adjusting the presentation of a cognitive lesson plan and psychomotor lesson plan, which may include:
   - Audiovisual distractions
   - Equipment failure
   - Limited resources
   - Presentation location
   - Safety
   - Weather

5. Describe using instructional media and materials

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 8-7: REVIEWING AND ADAPTING PREPARED INSTRUCTIONAL MATERIALS

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | MEET THE REQUIREMENTS OF FIRE INSTRUCTOR I AS DEFINED IN NFPA 1041, AND THE JOB PERFORMANCE REQUIREMENTS DEFINED IN SECTIONS 4.2 THROUGH 4.7 OF THIS STANDARD. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of prepared instructional materials
2. A summary of materials for a specific topic, target audience, and learning environment
3. A summary of performance test criteria

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe and demonstrate reviewing instructional materials, the learning environment, and resources (ancillary components) that need adaptation
2. Describe and demonstrate adapting a prepared cognitive and psychomotor lesson plan so that the needs of the student and the objectives of the lesson plan are achieved, which at a minimum shall include:
   - Adjustment of the learning environment
   - Elements of a lesson plan
   - Selection of instructional aids and methods
3. Adapt a prepared performance test

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 8-8: USING AUDIOVISUAL EQUIPMENT AND MATERIALS

**Performance Goal**

*Given:*
1. A learning environment
2. Various types of audiovisual equipment and computers
3. Various types of simulators
4. A summary of the procedures for setting up and operating audiovisual equipment and computers
5. A summary of copyright violation of audiovisual media
6. A summary of resources available for audiovisual printing or packaging
7. A summary of the procedures for utilizing audiovisual materials

*Performance: (In accordance with department policies and standard operating procedures)*
1. Set-up and operate audiovisual equipment and computers, which at a minimum shall include:
   - Electrical precautions
   - Safety precautions
2. Describe the use of simulators as a training device
3. Describe copyright violation of audiovisual media
4. Describe resources available for audiovisual printing or packaging
5. Use audiovisual materials

*Standard:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy*
CO 8-9: THE TESTING PROCESS

AUTHORITY: NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.1
LEVEL OF LEARNING: II
REQUISITE KNOWLEDGE: MEET THE REQUIREMENTS OF FIRE INSTRUCTOR I AS DEFINED IN NFPA 1041, AND THE JOB PERFORMANCE REQUIREMENTS DEFINED IN SECTIONS 4.2 THROUGH 4.7 OF THIS STANDARD.

PERFORMANCE GOAL

GIVEN:
1. A self-prepared psychomotor and cognitive lesson plan
2. A summary of agency testing policies and procedures
3. A summary of laws related to grading and maintaining confidentiality of scores
4. A summary of oral, written, and performance tests
5. A summary of grading criteria for oral, written, or performance tests
6. A summary of ethical conduct
7. A summary of training records, report forms, policies, procedures, and forms
8. Sample student grading and testing instruments

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe oral, written, and performance tests, which at a minimum shall include:
   - Elements
   - Formats
   - Purposes
   - Terminology

2. Describe the administration and grading of student test instruments, which at a minimum shall include:
   - Agency policies and testing procedures
   - Ethical conduct
   - Laws affecting records and disclosure of training information
   - Maintaining confidentiality of scores
   - Rating factors
   - Test security

3. Creating and administer a performance test, which at a minimum shall include:
   - Considerations for establishing time standards
   - Liability of time standards
   - Purpose of time standards
   - Safety considerations in time standards

4. Describe completing training records and report forms so that required reports are accurate and submitted in accordance with the procedures

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CO 8-10: THE PROCEDURES FOR STUDENT FEEDBACK

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 4.1
**LEVEL OF LEARNING:** II
**REQUISITE KNOWLEDGE:** MEET THE REQUIREMENTS OF FIRE INSTRUCTOR I AS DEFINED IN NFPA 1041, AND THE JOB PERFORMANCE REQUIREMENTS DEFINED IN SECTIONS 4.2 THROUGH 4.7 OF THIS STANDARD.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of reporting procedures and the interpretation of test results
2. A summary of feedback techniques for students

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe reporting test results, which may include:
   - Accurately recording the results
   - Forwarding the forms according to policies and procedures
   - Reporting unusual circumstances
2. Describe and demonstrate providing feedback to students, which at a minimum shall include:
   - Clear, relevant, and objective suggestions
   - Evaluation data
   - Timely feedback

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
## CO 8-11: METHODS OF STUDENT INSTRUCTOR EVALUATION

<table>
<thead>
<tr>
<th>AUTHORITY:</th>
<th>STATE FIRE MARSHAL</th>
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<td>LEVEL OF LEARNING:</td>
<td>II</td>
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### PERFORMANCE GOAL

**GIVEN:**
1. A summary of procedures for evaluating student instructors
2. A summary of techniques for completing evaluation forms
3. Examples of evaluation forms

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe and demonstrate procedures for evaluating student instructors
2. Describe areas for instructor improvement, which may include:
   - Changes in instructional style
   - Communication methods
   - Strengths
   - Weaknesses
3. Describe methods for student evaluators to provide feedback to student instructors
4. Describe and demonstrate completing evaluation forms

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 1-1: PRINCIPLES OF LEADERSHIP FOR THE CHIEF FIRE OFFICER

PERFORMANCE GOAL

GIVEN:
1. A summary of leadership considerations as they relate to the other functions of management
2. A summary of the factors that impact leadership on individual, group, and organizational behavior
3. A summary of the signs and symbols of organizational culture and how they influence organizational behavior
4. A summary of the process of developing a successful learning organization
5. A summary of the process of identifying organizational health
6. A summary of the factors Chief Fire Officers use to influence others
7. A summary of transitioning from leading individuals to leading leaders
8. A summary of contemporary societal issues and their impact on public safety organizations

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the leader's role and influences in organizations
2. Describe the impact of leadership on individual, group, and organizational behavior
3. Describe the signs and symbols of organizational culture and how they influence organizational behavior, which at a minimum shall include:
   - Organizational behavior
   - Organizational culture
   - Organizational values
4. Describe the process of developing a successful learning organization, which at a minimum shall include:
   - Impacts and obstacles to organizational change
   - Strategies and skills to decrease organizational defenses
   - The role of a leader in organizational change
   - Translating vision into action
5. Describe the process of identifying organizational health, which at a minimum shall include:
   - Indicators of organizational health
   - Monitoring and maintaining organizational health
6. Describe the factors Chief Fire Officers use to influence others, which at a minimum shall include:
   - Attraction
   - Commitment and consistency
- Rule of reciprocity
- Social proof

7. Describe the transition from leading individuals to leading leaders
8. Describe contemporary societal issues and analyze their impact on public safety organizations

**STANDARD:**

By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CFO 1-2: THE CHIEF FIRE OFFICER'S ROLE AND RESPONSIBILITIES

| AUTHORITY: | STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the roles and responsibilities of a Chief Fire Officer
2. A summary of the relationship between an Chief Fire Officer and other members of the organization
3. A summary of how to promote organizational core values, mission, vision, goals, strategy and tactics

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe the roles and responsibilities of an Chief Fire Officer
2. Describe the relationship between an Chief Fire Officer and other members of the organization
3. Describe promoting organizational core values, mission, vision, goals, strategy and tactics

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 1-3: ESTABLISHING PERSONNEL ASSIGNMENTS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.2.1

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** MINIMUM STAFFING REQUIREMENTS, AVAILABLE HUMAN RESOURCES, AND POLICIES AND PROCEDURES.

**REQUISITE SKILL:** THE ABILITY TO RELATE INTERPERSONALLY AND TO COMMUNICATE ORALLY AND IN WRITING.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the methods used to develop organizational plans
2. A summary of factors that affect personnel assignments
3. A summary of the considerations used to include individuals of diverse backgrounds in establishing work assignments

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)

1. Describe the development of organizational plans, which at a minimum **shall** include:
   - Assigning duties and responsibilities
   - Coordinating tasks between divisions and groups
   - Delineating lines of accountability
   - Determining the deployment of resources
   - Establishing formal lines of communication and authority
   - Establishing relationships among individuals, groups, and divisions
   - Grouping jobs into work units
   - Organizational core values, mission, vision, and goals
   - Separating work assignments into bureaus or divisions

2. Describe factors that impact personnel assignments, which at a minimum **shall** include:
   - Career development
   - Diverse backgrounds
   - Job performance
   - Levels of staffing
   - Probationary employees
   - Process of delegation in order to empower personnel
   - Transfers
   - Work environment and expectations

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 1-4: DEVELOPING AN ONGOING TRAINING AND EDUCATION PROGRAM

**AUTHORITY:**
NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.2.7

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:**
AGENCY MISSION AND GOALS, TRAINING PROGRAM DEVELOPMENT, AND NEEDS ASSESSMENT.

**REQUISITE SKILL:**
THE ABILITY TO PERFORM A NEEDS ASSESSMENT AND TO COMMUNICATE ORALLY AND IN WRITING.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of organizational training requirements
2. A summary of performing a needs assessment
3. A summary of the steps utilized in developing and implementing a training program
4. A summary of the components of a training team
5. A summary of the methods used to develop training program criteria
6. A summary of the methods used to develop a training policies and procedures

**PERFORMANCE:** 
(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)

1. Develop and implement a training program, which at a minimum **shall** include:
   - Administration
   - Implementation
   - Delivery
   - Evaluation
   - Policies And Procedures
   - Records Management System
   - Staffing
     - Instructors
     - Training committee
     - Training officer
2. Describe the methods used to develop training program criteria, which at a minimum **shall** include:
   - Employee needs
   - Federal, state, and local mandates
   - Fire Chief’s direction
   - Fire department mission
   - Professional standards
3. Describe the methods used to develop a training policies and procedures

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 1-5: THE CHIEF FIRE OFFICER'S ROLE IN FORMAL COMMUNICATION

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of communication skills and etiquette
2. A summary of formal written communications
3. A summary of factors that affect communications
4. A summary of methods used to develop public communications

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the importance of communication skills and etiquette
   - Body Language
   - Listening Skills
   - Speaking Skills
   - Self Presentation
   - Target Audience
2. Describe and demonstrate formal written communication, which may include:
   - Orders and directives
   - Staff reports
   - Standard operating procedures
   - Written policies and procedures
3. Describe and demonstrate factors that affect communication, which at a minimum shall include:
   - Chief Fire Officer-subordinate relationship
   - Inter/Intradepartmental relationship
   - Interagency relationship
   - Political influence
   - Community relationship
4. Describe and demonstrate public speaking, which may include:
   - Media relations
   - News/press release
   - Presentations

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CFO 1-6: METHODS TO FACILITATE AND PROMOTE PROFESSIONAL DEVELOPMENT

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.2.4  
**LEVEL OF LEARNING:** II  
**REQUISITE KNOWLEDGE:** INTERPERSONAL AND MOTIVATIONAL TECHNIQUES.  
**REQUISITE SKILL:** THE ABILITY TO EVALUATE POTENTIAL, TO COMMUNICATE ORALLY, AND TO COUNSEL MEMBERS.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of opportunities for continuing education  
2. A summary of the benefits of membership in professional organizations  
3. A summary of the elements of Chief Officer Accreditation

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*

1. Describe opportunities for continuing education, which at a minimum *shall* include:
   - Community college programs  
   - Four-year universities  
   - Harvard Fellowship  
   - National Fire Academy programs  
   - Online courses  
   - State Fire Training programs  
   - Training academies  
   - Union-sponsored education and apprenticeship programs

2. Describe the benefits of membership in professional organizations, which at a minimum *shall* include:
   - Attendance in professional workshops, seminars, and conferences  
   - Establishment of professional networks  
   - Renewed enthusiasm for fire the service  
   - Shared knowledge within the department

3. Describe the elements of Chief Officer Accreditation, which at a minimum *shall* include:
   - Ethical code of conduct  
   - Requirements for initial Chief Officer Designation  
   - Requirements for renewal

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 1-7: MANAGING THE PERFORMANCE EVALUATION PROCESS

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of goals and objectives of performance evaluation
2. A summary of types of performance evaluation instruments
3. A summary of common errors found in performance evaluations
4. A summary of the elements of a performance evaluation program
5. A summary of performance improvement plans and their use

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Describe goals and objectives of performance evaluation
2. Describe types of performance evaluation instruments
3. Describe common errors found in performance evaluations
4. Describe the elements of a performance evaluation program, which at a minimum shall include:
   - Link to labor agreements, promotional processes, and discipline procedures
   - Policy statement
   - Supervisor training on both the written and verbal activities
   - Written instrument
5. Describe performance improvement plans and their use

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 2: COMMUNITY AND GOVERNMENT RELATIONS

CFO 2-1: ATTEND, PARTICIPATE, AND ASSUME A LEADERSHIP ROLE IN COMMUNITY ORGANIZATIONS AND EVENTS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 7.3.1

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** COMMUNITY DEMOGRAPHICS, COMMUNITY AND CIVIC ISSUES, EFFECTIVE CUSTOMER SERVICE METHODS, AND FORMAL AND INFORMAL COMMUNITY LEADERS.

**REQUISITE SKILL:** THE ABILITY TO COMMUNICATE ORALLY AND FAMILIARITY WITH PUBLIC RELATIONS.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of a local community’s demographics, community and civic issues, and formal and informal community leaders
2. A summary of public image and enhancing public relations
3. A summary of a local community’s organizations and events
4. A list of local community organizations and events

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe community organizations, civic events, and formal and informal community leaders with which the fire department interacts
2. Describe the importance of enhancing the image of the fire department
3. Develop a plan to attend, participate in, and assume a lead role in given community organizations and events

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 3: ADMINISTRATION

CFO 3-1: ANALYZING DEPARTMENT POLICIES AND PROCEDURES AND SUPERVISING THEIR REVISION/DEVELOPMENT

<table>
<thead>
<tr>
<th>AUTHORITY:</th>
<th>STATE FIRE MARSHAL</th>
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<tr>
<td>LEVEL OF LEARNING:</td>
<td>II</td>
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</table>

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of policies and procedures and the impact on officers, crews, and the department
2. A summary of critical components to be considered when delegating the revision or development of department policies and procedures
3. A summary of considerations for delegation and review of policy or procedure development or revision
4. A summary of the components of a change management plan

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Describe how a given policy may affect officers, crews, and the department
2. Analyze a given policy that may affect officers, crews, and the department
3. Describe the critical components to be considered when delegating the revision or development of department policies and procedures, which at a minimum shall include:
   - Accuracy
   - Clarity
   - Impartiality
   - Objectivity
4. Delegate the review of a new policy or procedure or a change to an existing policy or procedure
5. Describe the components of a change management plan, which may include:
   - Conveying the message
   - Evaluating results
   - Identifying affected groups
   - Goals

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 3-2: MANAGING ADMINISTRATIVE AND SUPPORT SERVICE PROGRAMS

**Authority:** State Fire Marshal  
**Level of Learning:** II

**Performance Goal**

**Given:**
1. A summary of the roles and responsibilities of managing a fire department's administrative programs
2. A summary of the roles and responsibilities of managing a fire department's support services programs

**Performance:** (In accordance with department policies and standard operating procedures)
1. Describe the role and responsibilities of managing a fire department's administrative programs, which at a minimum shall include:
   - Employee assistance programs
   - Information technology
   - Human resources services
   - Media relations
2. Describe the role and responsibilities of managing a fire department's support services programs, which at a minimum shall include:
   - Apparatus
   - Emergency communication center
   - Emergency service special operations
   - Equipment
   - Facilities
   - Training
   - Volunteer/reserve fire fighters

**Standard:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 3-3: DEVELOPING A DIVISIONAL OR DEPARTMENT BUDGET

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.4.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | THE SUPPLIES AND EQUIPMENT NECESSARY FOR EXISTING AND NEW PROGRAMS; REPAIRS TO EXISTING FACILITIES; NEW EQUIPMENT, APPARATUS MAINTENANCE, AND PERSONNEL COSTS; AND APPROVED BUDGETING SYSTEM. |
| REQUISITE SKILL: | THE ABILITY TO ALLOCATE FINANCES, TO RELATE INTERPERSONALLY, AND TO COMMunicate ORALLY AND IN WRITING. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of budgetary schedules and guidelines
2. A summary of the principles of financial management
3. A summary of the basics of budgeting
4. A summary of the capital budgeting process
5. Sample project or program budgets

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe representative budgetary schedules and guidelines
2. Describe the principles of financial management, which at a minimum *shall* include:
   - Budget input
   - Fiscal practices
   - Forms of budgets
   - Periodic review
   - Relationship to overall planning efforts
3. Describe the basics of budgeting, which at a minimum *shall* include:
   - Budget presentation
   - Competition for resources
   - Examination of revenues
   - Justification of expenditures
   - Technology
4. Describe the capital budgeting process, which at a minimum *shall* include:
   - Competitive markets
   - Depreciation
   - Initial outlay
   - Measuring a projects benefits and costs
5. Develop a project or program budget

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 3-4: THE PROCESS OF SOLICITING BIDS AND AWARDING BIDS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.4.3

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** PURCHASING LAWS, POLICIES, AND PROCEDURES.

**REQUISITE SKILL:** THE ABILITY TO USE EVALUATIVE METHODS AND TO COMMUNICATE ORALLY AND IN WRITING.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the requirements for bidders
2. A summary of bid specification guidelines
3. A summary of a department specific bidding process and how bids are awarded
4. Summary of the pitfalls of developing bids that are too specific
5. Summary of how to develop a Request for Proposal

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the requirements for bidders, which at a minimum **shall** include:
   - Attendance at prebid meetings
   - Financial statements
   - Liability of performance bonds
   - Payment schedules
   - Specified delivery times
2. Describe the bid specification guidelines, which at a minimum **shall** include:
   - Acceptance test
   - Accessories
   - American National Standards Institute (ANSI)
   - Delivery date
   - NFPA standards
   - NIOSH standards
   - Nonperformance clause
   - Number of units
   - Technical support
   - Training for maintenance personnel
   - Training for personnel
   - Warranty
3. Describe a department specific bidding process and how bids are awarded
4. Describe the pitfalls of developing bids that are too specific
5. Describe how to develop a Request for Proposal

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 3-5: DIRECTING THE DEVELOPMENT, MAINTENANCE, AND EVALUATION OF A DEPARTMENT RECORD MANAGEMENT SYSTEM

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.4.4

**LEVEL OF LEARNING:** II

**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 information management systems.

**REQUISITE SKILL:** The ability to use evaluative methods, to communicate orally and in writing, and to organize data.

**PERFORMANCE GOAL**

**GIVEN:**

1. A summary of the purpose and function of records and reports
2. A summary of the appropriate context of most records and reports
3. A summary of the need for and benefits of proper documentation, accuracy, and completeness
4. A summary of the confidentiality and privacy requirements
5. A summary of methods used to develop a record management system
6. A summary the benefits of a record management system
7. A summary the information system management process
8. A summary the types of records stored in a information management system
9. A summary of the components of an electronic data storage and retrieval system
10. A summary security issues related to record keeping

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**

1. Describe the purpose and function of records and reports, which at a minimum shall include:
   - Accident/injury
   - Daily logs and activity reports
   - Exposure
   - Incident
   - Inspection records
   - Maintenance and use
   - Memoranda and letters
   - Personnel
   - Prevention
   - Training records
   - Worker’s compensation

2. Describe the appropriate context of most records and reports, which at a minimum shall include:
   - Appropriate and descriptive terminology
   - Correct grammar, spelling, and syntax
3. Describe the need for and benefits of proper documentation, accuracy, and completeness.

4. Describe the methods used to develop a record management system.

5. Describe the benefits of a record management system, which at a minimum shall include:
   - Ensuring accountability
   - Improving the operational efficiency of the organization
   - Knowing the records maintained by the organization
   - Meeting legislative and regulatory mandates
   - Meeting strategic goals and objectives
   - Protecting internal and external customer interests
   - Providing historical data
   - Saving administrative costs
   - Supporting and improving the decision making process

6. Describe the information system management process, which at a minimum shall include:
   - Acquiring
   - Analyzing
   - Distributing
   - Organizing
   - Storing date

7. Describe the types of records stored in an information management system, which at a minimum shall include:
   - Activity
   - Budget
   - Inventory
   - Maintenance
   - Personnel

8. Describe record retention and archives, which at a minimum shall include:
   - Security issues
   - Confidentiality and privacy requirements
   - Destruction
   - Describe the components of an electronic data storage and retrieval system

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 3-6: MANAGING A FIRE-BASED EMS PROGRAM

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of the historical perspective of EMS
2. A summary of the EMS systems within California
3. A summary of EMS terminology
4. A summary of EMS system regulation policy
5. A summary of the procedures for reviewing, analyzing, and planning the department’s EMS system
6. A summary of EMS human resources and staffing
7. A summary of quality assurance, improvement, and professional standards
8. A summary of EMS public information, education, and relations
9. A summary of local medical oversight, control, and direction
10. A summary of patient care records management
11. A summary of EMS finances and budget
12. A summary of EMS personnel recordkeeping and data management
13. A summary of EMS communications
14. A summary of EMS operations
15. A summary of EMS risk management
16. A summary of EMS training requirements for Basic Life Support (BLS) and Advanced Life Support (ALS) responders
17. A summary of EMS reporting requirements

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the historical perspective of EMS, which at a minimum shall include:
   - Constituent groups
   - Organizational structure
2. Describe EMS systems within California, which at a minimum shall include:
   - Industry standards
   - Levels of service
   - Types of service
3. Describe EMS terminology
4. Describe and demonstrate where EMS system regulation policy can be found, which at a minimum shall include:
   - Cal/OSHA
   - California case law
   - California Medical Confidentiality Act
   - Centers for Medicare and Medicaid
5. Review and analyze your department's EMS program

6. Describe EMS human resources and staffing, which at a minimum shall include:
   a. Certification-recertification
   b. Licensure-accreditation

7. Describe quality assurance, improvement, and professional standards, which at a minimum shall include:
   a. California Emergency Medical Services Information System (CEMSIS)
   b. EMS clinical investigations
   c. Firefighters Bill of Rights (FBOR)
   d. Model Disciplinary Orders (MDO)
   e. Personnel investigations, which may include:
      i. State EMS quality improvement guidelines

8. Describe public information, education, and relations, which at a minimum shall include:
   a. EMS customer service

9. Describe local medical oversight, control, and direction, which at a minimum shall include:
   a. Continuing Education Provider responsibilities
   b. Local EMS Agency
   c. Local policies, protocols, and procedures
   d. Medical Director

10. Describe management of patient care records, which at a minimum shall include:
    a. Completion requirements
    b. Release requirements
    c. Review requirements
    d. Storage and security requirements

11. Describe EMS finances and budget, which at a minimum shall include:
    a. Billing regulations
    b. Capital resources
    c. Contracts
    d. Durable equipment
    e. Expendable supplies
    f. Limitations and restrictions
    g. Medical equipment
    h. Restock
Revenue sources
Service contracts
Special assessments/tax base
Training costs

12. Describe EMS personnel recordkeeping and data management

13. Describe EMS communications, which at a minimum shall include:
   - Emergency Medical Dispatch
   - Hospital
   - Primary Public Safety Answering Point
   - Secondary Public Safety Answering Point

14. Describe EMS operations, which at a minimum shall include:
   - Controlled substance management plan
   - Critical incident stress management
   - Day-to-day policies and procedures
   - Deployment
   - Multi-casuality incidents
   - Special events
   - Transport versus nontransport

15. Describe EMS risk management, which at a minimum shall include:
   - Clinical Laboratory Improvement Amendments (CLIA)
   - Exposure control program
   - Designated officer
   - Employee immunization requirements
   - Infection control plan
   - Refusal of care/service

16. Describe EMS training requirements for Basic Life Support (BLS) and Advanced Life Support (ALS) responders

17. Describe EMS reporting requirements, which at a minimum shall include:
   - Cal/OSHA
   - Critical equipment failure
   - Loss or breakage of controlled substances
   - Occupational injuries
   - Unusual occurrences

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 4: FIRE PREVENTION

CFO 4-1: EVALUATE THE DEPARTMENT'S COMPANY INSPECTION PROGRAM

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.5.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | POLICIES AND PROCEDURES, ACCEPTED INSPECTION PRACTICES, PROGRAM EVALUATION, AND APPLICABLE CODES, STANDARDS, AND LAWS. |
| REQUISITE SKILL: | THE ABILITY TO USE EVALUATIVE METHODS, TO ANALYZE DATA, AND TO COMMUNICATE ORALLY AND IN WRITING. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the components of a company inspection program
2. A summary of the methods used to evaluate a company inspection program
3. A summary of the process for determining the effectiveness of a company inspection program
4. A summary of the steps involved in making revisions to a company inspection program
5. A summary of applicable codes, standards, and laws.
6. A summary of accepted inspection practices

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the components of a company inspection program
2. Describe the methods used to evaluate a company inspection program
3. Describe the process for determining the effectiveness of a company inspection program
4. Describe the steps involved in making revisions to a company inspection program

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 4-2: THE CHIEF FIRE OFFICER'S RESPONSIBILITIES FOR STANDBY LIFE SAFETY DUTIES

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of the situations that may result in a standby life safety assignment
2. A summary of the California Fire Code and other regulatory sections relating to standby life safety requirements
3. A summary of the duties and responsibilities of a standby life safety assignment

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe situations that may result in a standby life safety assignment, which may include:
   - Fire protection systems temporarily out of service
   - Special public events
2. Describe the duties and responsibilities of a standby life safety assignment, which may include:
   - Ensuring activation of fire protection systems
   - Fire watch
   - Inspecting required fire appliances
   - Length of assignment
   - Monitoring site access
   - Preventing and extinguishing fires
3. Describe the California Fire Code and other regulatory sections relating to standby life safety requirements

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 5: EMERGENCY SERVICE DELIVERY

CFO 5-1: IMPLEMENTING THE INCIDENT COMMAND SYSTEM (ICS 400)

AUTHORITY:  STATE FIRE MARSHAL
LEVEL OF LEARNING:  II

PERFORMANCE GOAL

GIVEN:
1. A summary of how the Incident Command System (ICS 400)
2. Simulated incident scenario information

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe ICS Command and General staff principle responsibilities, which at a minimum shall include:
   - Primary guidelines related to command and general staff positions
   - Principal responsibilities for each command and general staff position
   - Purpose and responsibilities of agency representatives, reporting relationships and how they can be effectively used within the incident organization
   - Roles of deputies and assistants in incident management
   - Steps built into the ICS design to compensate for previous incident management problems
2. Describe Unified Command, which at a minimum shall include:
   - Advantages of unified command
   - Areas of cost sharing that might apply under unified command structure
   - Primary features of unified command
3. Describe how major incidents are managed, which at a minimum shall include:
   - List the expansion options for incident organization and under what conditions they would be applied
   - Principal factors often found in, or related to, major and/or complex incidents
4. Describe Area Command, which at a minimum shall include:
   - Area command organization
   - Defining area command
   - Differences between area command, unified command, multi-agency coordination system and emergency operation centers
   - Principals advantages of using area command
   - Six primary functional responsibilities of area command
5. Describe the Multi-agency Coordination (MAC), which at a minimum shall include:
   - Essential differences between area command, MAC and EOC
   - Guidelines for establishing and using MAC groups
   - Kinds of incident management problem that can occur due to the lack of MAC
   - Levels where MAC is commonly accomplished
   - Primary components and responsibilities of MAC
Principal position within a MAC system
Terms related to MAC

6. Develop a command and general staff organization around a given incident scenario
7. Develop an area command based on a given scenario

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 5-2: COMMANDING STRUCTURE FIRES INVOLVING MULTI-ALARM/MULTI-AGENCIES

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.6.1 AND THE STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | POLICIES, PROCEDURES, AND STANDARDS, INCLUDING THE CURRENT EDITION OF NFPA 1600, AND RESOURCES, CAPABILITIES, ROLES, RESPONSIBILITIES, AND AUTHORITY OF SUPPORT AGENCIES. |
| REQUISITE SKILL: | THE ABILITY TO USE EVALUATIVE METHODS, TO DELEGATE AUTHORITY, TO COMMUNICATE ORALLY AND IN WRITING, AND TO ORGANIZE PLANS. |

PERFORMANCE GOAL

GIVEN:
1. A summary of operational leadership, ethics, and command presence
2. A summary on how to evaluate the preincident plan
3. A summary of strategies and tactics used control a structure fire involving a multi-alarm/multi-agency response
4. A summary of the incident command system used in the control of a structure involving multi-alarm/multi-agency response
5. A summary of deployment strategies used in the control of a structure involving multi-alarm/multi-agency response
6. A summary of risk assessment considerations used in the control of a structure involving multi-alarm/multi-agency response
7. A summary of how to manage the origin and cause determination process
8. A summary of how to manage the occupant services process
9. A summary of the procedures for developing an incident action plan for a multi-alarm/multi-agency structure fire

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe operational leadership, ethics, and command presence
2. Describe evaluating the preincident plan, which at a minimum shall include:
   - Interagency and intra-agency roles and responsibilities
   - Local, state, and federal resources
   - SOGs/SOPs
   - Target hazards
3. Describe the factors that determine how fire strategies are measured during a structure involving multi-alarm/multi-agency response, which at a minimum shall include:
   - Single family residences
   - Multi-family residences
   - Mixed-use occupancies
   - Commercial occupancies
   - Low-rise/High-rise occupancies
4. Describe the duties and responsibilities of a Chief Fire officer using the incident command system involving multiple units/multiple agencies at structure fire, which at a minimum shall include:
   - Single family residences
   - Multi-family residences
   - Mixed-use occupancies
   - Commercial occupancies
   - Low-rise/High-rise occupancies

5. Describe and demonstrate the deployment of equipment and personnel required to suppress a structure fire involving multi-alarms/multiple agencies, which at a minimum shall include:
   - Single family residences
   - Multi-family residences
   - Mixed-use occupancies
   - Commercial occupancies
   - Low-rise/High-rise occupancies

6. Describe risk assessment considerations at a structure fire involving a multi-alarm/multi-agency response, which at a minimum shall include:
   - Building construction strengths and weaknesses, and their affects on fire spread on the interior and exterior of a structure
   - Emergency responder rehabilitation
   - Products of combustion found inside a structure and their impact on time-temperature curve and fire spread
   - Regulatory requirements for fire fighter safety and survival

7. Describe and demonstrate the procedures used to control, confine, and extinguish fires and protect exposures at a structure fire involving a multi-alarm/multi-agency, which at a minimum shall include:
   - How ICS organizational structure is applied
   - Strategy, tactics, and modes
   - Fire-fighting methods used in fire control and extinguishment

8. Describe managing the origin and cause determination process

9. Describe managing the occupant services process

10. Develop an incident action plan on a simulated incident for a multi-alarm/multi-agency response, which at a minimum shall include:
    - Single family residences
    - Multi-family residences
    - Mixed-use occupancies
    - Commercial occupancies
    - Low-rise/High-rise occupancies

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 5-3: Commanding an Expanded Hazardous Materials Incident

**Authoritative:** NFPA 1021 Fire Officer Professional Qualifications (2009): Section 6.6.1 and State Fire Marshal

**Level of Learning:** II

**Requisite Knowledge:** Policies, procedures, and standards, including the current edition of NFPA 1600, and resources, capabilities, roles, responsibilities, and authority of support agencies.

**Requisite Skill:** The ability to use evaluative methods, to delegate authority, to communicate orally and in writing, and to organize plans.

**Performance Goal**

**Given:**
1. A summary of interagency and intra-agency roles and responsibilities for a hazardous material incident
2. A summary of reference resources that provide guidance for mitigating hazardous materials incidents
3. A summary of factors that determine how hazardous materials mitigation strategies are measured
4. A summary of the duties and responsibilities for using the incident command systems at a hazardous materials incident
5. A summary of personnel and equipment required to mitigate a hazardous materials incident
6. A summary of risk assessment considerations at a hazardous materials incident
7. A summary of the procedures used to control, confine, and mitigate a hazardous materials incident

**Performance:** (In accordance with department policies and standard operating procedures)
1. Describe interagency and intra-agency roles and responsibilities
2. Describe ICS at an expanding hazardous materials incident, which at a minimum shall include:
   - Command and general staff roles and responsibilities
   - Multi-group
   - Multi-branch
3. Describe and demonstrate assuming, transferring, and terminating command at an expanded hazardous materials incident, which at a minimum shall include:
   - Continue/maintain
   - Demobilization
4. Describe and demonstrate risk assessment considerations at an expanded hazardous materials incident, which at a minimum shall include:
   - Chemical properties, classifications, and identification of the hazardous materials and their affect on controlling the incident
   - Life, environment, and property concerns
   - Measuring hazardous material mitigation strategies
FIRE OFFICER CERTIFICATION TRAINING STANDARDS

SECTION 5: EMERGENCY SERVICE DELIVERY FOR THE CHIEF FIRE OFFICER

- Regulatory requirements for fire fighter safety and survival
- Toxicological concerns relative to human life

5. Describe and demonstrate command considerations specific to an expanding hazardous materials incident, which at a minimum shall include:
   - Action plan/site safety plan
   - Containment measurements
   - Decontamination
   - Deployment of equipment and personnel
   - Disposal
   - Documentation
   - Identification
   - Isolation
   - Notification
   - Personal protective equipment
   - Protective actions
   - Reference resources
   - Scene safety
   - Scene stabilization
   - Size-up

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CFO 5-4: **COMMANDING AN EXPANDED MULTI-CASUALTY INCIDENT**

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.6.1 AND THE STATE FIRE MARSHAL

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** POLICIES, PROCEDURES, AND STANDARDS, INCLUDING THE CURRENT EDITION OF NFPA 1600, AND RESOURCES, CAPABILITIES, ROLES, RESPONSIBILITIES, AND AUTHORITY OF SUPPORT AGENCIES.

**REQUISITE SKILL:** THE ABILITY TO USE EVALUATIVE METHODS, TO DELEGATE AUTHORITY, TO COMMUNICATE ORALLY AND IN WRITING, AND TO ORGANIZE PLANS.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of interagency and intra-agency roles and responsibilities for multi-casualty incidents (MCI)
2. A summary of reference resources that provide guidance for mitigating a MCI
3. A summary of factors that determine how multi-casualty mitigation strategies are measured
4. A summary of the duties and responsibilities for using the ICS at a MCI
5. A summary of personnel and equipment required to mitigate multi-casualty incident
6. A summary of risk assessment considerations at a multi-casualty incident
7. A summary of the procedures used to control, confine, and mitigate a multi-casualty incident

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe interagency and intra-agency roles and responsibilities at an expanded multi-casualty incident
2. Describe ICS at an expanding multi-casualty incident, which at a minimum shall include:
   - Command and general staff roles and responsibilities
   - Multi-group and multi-branch
3. Describe and demonstrate assuming, transferring, and terminating command at an expanded multi-casualty incident, which at a minimum shall include:
   - Continue/maintain
   - Demobilization
   - Risk assessment considerations at an expanded multi-casualty incident
4. Describe and demonstrate command considerations specific to at an expanded multi-casualty incident, which at a minimum shall include:
   - Action plan
   - Deployment of equipment and personnel
   - Documentation and notification
   - Personal protective equipment
   - Scene safety and stabilization
   - Size-up

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 5-5: COMMANDING AN EXPANDED TECHNICAL RESCUE INCIDENT

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<td>REQUISITE SKILL:</td>
<td>THE ABILITY TO USE EVALUATIVE METHODS, TO DELEGATE AUTHORITY, TO COMMUNICATE ORALLY AND IN WRITING, AND TO ORGANIZE PLANS.</td>
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**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of interagency and intra-agency roles and responsibilities for technical rescue incidents
2. A summary of reference resources that provide guidance for mitigating technical rescue incidents
3. A summary of factors that determine how technical rescue mitigation strategies are measured
4. A summary of the duties and responsibilities for using the incident command systems at a technical rescue incident
5. A summary of personnel and equipment required to mitigate technical rescue incident
6. A summary of risk assessment considerations at a technical rescue incident
7. A summary of the procedures used to control, confine, and mitigate a technical rescue incident

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe interagency and intra-agency roles and responsibilities at an expanded technical rescue incident
2. Describe ICS at an expanding technical rescue incident, which at a minimum shall include:
   - Command and general staff roles and responsibilities
   - Multi-group
   - Multi-branch
3. Describe and demonstrate assuming, transferring, and terminating command at an expanded technical rescue incident, which at a minimum shall include:
   - Continue/maintain
   - Demobilization
   - Risk assessment considerations at an expanded technical rescue incident
4. Describe and demonstrate command considerations specific to at an expanded technical rescue incident, which at a minimum shall include:
   - Action plan
   - Deployment of equipment and personnel
   - Documentation
   - Notification
- Personal protective equipment
- Scene safety
- Scene stabilization
- Size-up

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
CFO 5-6: COMMANDING A TERRORISM AND WEAPONS OF MASS DESTRUCTION INCIDENT

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.6.1 AND THE STATE FIRE MARSHAL

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** POLICIES, PROCEDURES, AND STANDARDS, INCLUDING THE CURRENT EDITION OF NFPA 1600, AND RESOURCES, CAPABILITIES, ROLES, RESPONSIBILITIES, AND AUTHORITY OF SUPPORT AGENCIES.

**REQUISITE SKILL:** THE ABILITY TO USE EVALUATIVE METHODS, TO DELEGATE AUTHORITY, TO COMMUNICATE ORALLY AND IN WRITING, AND TO ORGANIZE PLANS.

**PERFORMANCE GOAL**

**GIVEN:**

1. A summary of interagency and intra-agency roles and responsibilities for terrorism and weapons of mass destruction incidents
2. A summary of reference resources that provide guidance for mitigating terrorism and weapons of mass destruction incidents
3. A summary of factors that determine how terrorism and weapons of mass destruction mitigation strategies are measured
4. A summary of the duties and responsibilities for using the incident command systems at a terrorism and weapons of mass destruction incident
5. A summary of personnel and equipment required to mitigate terrorism and weapons of mass destruction incident
6. A summary of risk assessment considerations at a terrorism and weapons of mass destruction incident
7. A summary of the procedures used to control, confine, and mitigate a terrorism and weapons of mass destruction incident

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)

1. Describe interagency and intra-agency roles and responsibilities at a terrorism and weapons of mass destruction incident
2. Describe ICS at a terrorism and weapons of mass destruction incident, which at a minimum shall include:
   - Command and general staff roles and responsibilities
   - Multi-group
   - Multi-branch
3. Describe and demonstrate assuming, transferring, and terminating command at terrorism and weapons of mass destruction incident, which at a minimum shall include:
   - Continue/maintain
   - Demobilization
4. Describe and demonstrate risk assessment considerations at a terrorism and weapons of mass destruction incident, which at a minimum shall include:
   - Chemical properties, classifications, and identification of the CBRNE and their affect on controlling the incident
   - Life, environment, and property concerns
   - Measuring mitigation strategies
   - Toxicological concerns relative to human life

5. Describe and demonstrate command considerations specific to at a terrorism and weapons of mass destruction incident, which at a minimum shall include:
   - Action plan
   - Crime scene considerations
   - Decontamination
   - Deployment of equipment and personnel
   - Documentation
   - Identification
   - Notification
   - Personal protective equipment
   - Protective actions
   - Recognition clues, warning signs, and indicators
   - Scene safety
   - Scene stabilization
   - Size-up

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 5-7: Commanding a Reinforced Wildland Fire

**AUTHORITY:** NFPA 1021 Fire Officer Professional Qualifications (2009): Section 6.6.1 and The State Fire Marshal

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** Policies, procedures, and standards, including the current edition of NFPA 1600, and resources, capabilities, roles, responsibilities, and authority of support agencies.

**REQUISITE SKILL:** The ability to use evaluative methods, to delegate authority, to communicate orally and in writing, and to organize plans.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the elements of intermediate wildland fire behavior
2. A summary of the elements of ICS and the steps for developing an incident action plan for a reinforced wildland incident
3. A summary of the duties and responsibilities of Strike Team Leaders, Division/Group Supervisors, and Branch Directors at a reinforced wildland fire
4. A summary of communication requirements for a reinforced wildland fire
5. A summary of resources and their capabilities used at a reinforced wildland fire
6. A summary of fire fighter safety and survival considerations in the wildland fire environment
7. A summary of risk assessment considerations in a reinforced wildland fire
8. A summary of influencing factors at a reinforced wildland fire
9. A summary of evacuation and structure triage considerations used in a reinforced wildland fire
10. A summary of managing the origin and cause determination process of a reinforced wildland fire
11. A summary of how to manage the occupant services process on a reinforced wildland fire
12. A summary of the procedures used to contain and control a reinforced wildland fire

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Describe evaluating the preincident plan, which at a minimum **shall** include:
   - Interagency and intra-agency roles and responsibilities
   - Local, state, and federal resources
   - SOGs/SOPs
   - Target hazards
2. Describe the elements of intermediate wildland fire behavior as it applies to wildland fires, which at a minimum **shall** include:
   - S-290: Intermediate Wildland Fire Behavior
3. Describe the elements of ICS as it relates to wildland fire fighting and demonstrate the development of an Incident Action Plan
4. Describe the duties and responsibilities of the strike team leaders, Division/Group Supervisors, and Branch Directors at a reinforced wildland fire
5. Describe the communication process as it relates to a reinforced wildland fire
6. Describe wildland fire-fighting resources and their capabilities, which at a minimum shall include:
   - Aircraft
   - Dozers
   - Engines
   - Hand crews
   - Overhead
7. Describe risk assessment considerations in a reinforced wildland fire, which at a minimum shall include:
   - Standard Fire Orders
   - Situations that shout "watch out"
   - Crew resource management
   - Case studies
   - Five step risk management process
   - Refusal of risk
   - Emergency responder rehabilitation
8. Describe influencing factors at a reinforced wildland fire, which at a minimum shall include:
   - Human factors
   - Decision points
   - Community impact
9. Describe evacuation and structure triage considerations used in a reinforced wildland fire
10. Describe managing the origin and cause determination process of a reinforced wildland fire
11. Describe managing the occupant services process on a reinforced wildland fire
12. Demonstrate the procedures used to contain and control a reinforced wildland fire, which at a minimum shall include:
   - Fire-fighting methods used in fire control
   - How the ICS organization structure is applied
   - Strategy and tactics

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 5-8: **THE ROLES AND RESPONSIBILITIES OF AN EMERGENCY OPERATING CENTER OR DEPARTMENT OPERATING CENTER**

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**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the function and organization of an EOC/DOC
2. A summary of the operation of an EOC/DOC
3. A summary EOC/DOC communication coordination
4. A summary the local EOC/DOC in the authority having jurisdiction

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe the function and organization of an EOC/DOC, which at a minimum **shall** include:
   - Facilities
2. Describe the operation of an EOC/DOC, which at a minimum **shall** include:
   - Activation
   - Levels
3. Describe EOC/DOC communication coordination, which at a minimum **shall** include:
   - Local
   - State
   - Federal
4. Describe the local EOC/DOC in the authority having jurisdiction, which may include:
   - Site visit

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
CFO 5-9: CONDUCTING POST INCIDENT ACTIONS ON A MULTI-ALARM/MULTI-AGENCY INCIDENT

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.6.2 AND THE STATE FIRE MARSHAL

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** ELEMENTS OF A POST INCIDENT ANALYSIS, EMERGENCY MANAGEMENT PLAN, CRITICAL ISSUES, INVOLVED AGENCIES’ RESOURCES AND RESPONSIBILITIES, PROCEDURES RELATING TO DISPATCH RESPONSE, STRATEGY TACTICS AND OPERATIONS, AND CUSTOMER SERVICE.

**REQUISITE SKILL:** THE ABILITY TO WRITE REPORTS, TO COMMUNICATE ORALLY, AND TO EVALUATE SKILLS.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the procedures for handling incident-related injuries and deaths
2. A summary of the purpose of a post incident analysis
3. A summary of the criteria for initiating a post incident analysis
4. A summary of the components of a post incident analysis
5. A summary of the procedures for conducting a post incident analysis
6. A simulated incident for conducting a post incident analysis

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe handling incident-related injuries and deaths
   - Civilian
   - Line-of-duty
2. Describe the criteria for initiating a post incident analysis
3. Describe the post incident analysis components to be reviewed, which at a minimum shall include:
   - Efficiency and effectiveness of operations
   - Outcomes
   - Proper use of the incident command system
   - Safety
   - Size-up and report on conditions
   - Strategy and tactics
4. Describe the procedure for conducting a post incident analysis using a department-approved method, which at a minimum shall include:
   - Analyze the execution of operations
   - Communicate plans for future improvement
   - End on a positive note
   - Evaluate lessons learned
   - Review all available incident information
   - Schedule as soon as possible after the incident
   - Types of post incident analysis documentation
5. Develop and conduct a post incident analysis

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
SECTION 6: HEALTH AND SAFETY

CFO 6-1: DEVELOPING A MEASURABLE INJURY AND ILLNESS PREVENTION PROGRAM

| AUTHORITY: | NFPA 1021 STANDARD FOR FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.7.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | POLICIES AND PROCEDURES, ACCEPTED SAFETY PRACTICES, AND APPLICABLE CODES, STANDARDS, AND LAWS. |
| REQUISITE SKILL: | THE ABILITY TO USE EVALUATIVE METHODS, TO ANALYZE DATA, AND TO COMMUNICATE ORALLY AND IN WRITING. |

PERFORMANCE GOAL

GIVEN:
1. A summary of federal and state laws and regulations, local ordinances, standards, and department policies and procedures as they relate to fire fighter health and safety in both emergency and nonemergency situations
2. A summary of the components of an injury and illness prevention program
3. A summary of the laws and regulations relating to worker’s compensation, disability procedures and retirements
4. A summary of procedures on how to initiate and conduct an accident investigation
5. A summary of the process to collect and review information on accident or health exposure trends and develop a report that includes actions taken and recommendations

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe fire fighter health and safety in both emergency and nonemergency situations, which at a minimum shall include:
   - Federal and state laws and regulations
   - Local ordinances
   - Standards
   - Department policies and procedures
2. Describe the components of an injury and illness prevention program
3. Describe the laws and regulations relating to worker’s compensation, disability procedures and retirements
4. Describe the procedures to initiate and conduct an accident investigation
5. Analyze information on accident or health exposure trends and develop a report that includes actions taken and recommendations

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
EXECUTIVE CHIEF OFFICER

SECTION 1: HUMAN RESOURCE MANAGEMENT

ECO 1-1: PRINCIPLES OF LEADERSHIP FOR THE EXECUTIVE CHIEF OFFICER (LEADERSHIP 3)

| AUTHORITY: | STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |

PERFORMANCE GOAL

GIVEN:
1. Case studies
2. A summary of the elements that support positive and participative employee/management relations
3. A summary of how to evaluate organizational attitudes, behaviors, and culture
4. A summary of how to promote, encourage, and strengthen communication between the employee, supervisor, and management at all levels
5. A summary of how to establish credibility, mutual trust, and acceptance within the organization
6. Describe providing confidential, fair, reliable, and effective resolutions in a timely manner

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe personal core values and how they relate to ethical decisions and behaviors
2. Describe ethics and ethical systems, which at a minimum shall include:
   - Lawrence Kohlberg’s theory of moral development
   - Utilitarian
   - Rights
   - Fairness or justice
   - Common good
   - Character/Virtue
3. Identify ethical dilemmas and use an appropriate model to make effective decisions, which at a minimum shall include:
   - Dr. Scott Rae’s Model
   - Josephson Institute’s Model
   - The Williams Institute Model
4. Describe principle-centered leadership
5. Describe principled-centered decision-making and its risks and rewards
6. Describe the importance of service as a foundational aspect of leadership
7. Describe the challenges of leading in a dynamic and diverse community
8. Describe how leaders contribute to the establishment of a high trust organizational culture.

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 1-2: THE EXECUTIVE CHIEF OFFICER'S ROLE AND RESPONSIBILITIES

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**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the roles and responsibilities of a Executive Chief Officer
2. A summary of the relationship between an Executive Chief Officer and other members of the organization
3. A summary of how to establish organizational core values, mission, vision, goals, strategy and tactics

**PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)**
1. Describe the roles and responsibilities of an Executive Chief Officer
2. Describe the relationship between an Executive Chief Officer and other members of the organization
3. Describe the establishment of organizational core values, mission, vision, goals, strategy and tactics

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
FCO 1-3: Establish and Evaluate Education and In-service Training Goals to Achieve and Maintain Personnel Proficiencies

**Authority:** NFPA 1021 Fire Officer Professional Qualifications (2009): Section 7.2.3

**Level of Learning:** II

**Requisite Knowledge:** Training Resources, community needs, internal and external customers, policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.

**Requisite Skill:** The ability to communicate orally and in writing and to organize data and resources.

**Performance Goal**

Given:
1. A summary of job requirements for all positions within the department
2. A summary of the mission assigned to the Training Division
3. A summary of the purpose and direction of an education and in-service training program
4. A summary of the education and in-service training goals to achieve and maintain required proficiency
5. A summary of the education and in-service training goals administered by the training program

Performance: (In accordance with department policies and standard operating procedures)
1. Describe job requirements and performance standards for each position in the department
2. Describe the mission assigned to the Training Division
3. Describe the purpose and direction of an education and in-service training program
4. Establish a list of education and in-service training goals to achieve and maintain required proficiency
5. Evaluate the education and in-service training goals administered by the training program

**Standard:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 1-4: DEVELOP AND IMPLEMENT A SUCCESSION PLAN

| AUTHORITY: | STATE FIRE MARSHAL |
| LEVEL OF LEARNING: | II |

PERFORMANCE GOAL

**GIVEN:**
1. A summary of the elements of a succession plan
2. A summary of an organizational needs assessment
3. A summary of how to develop and implement a succession plan for the department
4. A summary of how to evaluate the effectiveness of a succession plan

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the elements of a succession plan
2. Conduct an organizational needs assessment
3. Develop and implement a succession plan for the department
4. Evaluate the effectiveness of a succession plan

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 1-5: EMPLOYEE/MANAGEMENT LABOR RELATIONS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 7.2.2

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** POLICIES AND PROCEDURES, CONTRACTUAL AGREEMENTS, AND LOCAL, STATE/PROVINCIAL, AND FEDERAL REGULATIONS.

**REQUISITE SKILL:** THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING, TO NEGOTIATE, TO ANALYZE CURRENT STATUS OF EMPLOYEE RELATIONS, TO RELATE INTERPERSONALLY, TO ANALYZE THE CURRENT EMPLOYEE/MANAGEMENT RELATIONS, AND TO CONDUCT PROGRAM IMPLEMENTATION.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of laws that govern labor relations in California
2. A summary of the process by which a collective bargaining agreement is achieved
3. A summary of the requirements of the obligation to “meet and confer”
4. A summary of methods to achieve agreement
5. A summary of labor-management practices to enhance relations

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)

1. Describe the framework of laws that govern labor relations in California, which at a minimum shall include:
   - Meyers-Milias-Brown Act
   - Fire Fighter Bill of Rights
2. Describe the process by which a collective bargaining agreement is achieved
3. Describe the obligation to “meet and confer”
4. Describe methods to achieve agreement, which may include:
   - Negotiation
   - Mediation
   - Arbitration
5. Describe labor-management practices to enhance relations, which may include:
   - Joint labor-management committees
   - Participative management systems

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 1-6: APPRAISING AN EMPLOYEE ASSISTANCE PROGRAM

**AUTHORITY:** NFPA 1021 Fire Officer Professional Qualifications (2009): Section 7.2.4

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** Policies and procedures, available assistance programs, contractual agreements, and local, state/provincial, and federal regulations.

**REQUISITE SKILL:** The ability to communicate orally and in writing, to relate interpersonally to members, and to analyze needs and results.

### PERFORMANCE GOAL

**GIVEN:**
1. A summary of the elements in an employee assistance program (EAP)
2. A summary of the methods to provide employee assistance
3. Sample data

**PERFORMANCE:** *(In accordance with Department Policies and Standard Operating Procedures)*

1. Evaluate the elements in an employee assistance program, which may include:
   - CISD
   - Confidentiality
   - Department policy
   - Financial
   - Methods to access
   - Peer counseling
   - Professional assistance
   - Psychological
   - Specific assistance options, which may include:
     - Substance abuse
     - Usage data

2. Describe the methods to provide employee assistance, which may include:
   - Contracted resources
   - External resources
   - Internal resources

3. Describe the process of analyzing the effectiveness of an employee assistance program, which may include:
   - Analysis of benefits and desired results
   - Data collection
   - Determining program effectiveness

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 1-7: THE EXECUTIVE CHIEF OFFICER'S LEGAL RESPONSIBILITIES RELATING TO EMPLOYEE BENEFITS AND ACCOMMODATION

GIVEN:
1. A summary of the Executive Chief Officer's legal responsibilities relating to human relations
2. A summary of employer policies related to the above
3. A summary of how to develop a proposal for improving an employee benefit
4. A summary of how to develop a plan for providing an employee accommodation

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the Executive Chief Officer's legal responsibilities relating to human relations, which at a minimum **shall** include:
   - Affirmative Action (AA)
   - Americans with Disabilities Act (ADA)
   - Civil Rights Act
   - Cultural diversity
   - Equal Employment Opportunity (EEO/EEOC)
   - Fair Labor Standards Act (FLSA)
   - Family Medical Leave Act (FMLA)
   - Hostile work environment
   - Sexual harassment
   - Worker's compensation
2. Describe employer policies related to the above
3. Develop a proposal for improving an employee benefit
4. Develop a plan for providing an employee accommodation

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 1-8: THE EXECUTIVE CHIEF OFFICER'S ROLE IN THE RECRUITMENT, HIRING, AND PROMOTIONAL PROCESSES

**AUTHORITY:**  
NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 6.2.2, 6.2.3, AND 7.2.1

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:**  
APPLICABLE FEDERAL, STATE/PROVINCIAL, AND LOCAL LAWS; REGULATIONS AND STANDARDS; AND POLICIES AND PROCEDURES.  
POLICIES AND PROCEDURES; COMMUNITY DEMOGRAPHICS; COMMUNITY ISSUES; AND FORMAL AND INFORMAL COMMUNITY LEADERS.

**REQUISITE SKILL:**  
THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING, TO ENCOURAGE PROFESSIONAL DEVELOPMENT, AND TO MENTOR MEMBERS.  
THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING, TO RELATE INTERPERSONALLY, TO DELEGATE AUTHORITY, TO ANALYZE ISSUES, AND TO SOLVE PROBLEMS.

**PERFORMANCE GOAL**

**GIVEN:**  
1. A summary of the organization's policies and legal requirements  
2. A summary of the elements in a recruiting plan  
3. A summary of the elements in an entry-level hiring process  
4. A summary of EEOC and other guidelines on testing  
5. A summary of factors in planning a hiring or promotional process  
6. A summary of test components  
7. A summary of factors in evaluating candidates  
8. A summary of scoring methods and considerations  
9. A summary of methods to determine community and agency demographics  
10. Sample community demographic data

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)  
1. Describe the elements in a recruiting plan, which may include:  
   - Diversity of candidate pool  
   - Incentives to apply  
   - Methods to market the position(s)
2. Describe the elements in an entry-level hiring process, which may include:  
   - Applications  
   - Aptitude  
   - Background checks  
   - Interviews  
   - Manipulative  
   - Medical exams  
   - Other types of testing  
   - Physical ability testing  
   - Psychological exams  
   - Written testing
3. Describe EEOC and other guidelines on testing
4. Describe factors in planning a hiring or promotional process, which at a minimum shall include:
   - Obtaining and directing subject-matter experts
5. Describe developing and reviewing test components, which may include
   - Assessment labs
   - Proctoring and/or administering test components
   - Role playing in simulations
   - Simulators
   - Written exercises
6. Describe factors in evaluating candidates, which at a minimum shall include:
   - Interviewing candidates
   - Observing psychomotor performance
7. Describe scoring methods and considerations
8. Describe methods to determine community and agency demographics

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 1-9: EVALUATING AN INCENTIVE PROGRAM

**AUTHORITY:** NFPA 1021 Fire Officer Professional Qualifications (2009): Section 7.2.5
**LEVEL OF LEARNING:** II
**REQUISITE KNOWLEDGE:** Policies and procedures, available incentive programs, contractual agreements, and local, state/provincial, and federal regulations.
**REQUISITE SKILL:** The ability to communicate orally and in writing, to relate interpersonally, and to analyze programs.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of types of incentive programs
2. A summary of goals of incentive programs
3. A summary of methods to gather data regarding incentives
4. A summary of methods for evaluating an incentive program
5. Sample data

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe goals of incentive programs, which may include:
   - Fiscal objectives
   - Increasing level of education in agency
   - Leave use reductions
2. Describe types of incentive programs, which may include:
   - Education
   - Leave use
   - Pay for performance or other variable management compensation programs
   - Specialty pay, which may include:
     - Hazardous materials technician
     - Paramedic
3. Describe methods to gather data regarding incentives
4. Evaluate an incentive program to determine its effectiveness

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 1-10: MANAGING THE LINE-OF-DUTY DEATH

PERFORMANCE GOAL

GIVEN:
1. A summary of the responsibilities to follow in a line-of-duty death
2. A summary of procedures for notifying the next of kin
3. A summary of the duties and responsibilities of the Survivor Action Committee
4. A summary of the duties and responsibilities to follow during the funeral service
5. A summary of the procedures for conducting a line-of-duty death investigation

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the responsibilities to be followed in the event of a line-of-duty death, which at a minimum shall include:
   ▪ Notify the Fire Chief and other appropriated fire department management personnel
   ▪ Secure the scene with the assistance of the department fire investigation and law enforcement personnel
   ▪ Direct the withholding of the release of personal data relating to the employee death pending notification of next of kin
   ▪ Begin to gather all available information concerning the incident and circumstances leading to the death
   ▪ Assemble as much personal data as possible concerning the deceased
   ▪ Establish a record of all actions, contacts, requests, and other pertinent data
2. Describe the procedures for notifying the next of kin, which at a minimum shall include:
   ▪ Designate a Notification Officer from the department
   ▪ Be familiar with the circumstances of the death
   ▪ Make notification of kin in person
   ▪ Prior to any media releases
   ▪ Be prepared to assist family with any associated emotional trauma to stay with family as long as needed
   ▪ Once notification has been made an official announcement my then be made and details released to the media
3. Describe the duties and responsibilities of the Survivor Action Committee, which at a minimum shall include:
   ▪ Provide liaison between fire department and family of deceased
   ▪ Provide ongoing welfare of the next of kin through the crisis
   ▪ Assist in settling personal affairs of the deceased member
   ▪ Assist in funeral arrangements at discretion of surviving family
   ▪ Assist in the disposition of the personal effects of the deceased member
4. Describe the duties and responsibilities to follow during the funeral service, which at a minimum shall include:
   - Designation of a Funeral Officer
   - Identify, with family approval, the pallbearers
   - Identify ushers to be used during the services
   - Coordinate pallbearers and ushers with the funeral director
   - All members attending the funeral shall wear dress uniforms, tie, and badge shrouds

5. Describe the LODD Investigation procedures, which at a minimum shall include:
   - Gathering and analysis of all physical evidence relating to the event
   - Written interviews summaries of all witnesses with direct or indirect knowledge of the circumstances
   - Documentation of radio traffic, telephone conversations, witness statements, photographs, film, videotape and related information
   - Consultation with person having special knowledge of the factors involved in the incident, including experts and consultants from the private sector
   - Liaison with other agencies involved in the investigation of the incident
   - Development of a full written report on the incident, including conclusions and recommendations

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy.
SECTION 2: COMMUNITY AND GOVERNMENT RELATIONS

ECO 2-1: PREPARING COMMUNITY AWARENESS PROGRAMS

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.3.1 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | COMMUNITY DEMOGRAPHICS, RESOURCE AVAILABILITY, COMMUNITY NEEDS, AND CUSTOMER SERVICE PRINCIPLES. |
| REQUISITE SKILL: | THE ABILITY TO RELATE INTERPERSONALLY AND TO COMMUNICATE ORALLY AND IN WRITING. |

PERFORMANCE GOAL

GIVEN:
1. A summary of community needs, community resources available, demographics and customer service principles
2. A summary of local social service agencies and non traditional community service organizations
3. A summary of the components of community awareness programs that enhance the quality of life, by using non traditional services to provide increased safety, injury prevention and convenient public services

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe how the factors listed can impact the services provided and relations between a group within a community and the fire department
2. Describe local social service agencies and organizations that are available to respond to community needs
3. Plan and prepare a community awareness program that will enhance the quality of life, by using nontraditional services to provide increased safety, injury prevention, and convenient public services

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 2-2: METHODS AND MEANS TO MONITOR AND PARTICIPATE IN LEGISLATIVE ACTIVITIES TO ENHANCE THE EFFECTIVENESS OF THE FIRE DEPARTMENT

PERFORMANCE GOAL

GIVEN:
1. A summary of local legislative bodies that govern fire department activities, the schedule and format of executive staff meetings and a list of community leaders
2. A summary of the state legislative process, a list of local representatives to the state legislature, and the state fire service organizations that monitor legislation
3. A summary of the federal legislative process, a list of local representatives to the Senate and House of Representatives, and the national fire service organizations that monitor legislation

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe at least three (3) methods to monitor and participate in local legislative activities that affect the fire department, which at a minimum shall include:
   ▪ Communication with formal and informal community leaders
   ▪ Executive staff meetings
   ▪ Public meetings and hearings
2. Describe at least three (3) methods to monitor and participate in state legislative activities that affect the fire department, which at a minimum shall include:
   ▪ Communication with local representatives to the state legislature
   ▪ Newsletters and websites of state fire service organizations
   ▪ Public meetings and hearings
   ▪ Publications
3. Describe at least three (3) methods to monitor and participate in federal legislative activities that affect the fire department, which at a minimum shall include:
   ▪ Communication with local representatives to the Senate and House of Representatives
   ▪ Newsletters and websites of national fire service organizations
   ▪ Public meetings and hearings
   ▪ Publications

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 3: ADMINISTRATION

ECO 3-1: DEVELOPING MODEL PUBLIC SAFETY RESPONSE PLANS

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTIONS 6.4.6, 7.4.1, AND 7.4.3 |
| LEVEL OF LEARNING: | II |
| 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. RISK, HAZARD, AND VALUE ANALYSIS METHODS AND PROCESS, COMMUNITY DEVELOPMENT FEATURES, COMMUNITY DEMOGRAPHICS, AND ASSESSED VALUATION OF PROPERTIES IN THE COMMUNITY. |
| REQUISITE SKILL: | RESEARCH, TO USE EVALUATIVE METHODS, TO ANALYZE DATA, TO COMMUNICATE ORALLY AND IN WRITING, AND TO ORGANIZE. COMMUNICATE ORALLY AND IN WRITING AND FAMILIARITY WITH FISCAL ANALYSIS, PUBLIC POLICY PROCESSES, FORECASTING RESOURCES, AND ANALYZING CURRENT DEPARTMENT STATUS REQUIREMENTS. CONDUCT A NEEDS ASSESSMENT PLAN, COMMUNICATE IN WRITING, PROBLEM SOLVING. |

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of resources that need to be protected
2. A summary of the appropriate features of the service area of the organization
3. A summary of physical and geographic characteristics and hazards, demographics, community plan, contractual agreements, and local state and federal laws and regulations
4. A summary of department policies and procedures, fire codes, departmental plan, staffing requirements, training standards, and department needs assessments
5. A summary of the components and organization of a model plan, and the resources for and area to be protected
6. A summary of the components and organization of a comprehensive, long-range plan, and the current department resources and status, and the projected community requirements

**PERFORMANCE:** *(IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)*
1. Describe and demonstrate how to gather and interpret data needed for model response plans
2. Describe and demonstrate how to gather and interpret data needed for long-range plans
3. Describe risk, hazard, and value analysis methods and process
4. Develop a model plan for continuous organizational improvement so that resource utilization is maximized and community needs are met
5. Develop a comprehensive long-range plan so that the projected needs of the community are met
6. Development of a comprehensive risk, hazard, and value analysis of the community

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 3-2: ANALYZING AND INTERPRETING RECORDS AND DATA

**Performance Goal**

**Given:**
1. A summary of records systems used in California fire departments
2. A summary of how to determine relevant records and data for evaluation
3. A summary of how to acquire and retrieve relevant records and data to be evaluated
4. A summary of analyzing and interpreting records and data to determine validity
5. A summary of the process to recommend improvements to records and data collection

**Performance:** (In accordance with department policies and standard operating procedures)
1. Describe how to determine relevant records and data for evaluation
2. Describe how to acquire and retrieve relevant records and data to be evaluated
3. Describe analyzing and interpreting records and data to determine validity
4. Describe the process to recommend improvements to records and data collection

**Standard:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 3-3: DEVELOPING A BUDGET MANAGEMENT SYSTEM

**AUTHORITY:** NFPA 1021 Fire Officer Professional Qualifications (2009): Section 6.4.2

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** Revenue to date, anticipated revenue, expenditures to date, encumbered amounts, and anticipated expenditures.

**REQUISITE SKILL:** The ability to interpret financial data and to communicate orally and in writing.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of fiscal and financial policies
2. A summary of the various budgeting systems
3. A summary of methods used to develop a budget using one budgeting system
4. A summary of the various budgeting types
5. A summary of the various types of revenues sources
6. A summary of the various types of funds used to manage revenue
7. A summary of the budget development process
8. A summary of individual department budget processes
9. A summary of early financial warning signs and actions to avoid a crisis

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the various budgeting systems, which at a minimum **shall** include:
   - Line-item
   - Matrix
   - Performance
   - Program
   - Zero-based
2. Develop a budget using one budgeting system
3. Describe the various budgeting types, which at a minimum **shall** include:
   - Capital
   - Operating
4. Describe the various types of revenues sources, which at a minimum **shall** include:
   - Bonds
   - Community facilities districts
   - Community services districts
   - Fee schedules, alternate revenue sources
   - Grants
   - Income taxes
   - Mello-Roos taxes
   - Property taxes
   - Sales taxes
   - Special taxes
5. Describe the various types of funds used to manage revenue, which at a minimum shall include:
   - Enterprise funds
   - Restricted funds
   - Sinking funds
   - Trust funds

6. Describe the budget development process, which at a minimum shall include:
   - Evaluation
   - Implementation
   - Monitor process
   - Plans
   - Preparation

7. Describe individual department budget processes

8. Describe early financial warning signs and actions to avoid a crisis, which at a minimum shall include:
   - Ad valorem taxes below revenue estimates
   - Any trend in decreasing tax revenue
   - Declining property values
   - Excessive debt
   - Increasing labor costs
   - Operating in a deficit, requiring the use of reserves

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 3-4: STRATEGIC PLANNING

**AUTHORITY:**  
State Fire Marshal  
**LEVEL OF LEARNING:** II

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of the various types of strategic planning approaches
2. A summary of the advantages to strategic planning
3. A summary of the elements of a strategic plan
4. A summary of the strategic planning process

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the various types of strategic planning approaches, which at a minimum shall include:
   - Strategic plan
   - Master plan
   - Long-range capital and financial plans
   - Short-term plans
2. Describe the advantages to strategic planning, which at a minimum shall include:
   - Identifies a vision of the future
   - Seeks consensus and buy-in from stakeholders
   - Encompasses multiple issues
   - Achieves a high-level view, addressing not only operations, but also policy
3. Describe the elements of a strategic plan, which at a minimum shall include:
   - Core values
   - Mission statement
   - Vision statement
   - Strategic objectives
   - Strategies to meet the objectives
   - Tactics/tasks to meet the objectives
4. Describe the strategic planning process, which at a minimum shall include:
   - Identify the stakeholders impacted by the plan
   - Assemble a planning team
   - Assess the current situation and future trends
   - Identify strategic issues
   - Articulate vision, core values, and mission statements
   - Select goals, strategies, and tactics
   - Draft and edit the plan
   - Present the plan

**STANDARD:**
By completing all assignments and activities, and passing all written tests and quizzes with a minimum of 80% accuracy
**ECO 3-5: DEVELOPING A PLAN FOR A CAPITAL IMPROVEMENT PROJECT OR PROGRAM**

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 7.4.4

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** STRATEGIC PLANNING, CAPITAL IMPROVEMENT PLANNING AND BUDGETING, AND FACILITY PLANNING.

**REQUISITE SKILL:** THE ABILITY TO CONDUCT A NEEDS ASSESSMENT PLAN, TO EFFECTIVELY COMMUNICATE IN WRITING, AND PROBLEM SOLVING.

**PERFORMANCE GOAL**

**GIVEN:**
1. An unmet need in the community
2. A summary of capital improvement planning and budgeting
3. A summary of the steps in planning a capital improvement project or program to meet community needs
4. A summary of the methods to educate the community on the needs of the department and gain their support

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe capital improvement planning and budgeting
2. Describe planning a capital improvement project or program to meet community needs
3. Describe methods to educate the community on the needs of the department and gain their support

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 3-6: EVALUATING AND PROJECTING TRAINING REQUIREMENTS, FACILITIES, AND BUILDING NEEDS TO MEET DEPARTMENT GOALS

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 7.4.2

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** POLICIES AND PROCEDURES, PHYSICAL AND GEOGRAPHIC CHARACTERISTICS, BUILDING AND FIRE CODES, DEPARTMENTAL PLAN, STAFFING REQUIREMENTS, TRAINING STANDARDS, NEEDS ASSESSMENT, CONTRACTUAL AGREEMENTS, AND LOCAL, STATE/PROVINCIAL, AND FEDERAL REGULATIONS.

**REQUISITE SKILL:** THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING AND FAMILIARITY WITH FISCAL ANALYSIS, FORECASTING NEEDS, AND ANALYZING DATA.

**PERFORMANCE GOAL**

**GIVEN:**
1. A summary of how to determine the goals and objectives required to meet the department’s training needs and requirements
2. A summary of the goal and objectives that the training program should accomplish
3. A summary of the considerations used to determine the budgetary requirements for implementing a training program
4. A summary of the methods used to determine the need for training facilities, buildings, and training props
5. Sample data that reflects community needs and resources

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe how to determine and implement the goals and objectives required to meet the department’s training needs and requirements
2. Describe the process used to establish a fire department training program, which at a minimum shall include:
   - Administration
   - Implementation
   - Delivering
   - Evaluation
3. Describe how to determine the budgetary requirements for implementing a training program
4. Describe the methods used to determine the need for training facilities, buildings, and training props

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 4: FIRE PREVENTION

ECO 4-1: DEVELOPING AND FACILITATING A PLAN FOR A NEW PROGRAM, PIECE OF LEGISLATION, FORM OF PUBLIC EDUCATION, OR FIRE SAFETY CODE REVISION

| AUTHORITY: | NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 6.5.2 |
| LEVEL OF LEARNING: | II |
| REQUISITE KNOWLEDGE: | POLICIES AND PROCEDURES AND APPLICABLE CODES, ORDINANCES, AND STANDARDS AND THEIR DEVELOPMENT PROCESS. STRATEGIC PLANNING, CAPITAL IMPROVEMENT PLANNING AND BUDGETING, AND FACILITY PLANNING. |
| REQUISITE SKILL: | THE ABILITY TO USE EVALUATIVE METHODS, TO USE CONSENSUS-BUILDING TECHNIQUES, TO COMMUNICATE ORALLY AND IN WRITING, AND TO ORGANIZE PLANS. THE ABILITY TO CONDUCT A NEEDS ASSESSMENT PLAN, TO EFFECTIVELY COMMUNICATE IN WRITING, AND PROBLEM SOLVING. |

PERFORMANCE GOAL

GIVEN:
1. An identified fire safety problem
2. A summary of the code development process
3. A summary of the California legislative process
4. A summary of public education elements and programs
5. A summary of consensus building strategies
6. A summary of public outreach techniques

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the code development process, which at a minimum shall include:
   - California codes
   - NFPA standards
2. Describe the California legislative process
3. Describe public education elements and programs
4. Describe consensus building strategies
5. Describe public outreach techniques

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 5: HEALTH AND SAFETY

ECO 5-1: DEVELOPING AND MAINTAINING A RISK MANAGEMENT PROGRAM

**AUTHORITY:** NFPA 1021 FIRE OFFICER PROFESSIONAL QUALIFICATIONS (2009): SECTION 7.7.1

**LEVEL OF LEARNING:** II

**REQUISITE KNOWLEDGE:** RISK MANAGEMENT CONCEPTS, RETIREMENT QUALIFICATIONS, OCCUPATIONAL HAZARDS ANALYSIS, AND DISABILITY PROCEDURES, REGULATIONS, AND LAWS.

**REQUISITE SKILL:** THE ABILITY TO COMMUNICATE ORALLY AND IN WRITING, TO ANALYZE DATA, AND TO USE EVALUATIVE METHODS.

**PERFORMANCE GOAL**

**GIVEN:**
1. Sample data
2. A summary of the components of a risk management program
3. A summary of risk assessment
4. A summary of risk management alternatives
5. A summary of how to select and implement the best alternative
6. A summary of how to monitor the implemented alternative for effectiveness and change

**PERFORMANCE:** (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)

1. Describe the components of a risk management program, which at a minimum **shall** include:
   - Health and wellness
   - NFPA 1581
   - NFPA 1582
   - NFPA 1583
   - Injury and illness prevention program
   - Liability
   - Worker's compensation
2. Identify and analyze risk assessment
3. Develop risk management alternatives, which at a minimum **shall** include:
   - Change policies
   - Increase insurance coverage
   - Implement supervisory controls and expectations
   - Implement loss reduction objectives
   - Select and implement the best alternative
4. Monitor the implemented alternative for effectiveness and change, which at a minimum **shall** include:
   - Review the accident
   - Review any near misses or operational reports
   - Assess changes in the emergency service

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
SECTION 6: EMERGENCY SERVICE DELIVERY

ECO 6-1: DEVELOPING A COMPREHENSIVE DISASTER PLAN

**Authority:** NFPA 1021 Fire Officer Professional Qualifications (2009): Sections 6.6.3, 7.6.1, and 7.6.2

**Level of Learning:** II

**Requisite Knowledge:** Needs assessment and planning, major incident policies and procedures, physical and geographic characteristics, demographics, target hazards, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.

**Requisite Skill:** The ability to communicate orally and in writing and to organize a disaster plan; familiarity with inter-agency planning and coordination.

**Performance Goal**

Given:
1. A summary of the different types of disaster plans
2. A summary of the various elements of a disaster plan
3. A summary of a disaster plan designed to mitigate a major incident
4. A summary of the steps involved in developing a plan so the mission of the organization is capable of being performed in times of extraordinary need
5. A summary of department draw-down policies
6. A summary of automatic aid
7. A summary of mutual aid
8. A summary of drop boundary agreements
9. An unmet need for resources that exceed what is available in the organization

Performance: (In accordance with department policies and standard operating procedures)

1. Describe the types and levels of disasters, which at a minimum shall include:
   - Chemical, biological, radiological, nuclear, and explosive (CBRNE)
   - Civil disturbances
   - Health emergencies
   - Natural disasters
   - Human caused
2. Describe how each type of disaster impacts local, regional, state, and federal resources
3. Describe the factors that determine how strategies are measured during each type of disaster
4. Describe the duties and responsibilities of emergency responders using the incident command system at each type of disaster
5. Describe the deployment of equipment and personnel required during each type of disaster
6. Describe risk assessment considerations used during each type of disaster
7. Describe the actions taken during each type of disaster, which at a minimum shall include:
   - Declaring an emergency
   - Establishing communications
§ Implementing ICS
§ Initiating notification of other agencies and organizations
§ Caring for the public
§ Providing situational briefings and updates

8. Develop and/or maintain/update a disaster plan to control a major incident, which at a minimum **shall** include:
   § Chemical, biological, radiological, nuclear, and explosive (CBRNE)
   § Civil disturbances
   § Health emergencies
   § Natural disasters

9. Describe the steps involved in developing a plan so the mission of the organization is capable of being performed in times of extraordinary need, which at a minimum **shall** include:
   § Department draw-down policies
   § Automatic aid
   § Mutual aid
   § Drop boundary agreements

**STANDARD:**
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 6-2: DEVELOPING A PLAN FOR INTEGRATING FIRE SERVICE RESOURCES IN THE COMMUNITY'S EMERGENCY MANAGEMENT PLAN

GIVEN:
1. A summary of the requirements of the community
2. A summary of the resources available in the organization
3. A summary of the components in a Community Emergency Management Plan
4. A list of the local, state, provincial, and federal emergency agencies

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the components of a Community Emergency Management Plan
2. Describe the role of the fire service in the emergency management plan, which at a minimum shall include:
   - Local
   - State
   - Provincial
   - Federal
3. Describe the development of a plan for the integration of fire service resources in a Community Emergency Management Plan

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
ECO 6-3: THE COMPONENTS, FUNCTIONS, AND OPERATIONS OF AN EMERGENCY OPERATION CENTER

AUTHORITY: STATE FIRE MARSHAL
LEVEL OF LEARNING: II

PERFORMANCE GOAL

GIVEN:
1. A summary of the components, functions, and operations of an emergency operations center
2. A summary of the structure of emergency management organizations
3. A summary of the jurisdictional responsibility for emergency management
4. A summary of the fire department role in emergency management
5. Sample case studies of emergency operations centers

PERFORMANCE: (IN ACCORDANCE WITH DEPARTMENT POLICIES AND STANDARD OPERATING PROCEDURES)
1. Describe the components, functions, and operations of an emergency operations center
2. Describe the structure of emergency management organizations
3. Describe the jurisdictional responsibility for emergency management
4. Describe the fire department role in emergency management, which at a minimum shall include:
   - Jurisdictional responsibility
   - Declaring a local disaster
   - Resources and other types of assistance
   - Continuity of operations (NFPA 1600)
5. Review and critique case studies of emergency operations centers

STANDARD:
By successfully completing all assignments and activities, passing all performance tests, and passing all written tests with a minimum of 80% accuracy
REFERENCE RESOURCES

- 29 CFR, Labor
- Analyzing Performance Problems, Robert F. Mager and Peter Pipe, Center for Effective Performance
- Attacking and Extinguishing Interior Fire, Lloyd Layman, NFPA
- Building Construction Related to the Fire Service, IFSTA/FPP
- Cal/OSHA EMS requirements
- California Building Code
- California Code of Civil Procedure
- California Code of Regulations, Title 8: Managed Health Care
- California Code of Regulations, Title 19: Public Safety
- California Code of Regulations, Title 22, Division 9
- California Code of Regulations, Title 24, Part 2: California Building Standards Code
- California Code of Regulations, Title 24, Part 9: California Fire Code
- California Electrical Code
- California Fire Code
- California Health and Safety Code
- California Insurance Code
- California Labor Code, Section 4850 et al
- California Mechanical Code
- California Penal Code
- California Plumbing Code
- California Public Resources Code
- Chief Fire Officer’s Desk Reference, IAFC, Jones and Bartlett
- Chief Officer, IFSTA/FPP
- Community Emergency Response Teams, FEMA
- Company Officer, Clinton Smoke, Thomson Delmar Learning
- Creating and Evaluating Standards of Response Cover for Fire Departments, Center for Public Safety Excellence
- Effective Supervisory Practices, ICMA
- Emergency Response to Terrorism: Job Aid, FEMA
- Employee Performance: Appraisal and Management, ICMA
- Essentials of Fire Department Customer Service, Alan Brunacini
- Essentials of Firefighting, IFSTA/FPP
- Field Operations Guide, FIRESCOPE
- Fire and Emergency Services Higher Education (FESHE) national model for professional development, US Fire Administration/IAFC
- Fire and Emergency Services Instructor, IFSTA/FPP
- Fire and EMS Law for Officers: Safety, IFSTA/FPP
Fire Attack, Strategy, and Tactics of Initial Company Officer, Emergency World
Fire Chief's Handbook, Fire Engineering Books
Fire Department Company Officer, IFSTA/FPP
Fire Department Incident Safety Officer, Thomas Delmar Learning
Fire Department Safety Officer, IFSTA/FPP
Fire Fighting Tactics, Lloyd Layman, NFPA
Fire Hose Practices, IFSTA/FPP
Fire Inspector Guide, Northern California Fire Prevention Officers
Fire Officer Principles and Practices, Jones and Bartlett
Fire Protection Handbook, NFPA
Forensic Fire Scene Reconstruction, David Icove and John DeHaan, Pearson Prentice Hall
Hazardous Materials First Responder Operations, OES/CSTI
Hazardous Materials: Managing the Incident, Noll and Hildebrand, IFSTA/FPP
Health & Safety Code, Division 2.5
I-300: Intermediate ICS, for Single Resources and Initial Action Incidents, NWCG
I-400: Advanced ICS, for Command and General Staff Complex Incidents, NWCG, 2006
Ignition Handbook, Vytennis Babrauskus, Fire Science Publishers
Incident Management and Unified Command for CBRNE and Terrorism Incidents, Texas Engineering Extension Service
Incident Management System Model Procedures Guide for High-Rise Firefighting, IFSTA/FPP
Kirk's Fire Investigation, John DeHaan, Pearson Prentice Hall
Leading Others, Section 2, International Public Safety Leadership and Ethics Program
Locally adopted fire codes
Making A Difference: The History of Modern EMS, Mosby/JEMS
Managing Fire and Rescue Services, ICMA
Michigan v Tyler, 436 U.S. 499 (1978)
Model fire, building, electrical, plumbing, and mechanical codes
NFPA 921: Guide to Fire and Explosive Investigations, NFPA
NFPA 1033: Professional Qualifications for Fire Investigator, NFPA
NIOSH Pocket Guide to Chemical Hazards, NIOSH
Occupational Safety and Health in the Emergency Services, Thomas Delmar Learning
Officer Development Handbook, IAFC
Organizational Behavior, Stephen P. Robbins and Tim A. Judge, Pearson/Prentice Hall
People v Atkins, 25 Cal.4th 76, 104 Cal.Rptr.2d 738; 18 P.3d 660 (2001)
People v Fry, 19 Cal.App.4th 1334, 24 Cal.Rptr.2d 43 (1993)
PMS 310-1 (CICCS) Wildland Fire Qualification System Guide, NWCG
Principles of Fire Behavior, James G. Quintiere, Thomas Delmar Learning
Sample code enforcement and appeal procedures, regulations, or ordinances
Sample fire inspection reports
Sample local amendments to model and state codes
Sample local ordinances related to fire/life safety, hazardous materials storage, and regulation
Sample records and enforcement policies
Terrorism Consequence Management Course, CFFJAC
The Legislative Process, Sheldon Gilbert, California Fire Chiefs Association
The Rights of Firefighters, Will Aitchison, Labor Relations Information System
United States Code, Title 18, Chapter 40, 544(i)
Ventilation Practices, IFSTA/FPP (DVD)