



FIRE OFFICER I SKILL SHEETS



NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

FST Release and Effective Date Notification - July 2026



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Candidate Preparation Statement

The Fire Officer I level represents the transition from firefighter to first-line supervisor. Throughout this examination, you will be expected to demonstrate your ability to apply department policies, supervise assigned personnel, communicate effectively, make sound decisions, and support the mission and goals of the Authority Having Jurisdiction (AHJ). These skill stations are designed to evaluate your ability to apply basic leadership principles, critical thinking, and professional judgment in realistic fire service situations. Success is based on your ability to identify key issues, take appropriate action, communicate clearly, and demonstrate competency consistent with the Job Performance Requirements (JPRs) contained in NFPA 1020.

Prior to testing, candidates will be assigned a scenario for each skill station. Candidates enrolled in an approved Fire Officer I course will receive their assigned scenarios from their instructor as part of the course requirements. Candidates completing certification outside of a formal classroom setting will receive their assigned scenarios from their Fire Chief, Training Officer, or designee.

Candidates are expected to develop and prepare their responses based upon the policies, procedures, operational guidelines, and administrative practices of their affiliated department. All assignments, reports, recommendations, plans, and actions presented during the practical examination should be consistent with the candidate's AHJ Standard Operating Procedures (SOPs), Standard Operating Guidelines (SOGs), policies, and applicable local requirements. Candidates should be prepared to explain how their proposed actions align with their department's established practices and procedures and provide those documents to the evaluator prior to testing.

Candidates are expected to prepare for their assigned scenario(s) before the practical examination. During testing, candidates will present, defend, and answer evaluator questions related to their assigned scenario and demonstrate their ability to perform at the Fire Officer I level.

As you prepare for and complete each skill station:

- Review the assigned scenario carefully
- Develop your response using your department's SOPs, SOGs, policies, and procedures
- Focus on the assigned objective and required actions
- Clearly explain your decision-making process
- Communicate assignments, expectations, and recommendations clearly
- Demonstrate leadership, professionalism, and first-line supervisor judgment
- Be prepared to defend your decisions and explain how they support your department's mission, personnel, operations, safety, and community responsibilities



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Remember that there may be more than one acceptable solution to a problem. Evaluators are assessing your ability to meet the JPR, apply appropriate first-line supervisory principles, and function effectively at the Fire Officer I level while operating within the framework of your AHJ's policies and procedures.

Policy Guidance for Candidates

Candidates are expected to base their responses on the policies, procedures, operational guidelines, and administrative practices of their affiliated department whenever possible. If the candidate's department does not have a specific SOP, SOG, policy, procedure, or administrative guideline applicable to the assigned objective, the candidate shall research and utilize a policy or procedure from another Idaho Authority Having Jurisdiction (AHJ). Candidates should be prepared to identify the source of the policy and explain how it was applied to their proposed solution. Any external policy utilized shall be provided to the evaluator prior to the practical examination and shall serve as the basis for the candidate's response during the skill station. Take your time, organize your thoughts, and approach each scenario as you would in your role as a Fire Officer I.

FST Skills Test

For Fire Officer I testing, FST will randomly select **four of the six JPR skill stations** for the candidate to defend. No Job Performance Requirement (JPR) will be duplicated during the examination. This is where the statement, "**You will defend 1 of # independent skill stations,**" becomes important. Candidates will prepare all assigned skill stations in advance, but the instructor/evaluator will select which specific scenario the candidate must defend during the testing process.

We wish you success and appreciate your commitment to professional development and leadership within the fire service.



Evaluator Introduction

The Fire Officer I Practical Skills Examination is designed to evaluate a candidate's ability to perform at the first-line supervisory level identified within NFPA 1020, *Standard for Fire and Emergency Services Officer Professional Qualifications* (2025 Edition), incorporating the requirements formerly contained in NFPA 1021.

At the Fire Officer I level, candidates are expected to demonstrate competency in company-level supervision, personnel leadership, emergency scene operations, administration, community relations, inspections, health and safety, and incident management. Evaluation focuses on the candidate's ability to supervise personnel, apply department policies, communicate effectively, make sound decisions, and support organizational objectives while functioning as a first-line officer within the Authority Having Jurisdiction (AHJ).

Candidates will be evaluated on their ability to:

- Apply department policies, procedures, and operational guidelines
- Supervise and direct assigned personnel effectively
- Analyze information and identify operational needs
- Develop and communicate action plans and recommendations
- Demonstrate leadership, decision-making, and problem-solving skills
- Coordinate personnel and resources safely and effectively
- Communicate assignments, findings, and recommendations clearly and professionally
- Defend proposed actions using sound reasoning and supporting information

All plans, reports, recommendations, and actions presented during the practical examination shall be consistent with the candidate's AHJ Standard Operating Procedures (SOPs), Standard Operating Guidelines (SOGs), policies, and applicable local requirements. Candidates should be prepared to explain how their proposed actions align with their department's established practices and procedures and share these documents with the evaluator prior to the testing event.

If a candidate's department does not have a specific SOP, SOG, policy, procedure, or administrative guideline applicable to the assigned objective, the candidate may utilize a policy or procedure from another Idaho Authority Having Jurisdiction (AHJ). The candidate shall identify the source of the policy and explain how it was applied to the proposed solution.

Evaluator Responsibilities

- Serve as FST's on-site representative during IFSAC skills examinations.
- Conduct the examination in a fair, objective, and consistent manner.
- Follow all applicable IFSAC, FST, and AHJ testing procedures.
- Evaluate a candidate's ability to perform specific skills within a structured testing environment.
- Evaluate only the actions, information, and performance demonstrated by the candidate during the examination.
- Use the approved skill sheet checklists, performance criteria, and critical failure criteria provided for the examination.
- Ensure all candidates are evaluated using the same standards and testing criteria.
- Avoid coaching, leading, prompting, or assisting candidates during the evaluation process.



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- In rare circumstances where an insufficient number of evaluators are available, FST may approve an evaluator who participated in the training process, provided they do not evaluate any subject or skill area they personally taught.
- Notify candidates of the skill station outcome only if the candidate specifically requests the information.
- Ensure all discussions regarding candidate performance, evaluation results, or scoring occur:
 - After the candidate has completed the testing station.
 - In a private location away from other candidates.
 - In a manner that maintains candidate confidentiality.
- Complete all required skill sheets and evaluation documents for each candidate.
- Document any relevant observations, comments, concerns, or unusual circumstances related to the candidate's performance.
- Sign the skill sheet to verify the candidate's performance outcome.
- Maintain professionalism, impartiality, and confidentiality throughout the testing process.
- Refer any problems, procedural issues, disputes, irregularities, or questions that arise during testing to the Lead Evaluator for resolution.

Examination Methodology

The Fire Officer I practical examination utilizes scenario-based assessments designed to replicate the types of supervisory, operational, administrative, and leadership responsibilities expected of a first-line company officer.

Candidates are expected to demonstrate the ability to:

- Assess a presented problem, incident, or organizational need
- Develop an appropriate action plan, recommendation, or solution
- Apply department policies and accepted fire service practices
- Supervise personnel and manage assigned resources
- Identify hazards, risks, and operational concerns
- Communicate assignments, findings, and recommendations effectively
- Demonstrate leadership and sound judgment under routine and emergency conditions

Each skill station is evaluated on a Pass/Fail basis. Candidates must successfully complete all required performance criteria and avoid any listed critical failure items to receive a passing score.

Evaluator Reminder

The purpose of this examination is not to determine how an evaluator would personally handle a situation, but rather to determine whether the candidate demonstrates the minimum competency required to perform at the Fire Officer I level as outlined by NFPA 1020 and the Authority Having Jurisdiction.

Evaluators should focus on whether the candidate's actions:

- Meet the Job Performance Requirement (JPR)
- Are safe, ethical, and professional
- Comply with applicable policies and standards
- Demonstrate effective leadership and supervision
- Demonstrate the knowledge, skills, and abilities expected of a Fire Officer I



Fire Officer 1

9.3 HUMAN RESOURCE MANAGEMENT

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.1, 9.3.2, 9.3.3, 9.3.4, 9.3.5

CANDIDATE INSTRUCTIONS

You are a Fire Officer I candidate completing the Human Resource Management practical exam.

You will defend 1 of 5 independent skill stations:

- Skill Sheet #1: Direct Emergency Incident Assignments (9.3.1)
- Skill Sheet #2: Direct Nonemergency Work Assignments (9.3.2)
- Skill Sheet #3: Direct a Training Evolution (9.3.3)
- Skill Sheet #4: Recommend Action for Member-Related Problems (9.3.4)
- Skill Sheet #5: Apply Human Resource Policies and Procedures (9.3.5)

Each station is:

- PASS / FAIL only
- Critical failure rules apply
- Evaluator/Instructor will choose 1 of the 3 scenarios on each skill station to defend

You may NOT consult outside materials during testing other than approved AHJ policies, SOPs, SOGs, procedures, or documents authorized by the evaluator.

GENERAL EVALUATION RULES

- Apply AHJ policies, procedures, and operational guidelines
- Demonstrate Fire Officer I level leadership and supervision
- Communicate clear, concise, and effective instructions
- Prioritize assignments and manage personnel effectively
- Make sound decisions consistent with department expectations
- Demonstrate professionalism and interpersonal communication skills
- Complete required documentation accurately
- Support decisions using accepted fire service practices

AUTOMATIC FAILURE CONDITIONS

- Violate AHJ policy or applicable safety requirements
- Fail to provide direction necessary to accomplish the assigned objective
- Demonstrate unsafe supervision practices
- Fail to identify significant personnel or operational concerns
- Provide actions that place personnel, the public, or property at unreasonable risk
- Fail to communicate required information necessary to complete the assignment



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SKILL SHEET #1: Direct Emergency Incident Assignments

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.1

NFPA OBJECTIVE	9.3.1 Direct the completion of assigned tasks and responsibilities by unit members, given an assignment at an emergency incident, so that the desired outcomes are conveyed.
Core Purpose	Direct personnel during emergency incidents by providing clear, concise, and complete assignments that ensure operational objectives are understood, resources are effectively utilized, and assigned tasks are completed safely and in accordance with AHJ policies, procedures, and incident objectives.
SCENARIO	☐ SCENARIO 1 — Residential Structure Fire ☐ SCENARIO 2 — Wildland Fire Initial Attack ☐ SCENARIO 3 — Multi-Vehicle Collision
PERFORMANCE OUTCOME	Direct the completion of assigned tasks and responsibilities by unit members, given an assignment at an emergency incident, so that assignments are clearly communicated, personnel understand their responsibilities, and desired incident outcomes are achieved.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #1:

☐ SCENARIO 1 — Residential Structure Fire

SCENARIO

You are the company officer assigned to a residential structure fire.

Incident Objectives:

- Perform a scene size-up
- Conduct primary search
- Protect exposures
- Support fire attack operations
- Maintain crew accountability

Available Resources:

- One engine company (3 personnel)
- One firefighter trainee
- One mutual-aid engine arriving in 5 minutes

Provide assignments and directions to your crew.

☐ SCENARIO 2 — Wildland Fire Initial Attack

SCENARIO

You are the company officer assigned to an initial attack wildland fire.

Incident Objectives:

- Establish anchor point
- Construct fire line
- Protect nearby structures
- Maintain firefighter safety

Available Resources:

- One Type 6 Engine
- Three firefighters
- One water tender enroute

Provide assignments and directions to your crew.

☐ SCENARIO 3 — Multi-Vehicle Collision

SCENARIO

You are the company officer assigned to a multi-vehicle collision involving injuries.

Incident Objectives:

- Stabilize vehicles
- Establish scene safety
- Provide patient care
- Support extrication operations

Available Resources:

- Engine company (4 personnel)
- EMS unit arriving shortly
- Law enforcement on scene

Provide assignments and directions to your crew.



Human Resource Management

Skill Sheet 1: Direct Emergency Incident Assignments

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.1

TASK	Assignment Review • Review incident assignment • Identify incident objectives • Assess available personnel Personnel Assignment • Assign tasks to crew members • Match assignments to qualifications • Ensure accountability Communication • Provide clear instructions • Communicate expected outcomes • Confirm understanding Supervision • Monitor task completion • Adjust assignments as needed • Maintain operational awareness
Required Actions	• Review assigned incident objectives • Identify available personnel and resources • Assign responsibilities to crew members • Communicate assignments clearly and concisely • Verify personnel understand assignments • Ensure assignments support incident objectives • Maintain accountability of assigned personnel • Adjust assignments as incident conditions change
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Assignment:	
Incident Objectives:	
Available Personnel:	
Assignments Given:	
Safety Considerations:	
Accountability Method:	
Expected Outcomes:	



Human Resource Management

Skill Sheet 1: Direct Emergency Incident Assignments

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified incident objectives				
2.	Evaluated available personnel and resources				
3.	Assigned tasks appropriate to personnel capabilities				
4.	Communicated assignments clearly				
5.	Communicated expected outcomes				
6.	Verified personnel understanding				
7.	Maintained accountability considerations				
8.	Demonstrated effective officer-level supervision				

CRITICAL FAILURE ITEMS

- ☐ Failed to communicate assignments clearly
- ☐ Failed to assign personnel to critical incident tasks
- ☐ Assigned personnel to tasks beyond qualifications or capabilities
- ☐ Failed to address firefighter safety considerations
- ☐ Failed to maintain accountability of assigned personnel
- ☐ Failed to support incident objectives

Final Determination:

- ☐ Assignments Effectively Directed
- ☐ Assignments Not Effectively Directed

EVALUATOR NOTES:



SKILL SHEET #2: Direct Nonemergency Work

Assignments

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.2

NFPA OBJECTIVE	9.3.2 Direct the completion of assigned tasks and responsibilities by members, given a list of tasks and responsibilities and the job requirements of subordinates in nonemergency situations, so that the assignments are prioritized and a plan for the completion of each assignment is developed.
Core Purpose	Direct personnel during nonemergency operations by prioritizing assignments, matching personnel capabilities to job requirements, and developing a plan that ensures work is completed efficiently, safely, and in accordance with AHJ policies and procedures.
SCENARIO	☐ SCENARIO 1 — Station Maintenance and Apparatus Readiness ☐ SCENARIO 2 — Training Day Scheduling Conflict ☐ SCENARIO 3 — Special Event Preparation
PERFORMANCE OUTCOME	Direct the completion of assigned tasks and responsibilities by members, given a list of tasks and responsibilities and the job requirements of subordinates in nonemergency situations, so that assignments are prioritized and an effective work plan is developed.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #2:

☐ SCENARIO 1 — Station Maintenance and Apparatus Readiness

Scenario

Your crew has the following assignments to complete before the end of shift:

- Apparatus inventory and equipment checks
- Station cleaning
- SCBA inspections
- Daily training assignment
- Completion of two incident reports

Available Personnel:

- One Driver/Operator
- Two Firefighter IIs
- One Probationary Firefighter

Develop a prioritized work plan and assign personnel responsibilities.

☐ SCENARIO 2 — Training Day Scheduling Conflict

Scenario

Your company is scheduled for department training this afternoon.

Additional responsibilities include:

- Completing monthly equipment inspections
- Preparing apparatus for a community event
- Conducting station maintenance
- Responding to routine service requests

Available Personnel:

- One Driver/Operator
- Three Firefighter IIs

Develop a plan that prioritizes assignments while ensuring all required tasks are completed.

☐ SCENARIO 3 — Special Event Preparation

Scenario

The department will be participating in a community open house tomorrow.

Required tasks include:

- Preparing demonstration equipment
- Inspecting apparatus
- Setting up educational displays
- Completing daily station duties
- Conducting company training

Available Personnel possess varying levels of experience and qualifications.

Develop a prioritized assignment plan that ensures all responsibilities are completed.



Human Resource Management

Skill Sheet 2: Direct Nonemergency Work Assignments

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.2

TASK	Assignment Review • Review assigned tasks and responsibilities • Evaluate personnel qualifications • Identify time-sensitive assignments • Determine operational priorities Planning and Prioritization • Prioritize assignments • Develop a work completion plan • Match assignments to personnel capabilities • Allocate available resources Communication • Communicate assignments clearly • Explain priorities and expectations • Establish completion timelines • Confirm understanding Supervision • Monitor progress • Adjust assignments as needed • Ensure assignments are completed safely and efficiently
Required Actions	• Review all assigned tasks and responsibilities • Evaluate personnel qualifications and capabilities • Establish assignment priorities • Develop a work completion plan • Assign tasks to appropriate personnel • Communicate expectations and timelines • Ensure assignments support organizational objectives • Explain assignment priorities and work plan
CANDIDATE RESPONSE NOTES TEMPLATE	
Tasks Assigned:	
Personnel Available:	
Priority Assignments:	
Assignment Plan:	
Personnel Assignments:	
Completion Timeline:	
Resource Considerations:	
Justification for Prioritization:	



Human Resource Management

Skill Sheet 2: Direct Nonemergency Work Assignments

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed assigned tasks and responsibilities				
2.	Evaluated personnel qualifications				
3.	Identified assignment priorities				
4.	Developed an effective work plan				
5.	Assigned personnel appropriately				
6.	Communicated assignments clearly				
7.	Established completion timelines				
8.	Demonstrated effective officer-level supervision				

CRITICAL FAILURE ITEMS

- ☐ Failed to prioritize assignments appropriately
- ☐ Failed to develop a work completion plan
- ☐ Assigned personnel to tasks outside their capabilities
- ☐ Failed to communicate assignments clearly
- ☐ Failed to establish assignment priorities
- ☐ Failed to utilize available personnel effectively
- ☐ Failed to support organizational objectives

Final Determination:

- ☐ Successfully Prioritized and Directed Nonemergency Assignments
- ☐ Did Not Successfully Prioritize and Direct Nonemergency Assignments

EVALUATOR NOTES:



SKILL SHEET #3: Direct a Training Evolution

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.3

NFPA OBJECTIVE	9.3.3 Direct unit members during a training evolution, given a company training evolution and training policies and procedures, so that the evolution is performed in accordance with safety plans, efficiently, and as directed.
Core Purpose	Direct personnel during a training evolution by providing clear instructions, ensuring compliance with safety plans and training policies, maintaining accountability, and supervising the training activity so that learning objectives are achieved safely and efficiently.
SCENARIO	☐ SCENARIO 1 — SCBA Confidence Course ☐ SCENARIO 2 — Live Fire Training Evolution ☐ SCENARIO 3 — Vehicle Extrication Training
PERFORMANCE OUTCOME	Direct unit members during a training evolution, given a company training evolution and training policies and procedures, so that the evolution is conducted safely, efficiently, and in accordance with established training objectives and AHJ requirements.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #3:

☐ SCENARIO 1 — SCBA Confidence Course

Scenario

Your company is conducting an SCBA confidence course designed to improve firefighter familiarity with self-rescue techniques and reduced-visibility operations.

Training Considerations:

- One firefighter is participating for the first time
- Multiple obstacles are incorporated into the course
- A Rapid Intervention Team is available
- All participants must complete a safety briefing

Direct the training evolution and ensure all safety requirements are met.

☐ SCENARIO 2 — Live Fire Training Evolution

Scenario

Your company is participating in a live fire training evolution.

Training Considerations:

- Multiple companies are operating simultaneously
- Live fire instructors are assigned
- Accountability procedures must be maintained
- NFPA 1403 requirements apply

Direct the training evolution while ensuring compliance with department policies and safety procedures.

☐ SCENARIO 3 — Vehicle Extrication Training

Scenario

Your company is conducting a vehicle extrication training exercise.

Training Considerations:

- Hydraulic rescue tools will be used
- Several firefighters have limited experience
- PPE compliance is required
- Multiple training objectives must be completed

Direct the training evolution and ensure objectives are completed safely and effectively.



Human Resource Management

Skill Sheet 3: Direct a Training Evolution

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.3

TASK	Training Preparation • Review training objectives • Review training policies and procedures • Verify safety requirements • Identify participant responsibilities Training Supervision • Assign training responsibilities • Provide clear instructions • Monitor participant performance • Maintain accountability Safety Management • Conduct safety briefing • Enforce PPE requirements • Monitor hazards and risks • Stop unsafe actions when necessary Evaluation • Verify training objectives were completed • Conduct post-training review • Identify improvement opportunities • Document training completion
Required Actions	▪ Review training objectives and lesson requirements ▪ Review applicable safety policies and procedures ▪ Assign participant responsibilities ▪ Conduct a safety briefing ▪ Communicate training expectations clearly ▪ Monitor personnel performance throughout the evolution ▪ Enforce safety requirements and PPE compliance ▪ Verify completion of training objectives ▪ Conduct an after-action review or critique ▪ Document training completion
CANDIDATE RESPONSE NOTES TEMPLATE	
Training Evolution:	
Training Objectives:	
Personnel Assigned:	
Safety Considerations:	
PPE Requirements:	
Assignments Given:	
Training Evaluation Method:	
After-Action Review Items:	



Human Resource Management

Skill Sheet 3: Direct a Training Evolution

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed training objectives				
2.	Reviewed applicable safety procedures				
3.	Assigned participant responsibilities				
4.	Conducted or identified required safety briefing				
5.	Communicated instructions clearly				
6.	Maintained accountability of participants				
7.	Monitored safety and corrected unsafe actions				
8.	Verified training objectives were completed				
9.	Conducted post-training review				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify required safety procedures
- ☐ Failed to conduct or require a safety briefing
- ☐ Failed to enforce PPE requirements
- ☐ Allowed unsafe actions to continue
- ☐ Failed to maintain accountability of participants
- ☐ Failed to communicate training objectives
- ☐ Failed to ensure training was conducted in accordance with department policy

Final Determination:

- ☐ Successfully Directed a Training Evolution
- ☐ Did Not Successfully Direct a Training Evolution

EVALUATOR NOTES:



SKILL SHEET #4: Recommend Action for Member-Related Problems

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.4

NFPA OBJECTIVE	9.3.4 Recommend action for member-related problems, given a member with a situation requiring assistance and the member assistance policies and procedures, so that the situation is identified and the actions taken are within the established policies and procedures.
Core Purpose	Identify member-related issues and recommend appropriate actions using department policies, procedures, and available assistance resources to support employee well-being, maintain operational readiness, and ensure compliance with AHJ requirements.
SCENARIO	☐ SCENARIO 1 — Declining Job Performance ☐ SCENARIO 2 — Personal and Family Stress ☐ SCENARIO 3 — Behavioral and Peer Conflict Concerns
PERFORMANCE OUTCOME	Recommend action for a member-related problem, given a situation requiring assistance and department policies and procedures, so that the issue is identified, appropriate resources are recommended, and actions are consistent with AHJ requirements.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #4:

☐ SCENARIO 1 — Declining Job Performance

Scenario

A firefighter who has historically demonstrated strong performance has recently shown noticeable changes.

Observed Concerns:

- Increased tardiness
- Missed training assignments
- Reduced participation during shift activities
- Declining work quality

Department records indicate no previous disciplinary concerns.

Determine an appropriate course of action consistent with department policies and available member assistance resources.

☐ SCENARIO 2 — Personal and Family Stress

Scenario

A firefighter informs you they are experiencing significant personal and family-related stress.

Observed Concerns:

- Difficulty concentrating during training
- Increased absenteeism
- Emotional distress
- Requests for schedule flexibility

The firefighter has expressed concern that personal issues are beginning to affect work performance.

Determine an appropriate course of action consistent with department policies and available member assistance resources.

☐ SCENARIO 3 — Behavioral and Peer Conflict Concerns

Scenario

Several crew members have reported ongoing interpersonal conflict involving a firefighter assigned to your company.

Observed Concerns:

- Increased workplace tension
- Frequent disagreements
- Communication issues among crew members
- Negative impact on morale

No formal disciplinary action has been initiated.

Determine an appropriate course of action consistent with department policies and available member assistance resources.



Human Resource Management

Skill Sheet 4: Recommend Action for Member-Related Problems

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.4

TASK	Situation Assessment • Identify the member-related issue • Gather available information • Review applicable policies and procedures • Determine potential impact on the member and organization Resource Identification • Identify available assistance resources • Review department support programs • Determine appropriate referrals • Consider confidentiality requirements Recommendation Development • Develop an appropriate course of action • Ensure recommendations comply with policy • Identify follow-up requirements • Consider member well-being and organizational needs Communication • Explain recommended actions • Communicate available resources • Maintain professionalism and confidentiality • Document recommendations as required
Required Actions	▪ Identify the member-related issue ▪ Review applicable policies and procedures ▪ Identify available assistance resources ▪ Recommend an appropriate course of action ▪ Ensure recommendations comply with AHJ policy ▪ Communicate recommendations effectively
CANDIDATE RESPONSE NOTES TEMPLATE	
Member Issue Identified:	
Observed Concerns:	
Applicable Policy/Procedure:	
Available Resources:	
Recommended Action:	
Follow-Up Requirements:	
Confidentiality Considerations:	
Expected Outcome:	



Human Resource Management

Skill Sheet 4: Recommend Action for Member-Related Problems

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.4

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified the member-related issue				
2.	Reviewed applicable policies and procedures				
3.	Assessed impact on the member and organization				
4.	Identified appropriate assistance resources				
5.	Recommended an appropriate course of action				
6.	Ensured recommendations complied with policy				
7.	Maintained confidentiality considerations				
8.	Identified follow-up actions				
9.	Communicated recommendations effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the member-related problem
- ☐ Failed to review applicable policies or procedures
- ☐ Recommended actions inconsistent with department policy
- ☐ Failed to identify available assistance resources
- ☐ Violated confidentiality requirements
- ☐ Failed to recommend appropriate follow-up actions
- ☐ Demonstrated bias, unprofessional conduct, or poor judgment

Final Determination:

- ☐ Successfully Recommended Appropriate Member Assistance Actions
- ☐ Did Not Successfully Recommend Appropriate Member Assistance Actions

EVALUATOR NOTES:



SKILL SHEET #5: Apply Human Resource Policies and Procedures

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.5

NFPA OBJECTIVE	9.3.5 Apply human resource policies and procedures, given an administrative situation requiring action, so that policies and procedures are followed.
Core Purpose	Apply human resource policies and procedures to administrative situations in a fair, consistent, and professional manner while ensuring compliance with AHJ requirements, maintaining organizational effectiveness, and supporting department personnel.
SCENARIO	☐ SCENARIO 1 — Attendance Policy Violation ☐ SCENARIO 2 — Workplace Conduct Complaint ☐ SCENARIO 3 — Leave Request and Staffing Impact
PERFORMANCE OUTCOME	Apply human resource policies and procedures, given an administrative situation requiring action, so that department policies are followed, appropriate actions are identified, and recommendations are communicated in accordance with AHJ requirements.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #5:

☐ SCENARIO 1 — Attendance Policy Violation

Scenario

A firefighter has accumulated multiple unexcused absences and has failed to follow department notification procedures.

Current Considerations:

- Three unexcused absences within sixty days
- Failure to notify supervision before shift start
- Previous verbal counseling documented
- Department attendance policy establishes corrective action procedures

Determine the appropriate action based on department policy.

☐ SCENARIO 2 — Workplace Conduct Complaint

Scenario

A company officer receives a complaint regarding inappropriate workplace behavior between two members.

Current Considerations:

- Complaint has been documented
- Multiple employees were present
- No previous complaints are documented
- Department policies address workplace conduct and reporting requirements

Determine the appropriate action based on department policy.

☐ SCENARIO 3 — Leave Request and Staffing Impact

Scenario

A firefighter submits a request for extended leave that may affect minimum staffing requirements.

Current Considerations:

- Leave request complies with submission timelines
- Staffing levels may be impacted
- Department leave policies establish approval procedures
- Alternative staffing options may be available

Determine the appropriate action based on department policy.



Human Resource Management

Skill Sheet 5: Apply Human Resource Policies and Procedures

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.5

TASK	Policy Review • Review the administrative situation • Identify applicable policies and procedures • Determine policy requirements Situation Assessment • Gather relevant information • Evaluate circumstances • Identify policy implications Action Determination • Apply policy requirements • Determine appropriate action • Ensure consistency and compliance Communication • Explain policy application • Communicate recommendations • Document actions as required
Required Actions	▪ Identify the administrative issue ▪ Review applicable AHJ policies and procedures ▪ Determine policy requirements ▪ Apply policy to the situation ▪ Recommend an appropriate course of action ▪ Communicate findings and recommendations
CANDIDATE RESPONSE NOTES TEMPLATE	
Administrative Issue:	
Applicable Policy:	
Policy Requirements:	
Relevant Facts:	
Recommended Action:	
Policy Compliance Determination:	
Communication Plan:	



Human Resource Management

Skill Sheet 5: Apply Human Resource Policies and Procedures

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.3.5

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified the administrative issue				
2.	Identified applicable policies and procedures				
3.	Determined policy requirements				
4.	Applied policy appropriately				
5.	Evaluated relevant information				
6.	Recommended an appropriate action				
7.	Ensured policy compliance				
8.	Communicated findings effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify applicable policies or procedures
- ☐ Failed to apply policy requirements correctly
- ☐ Recommended actions inconsistent with department policy
- ☐ Failed to identify significant policy violations
- ☐ Failed to communicate recommendations effectively
- ☐ Demonstrated bias, unprofessional conduct, or poor judgment

Final Determination:

- ☐ Successfully Applied Human Resource Policies and Procedures
- ☐ Did Not Successfully Apply Human Resource Policies and Procedures

EVALUATOR NOTES:



Fire Officer 1

9.4 COMMUNITY AND GOVERNMENT RELATIONS

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.1, 9.4.2, 9.4.3

CANDIDATE INSTRUCTIONS

You are a Fire Officer I candidate completing the Community and Government Relations practical examination.

You will defend 1 of 3 independent skill stations:

- Skill Sheet #6: Implement a Community Risk Reduction (CRR) Plan (9.4.1)
- Skill Sheet #7: Address a Citizen Concern (9.4.2)
- Skill Sheet #8: Respond to a Public Inquiry (9.4.3)

Each station is:

- PASS / FAIL only
- Critical failure rules apply
- Evaluator/Instructor will choose 1 of the 3 scenarios on each skill station to defend

You may NOT consult outside materials other than your AHJ's policies, procedures, demographic information, and approved community risk reduction resources.

GENERAL EVALUATION RULES

- Apply AHJ policies, procedures, and community relations practices
- Demonstrate Fire Officer I leadership and professionalism
- Communicate effectively with citizens, community groups, and stakeholders
- Represent the department's mission, image, and values appropriately
- Address public concerns in a professional and courteous manner
- Deliver accurate information consistent with department policies
- Support Community Risk Reduction (CRR) initiatives
- Complete required documentation accurately and professionally

AUTOMATIC FAILURE CONDITIONS

- Provide inaccurate or misleading information to the public
- Fail to follow AHJ policies and procedures
- Fail to identify or address the assigned issue or concern
- Demonstrate unprofessional behavior or poor public relations practices
- Fail to communicate effectively with citizens or stakeholders
- Recommend actions outside the authority of the position
- Fail to complete required documentation when applicable



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 1 SKILLS



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SKILL SHEET #6: Implement a Community Risk Reduction (CRR) Plan

Community and Government Relations

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.1

NFPA OBJECTIVE	9.4.1 Implement a CRR plan at the unit level, given an AHJ CRR plan, policies, and procedures, so that a community need is addressed.
Core Purpose	Implement a Community Risk Reduction (CRR) plan at the company level by communicating program objectives, coordinating personnel and resources, and delivering public education or risk reduction activities that address identified community risks in accordance with AHJ policies and procedures.
SCENARIO	☐ SCENARIO 1 — Residential Smoke Alarm Campaign ☐ SCENARIO 2 — Wildfire Preparedness Outreach ☐ SCENARIO 3 — Senior Citizen Fall Prevention Program
PERFORMANCE OUTCOME	Implement a Community Risk Reduction (CRR) plan at the unit level, given an AHJ CRR plan, policies, and procedures, so that an identified community risk is addressed and program objectives are achieved.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #6:

☐ SCENARIO 1 — Residential Smoke Alarm Campaign

Scenario

The department's Community Risk Assessment identified a high number of residential fires occurring in neighborhoods with older housing stock.

Program Objectives:

- Increase working smoke alarm installation rates
- Provide home fire safety education
- Reduce residential fire injuries
- Improve community awareness

Implement the assigned CRR program at the company level.

☐ SCENARIO 2 — Wildfire Preparedness Outreach

Scenario

The AHJ has identified increasing wildfire risk in the wildland-urban interface.

Program Objectives:

- Educate homeowners on defensible space
- Promote evacuation preparedness
- Distribute wildfire safety information
- Increase community participation in mitigation efforts

Implement the assigned CRR program at the company level.

☐ SCENARIO 3 — Senior Citizen Fall Prevention Program

Scenario

Local EMS data indicates a significant increase in fall-related injuries among senior citizens.

Program Objectives:

- Provide fall prevention education
- Identify common household hazards
- Connect residents with community resources
- Reduce fall-related EMS responses

Implement the assigned CRR program at the company level.



Community and Government Relations

Skill Sheet 6: Implement a Community Risk Reduction (CRR) Plan

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.1

TASK	Program Review • Review the AHJ CRR plan • Identify the community risk • Review program objectives • Review applicable policies and procedures Program Implementation • Assign personnel responsibilities • Coordinate program activities • Deliver public education or outreach efforts • Support achievement of program goals Communication • Communicate CRR objectives to personnel • Provide public safety information • Engage community members professionally Evaluation • Identify methods to measure success • Document activities completed • Evaluate program effectiveness
Required Actions	▪ Review the AHJ CRR plan ▪ Identify the community need being addressed ▪ Communicate program objectives to personnel ▪ Implement assigned CRR activities ▪ Provide public education or outreach ▪ Document program activities and outcomes
CANDIDATE RESPONSE NOTES TEMPLATE	
Community Risk Identified:	
Program Objective(s):	
Personnel Assigned:	
CRR Activities Conducted:	
Public Education Message:	
Community Partners (if applicable):	
Program Success Measures:	
Expected Outcome:	



Community and Government Relations

Skill Sheet 6: Implement a Community Risk Reduction (CRR) Plan

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed the AHJ CRR plan				
2.	Identified the community risk being addressed				
3.	Identified program objectives				
4.	Communicated CRR objectives to personnel				
5.	Assigned appropriate responsibilities				
6.	Implemented CRR activities consistent with the plan				
7.	Provided accurate public education information				
8.	Identified methods to evaluate program effectiveness				
9.	Documented activities and outcomes				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the community risk being addressed
- ☐ Failed to communicate CRR objectives to personnel
- ☐ Failed to implement activities consistent with the CRR plan
- ☐ Provided inaccurate public safety information
- ☐ Failed to follow applicable policies or procedures
- ☐ Failed to address the identified community need

Final Determination:

- ☐ Successfully Implemented a Community Risk Reduction Plan
- ☐ Did Not Successfully Implement a Community Risk Reduction Plan

EVALUATOR NOTES:



SKILL SHEET #7: Address a Citizen Concern

Community and Government Relations

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.2

NFPA OBJECTIVE	9.4.2 Determine a course of action to address a citizen's concern, given policies and procedures, so that the concern is answered or referred to the correct individual for action and all policies and procedures are followed.
Core Purpose	Address citizen concerns by investigating the issue, determining an appropriate course of action, communicating professionally with the citizen, and ensuring the concern is resolved or referred in accordance with AHJ policies and procedures.
SCENARIO	☐ SCENARIO 1 — Excessive Response Noise Complaint ☐ SCENARIO 2 — Fire Apparatus Driving Complaint ☐ SCENARIO 3 — Property Damage Concern
PERFORMANCE OUTCOME	Determine a course of action to address a citizen's concern, given policies and procedures, so that the concern is investigated, appropriately addressed or referred, documented, and resolved in accordance with AHJ requirements.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME – PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #7:

☐ SCENARIO 1 — Excessive Response Noise Complaint

Scenario

A citizen contacts the fire department regarding what they believe is excessive use of emergency sirens during nighttime responses in their neighborhood.

Citizen Concerns:

- Frequent nighttime responses
- Excessive siren use
- Disruption of sleep
- Request for department action

Determine the appropriate course of action and response.

☐ SCENARIO 2 — Fire Apparatus Driving Complaint

Scenario

A citizen submits a complaint alleging a fire apparatus was operating in an unsafe manner while responding to an emergency incident.

Citizen Concerns:

- Excessive speed
- Failure to stop at an intersection
- Public safety concerns
- Request for investigation

Determine the appropriate course of action and response.

☐ SCENARIO 3 — Property Damage Concern

Scenario

A homeowner reports minor landscaping damage that allegedly occurred during a recent emergency response.

Citizen Concerns:

- Damage to sprinkler system
- Damage to landscaping
- Request for explanation
- Request for corrective action

Determine the appropriate course of action and response.



Community and Government Relations

Skill Sheet 7: Address a Citizen Concern

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.2

TASK	Concern Assessment • Receive and review the concern • Gather relevant information • Identify applicable policies and procedures • Determine facts related to the complaint Investigation • Evaluate available information • Determine if additional investigation is needed • Identify appropriate department resources • Determine responsibility for resolution Action Determination • Determine appropriate response • Refer concern when necessary • Ensure compliance with policy • Identify corrective actions if appropriate Communication and Documentation • Prepare a response to the citizen • Communicate findings professionally • Complete required documentation • Ensure proper follow-up
Required Actions	▪ Identify the citizen's concern ▪ Review applicable policies and procedures ▪ Determine the facts of the situation ▪ Identify an appropriate course of action ▪ Determine whether referral is necessary ▪ Prepare a professional response ▪ Complete required documentation
CANDIDATE RESPONSE NOTES TEMPLATE	
Citizen Concern:	
Relevant Facts Identified:	
Applicable Policy/Procedure:	
Investigation Required:	
Recommended Course of Action:	
Referral Required (if applicable):	
Citizen Response:	
Documentation Completed:	



Community and Government Relations

Skill Sheet 7: Address a Citizen Concern

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified the citizen concern				
2.	Reviewed applicable policies and procedures				
3.	Gathered and evaluated relevant information				
4.	Determined an appropriate course of action				
5.	Identified appropriate referral if required				
6.	Ensured compliance with AHJ policy				
7.	Prepared a professional response				
8.	Identified required documentation				
9.	Demonstrated effective communication skills				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the citizen concern
- ☐ Failed to review applicable policies or procedures
- ☐ Failed to determine an appropriate course of action
- ☐ Failed to refer the concern when necessary
- ☐ Provided inaccurate or misleading information
- ☐ Failed to complete required documentation
- ☐ Demonstrated unprofessional conduct toward the citizen

Final Determination:

- ☐ Successfully Addressed a Citizen Concern
- ☐ Did Not Successfully Address a Citizen Concern

EVALUATOR NOTES:



SKILL SHEET #8: Respond to a Public Inquiry

Community and Government Relations

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.3

NFPA OBJECTIVE	9.4.3 Respond to a public inquiry, given policies and procedures, so that the inquiry is answered accurately, courteously, and in accordance with applicable policies and procedures.
Core Purpose	Respond to public inquiries in a professional manner by providing accurate information, maintaining positive public relations, and ensuring all communications comply with AHJ policies, procedures, and public information guidelines.
SCENARIO	☐ SCENARIO 1 — Community Smoke Alarm Program Inquiry ☐ SCENARIO 2 — Emergency Response Time Inquiry ☐ SCENARIO 3 — Fire Department Recruitment Inquiry
PERFORMANCE OUTCOME	Respond to a public inquiry, given policies and procedures, so that the inquiry is answered accurately, courteously, and in accordance with applicable AHJ policies and procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME – PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #8:

☐ SCENARIO 1 — Community Smoke Alarm Program Inquiry

Scenario

A resident contacts the fire department seeking information regarding available smoke alarm installation and home safety programs.

Inquiry Topics:

- Smoke alarm installation assistance
- Smoke alarm maintenance requirements
- Home fire escape planning
- Community safety resources

Respond to the citizen's inquiry in accordance with department policies and procedures.

☐ SCENARIO 2 — Emergency Response Time Inquiry

Scenario

A citizen contacts the department questioning emergency response times within their neighborhood.

Inquiry Topics:

- Average response times
- Factors affecting response times
- Staffing and station locations
- Emergency service capabilities

Respond to the citizen's inquiry in accordance with department policies and procedures.

☐ SCENARIO 3 — Fire Department Recruitment Inquiry

Scenario

A member of the public contacts the fire department seeking information about becoming a firefighter.

Inquiry Topics:

- Employment opportunities
- Volunteer opportunities
- Certification requirements
- Recruitment process

Respond to the citizen's inquiry in accordance with department policies and procedures.



Community and Government Relations

Skill Sheet 8: Respond to a Public Inquiry

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.3

TASK	Inquiry Assessment • Receive and evaluate the inquiry • Identify the information requested • Determine applicable policies and procedures • Identify any limitations on information release Information Gathering • Verify information accuracy • Review available department resources • Identify appropriate references or contacts • Ensure compliance with AHJ policy Response Development • Prepare an accurate response • Use professional and courteous communication • Address the citizen's questions • Provide additional resources if appropriate Follow-Up • Verify inquiry was addressed • Refer inquiry if necessary • Document response when required • Maintain positive public relations
Required Actions	▪ Identify the nature of the public inquiry ▪ Review applicable policies and procedures ▪ Provide accurate and appropriate information ▪ Communicate professionally and courteously ▪ Refer the inquiry when appropriate ▪ Ensure compliance with AHJ policies ▪ Complete required documentation
CANDIDATE RESPONSE NOTES TEMPLATE	
Public Inquiry:	
Information Requested:	
Applicable Policy/Procedure:	
Information Provided:	
Additional Resources Offered:	
Referral Required (if applicable):	
Follow-Up Needed:	
Documentation Completed:	



Community and Government Relations

Skill Sheet 8: Respond to a Public Inquiry

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.4.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified the public inquiry				
2.	Reviewed applicable policies and procedures				
3.	Provided accurate information				
4.	Answered the inquiry appropriately				
5.	Maintained professionalism and courtesy				
6.	Identified limitations on information release when applicable				
7.	Referred the inquiry when appropriate				
8.	Demonstrated effective interpersonal communication				
9.	Identified required documentation				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the public inquiry
- ☐ Provided inaccurate or misleading information
- ☐ Failed to follow applicable policies or procedures
- ☐ Released information not authorized by department policy
- ☐ Failed to refer the inquiry when necessary
- ☐ Demonstrated unprofessional or discourteous behavior
- ☐ Failed to answer the inquiry appropriately

Final Determination:

- ☐ Successfully Responded to a Public Inquiry
- ☐ Did Not Successfully Respond to a Public Inquiry

EVALUATOR NOTES:



Fire Officer 1

9.5 ADMINISTRATION

Standard: NFPA 1020, 2025 Edition – Chapter 10 (NFPA 1021)

Objective: 9.5.1, 9.5.2, 9.5.3, 9.5.4, 9.5.5

CANDIDATE INSTRUCTIONS

You are a Fire Officer I candidate completing the Administration practical examination.

You will defend 1 of 5 independent skill stations:

- Skill Sheet #9: Implement a Departmental Policy (9.5.1)
- Skill Sheet #10: Prepare a Unit-Level Report (9.5.2)
- Skill Sheet #11: Prepare a Budget Request (9.5.3)
- Skill Sheet #12: Interpret Organizational Management Components (9.5.4)
- Skill Sheet #13: Collect Incident Data (9.5.5)

Each station is:

- PASS / FAIL only
- Critical failure rules apply
- Evaluator/Instructor will choose 1 of the 3 scenarios on each skill station to defend

You may NOT consult outside materials other than your AHJ's policies, procedures, budget documents, purchasing guidelines, and administrative records.

GENERAL EVALUATION RULES

- Apply AHJ policies, procedures, and administrative practices
- Demonstrate Fire Officer I leadership and organizational awareness
- Communicate information clearly and professionally
- Analyze information and identify administrative needs
- Complete reports and documentation accurately
- Support recommendations with facts and available data
- Demonstrate effective record management practices
- Maintain compliance with department requirements

AUTOMATIC FAILURE CONDITIONS

- Fail to follow applicable AHJ policies or procedures
- Fail to identify critical administrative requirements
- Produce incomplete, inaccurate, or misleading documentation
- Fail to support recommendations with available information or data
- Demonstrate poor communication or organizational skills
- Fail to maintain confidentiality or record security requirements
- Recommend actions outside the authority of the position



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 1 SKILLS



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SKILL SHEET #9: Implement a Departmental Policy

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.1

NFPA OBJECTIVE	9.5.1 Implement a departmental policy at the unit level, given a departmental policy, so that the policy is communicated to unit members and issues or concerns are addressed.
Core Purpose	Implement departmental policies at the company level by communicating policy requirements, addressing questions and concerns, ensuring understanding among personnel, and supporting consistent application of organizational expectations.
SCENARIO	☐ SCENARIO 1 — New Social Media Policy ☐ SCENARIO 2 — Updated PPE Inspection Requirements ☐ SCENARIO 3 — Revised Driver Qualification Policy
PERFORMANCE OUTCOME	Implement a departmental policy at the unit level, given a departmental policy, so that the policy is effectively communicated, personnel understand expectations, and issues or concerns are addressed in accordance with AHJ requirements.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #9:

☐ SCENARIO 1 — New Social Media Policy

Scenario

The department has implemented a new social media policy governing employee use of personal and department-affiliated social media accounts.

Policy Changes Include:

- Restrictions on posting incident information
- Guidelines for professional conduct online
- Requirements regarding department representation
- Disciplinary consequences for policy violations

Communicate the policy to company personnel and address questions or concerns.

☐ SCENARIO 2 — Updated PPE Inspection Requirements

Scenario

The department has adopted new PPE inspection and documentation requirements.

Policy Changes Include:

- Monthly documented inspections
- Updated PPE tracking procedures
- Reporting damaged equipment
- Supervisor review requirements

Communicate the policy to company personnel and address questions or concerns.

☐ SCENARIO 3 — Revised Driver Qualification Policy

Scenario

The department has revised its driver qualification policy.

Policy Changes Include:

- Annual driver evaluations
- Additional apparatus training requirements
- Documentation requirements
- Updated qualification standards

Communicate the policy to company personnel and address questions or concerns.



Administration

Skill Sheet 9: Implement a Departmental Policy

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.1

TASK	Policy Review • Review departmental policy • Identify key requirements • Determine implementation expectations • Identify personnel affected Policy Communication • Communicate policy requirements • Explain purpose and intent • Identify implementation timelines • Discuss expectations Issue Resolution • Address questions and concerns • Clarify policy requirements • Identify potential implementation challenges • Provide appropriate guidance Follow-Up • Verify personnel understanding • Identify required actions • Monitor implementation progress • Document communication as required
Required Actions	• Review the departmental policy • Identify key policy requirements • Communicate policy expectations to personnel • Address questions or concerns • Verify personnel understanding • Identify implementation requirements
CANDIDATE RESPONSE NOTES TEMPLATE	
Policy Implemented:	
Purpose of Policy:	
Key Policy Requirements:	
Personnel Affected:	
Questions or Concerns Identified:	
Responses Provided:	
Implementation Timeline:	
Follow-Up Actions:	



Administration

Skill Sheet 9: Implement a Departmental Policy

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed departmental policy				
2.	Identified key policy requirements				
3.	Explained purpose of the policy				
4.	Communicated policy expectations clearly				
5.	Identified personnel affected by the policy				
6.	Addressed questions or concerns appropriately				
7.	Verified personnel understanding				
8.	Identified implementation requirements				
9.	Demonstrated effective interpersonal communication				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify key policy requirements
- ☐ Failed to communicate policy expectations
- ☐ Provided inaccurate policy information
- ☐ Failed to address personnel concerns appropriately
- ☐ Failed to verify understanding of the policy
- ☐ Failed to communicate implementation requirements
- ☐ Demonstrated unprofessional communication

Final Determination:

- ☐ Successfully Implemented Departmental Policy
- ☐ Did Not Successfully Implement Departmental Policy

EVALUATOR NOTES:



SKILL SHEET #10: Prepare a Unit-Level Report

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.2

NFPA OBJECTIVE	9.5.2 Prepare a unit-level report, given forms, record-management systems, information, and incident narratives, so that the reports, records, and documents are complete and maintained in accordance with policies and procedures.
Core Purpose	Prepare accurate, complete, and professional reports by collecting information, documenting events, and maintaining records in accordance with AHJ policies, procedures, and record management requirements.
SCENARIO	☐ SCENARIO 1 — Emergency Incident Report ☐ SCENARIO 2 — Training Activity Report ☐ SCENARIO 3 — Equipment Damage Report
PERFORMANCE OUTCOME	Prepare a unit-level report, given forms, record-management systems, information, and incident narratives, so that reports, records, and documents are complete, accurate, and maintained in accordance with AHJ policies and procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #10:

☐ SCENARIO 1 — Emergency Incident Report

Scenario

Your company responded to a residential structure fire.

Information Available:

- Incident narrative
- Personnel assignments
- Actions taken
- Incident outcome
- Apparatus utilized

Prepare a complete unit-level report documenting company activities and incident actions.

☐ SCENARIO 2 — Training Activity Report

Scenario

Your company completed a department training evolution involving hose deployment, search operations, and accountability procedures.

Information Available:

- Training objectives
- Attendance records
- Training outcomes
- Safety observations

Prepare a complete unit-level report documenting the training activity.

☐ SCENARIO 3 — Equipment Damage Report

Scenario

During routine operations, department equipment was damaged and removed from service.

Information Available:

- Equipment identification
- Description of damage
- Personnel involved
- Corrective actions taken
- Replacement or repair recommendations

Prepare a complete unit-level report documenting the incident.



Administration

Skill Sheet 10: Prepare a Unit-Level Report

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.2

TASK	Information Collection • Review available information • Gather supporting documentation • Verify facts and details • Identify report requirements Report Preparation • Complete required forms • Develop an accurate narrative • Document actions and outcomes • Ensure completeness Record Management • Follow AHJ reporting requirements • Maintain required records • Ensure documentation accuracy • Protect sensitive information Communication • Explain report contents • Answer questions regarding documentation • Submit documentation appropriately
Required Actions	▪ Review available information and documentation ▪ Identify required report components ▪ Prepare a complete and accurate narrative ▪ Document actions, outcomes, and relevant facts ▪ Ensure compliance with AHJ reporting requirements ▪ Submit and maintain records appropriately
CANDIDATE RESPONSE NOTES TEMPLATE	
Report Type:	
Incident/Activity Date:	
Summary of Event:	
Personnel Involved:	
Actions Taken:	
Outcome:	
Supporting Documentation:	
Report Submission Requirements:	



Administration

Skill Sheet 10: Prepare a Unit-Level Report

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed available information and documentation				
2.	Identified required report elements				
3.	Prepared a complete narrative				
4.	Documented relevant facts accurately				
5.	Included actions taken and outcomes				
6.	Completed required forms and documentation				
7.	Demonstrated compliance with AHJ reporting requirements				
8.	Maintained record accuracy and completeness				
9.	Verbally communicated report contents effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify required report information
- ☐ Submitted incomplete documentation
- ☐ Omitted critical facts or actions
- ☐ Included inaccurate or misleading information
- ☐ Failed to comply with AHJ reporting requirements
- ☐ Failed to maintain confidentiality of protected information
- ☐ Demonstrated inability to communicate report contents

Final Determination:

- ☐ Successfully Prepared a Unit-Level Report
- ☐ Did Not Successfully Prepare a Unit-Level Report

EVALUATOR NOTES:



SKILL SHEET #11: Prepare a Budget Request

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.3

NFPA OBJECTIVE	9.5.3 Prepare a budget request, given a unit-level need, so that the request is in the proper format and supported with data.
Core Purpose	Prepare a budget request by identifying a unit-level need, analyzing available information, developing a justified recommendation, and presenting supporting data in accordance with AHJ budget procedures.
SCENARIO	☐ SCENARIO 1 — Replacement of Damaged Equipment ☐ SCENARIO 2 — Training Equipment Request ☐ SCENARIO 3 — PPE Replacement Program
PERFORMANCE OUTCOME	Prepare a budget request, given a unit-level need, so that the request is supported by data, addresses operational requirements, and complies with AHJ budget procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #11:

☐ SCENARIO 1 — Replacement of Damaged Equipment

Scenario

Several pieces of company equipment have reached the end of their service life and require replacement.

Current Considerations:

- Increased maintenance costs
- Equipment reliability concerns
- Operational readiness impacts
- Limited replacement funds available

Prepare a budget request supporting the replacement of the equipment.

☐ SCENARIO 2 — Training Equipment Request

Scenario

The department has identified a need to improve company-level training opportunities.

Current Considerations:

- Existing training props are outdated
- Increased training requirements
- Limited training resources
- Need to improve firefighter proficiency

Prepare a budget request supporting the purchase of new training equipment.

☐ SCENARIO 3 — PPE Replacement Program

Scenario

A review of department PPE records indicates multiple sets of turnout gear are approaching retirement age.

Current Considerations:

- Aging PPE inventory
- Compliance with NFPA standards
- Firefighter safety concerns
- Multi-year replacement planning

Prepare a budget request supporting PPE replacement needs.



Administration

Skill Sheet 11: Prepare a Budget Request

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.3

TASK	Needs Assessment • Identify the operational need • Evaluate existing resources • Determine deficiencies • Assess operational impact Data Collection • Gather supporting information • Review costs and pricing • Identify budget implications • Analyze benefits and outcomes Budget Development • Prepare budget request • Justify expenditure • Support recommendation with data • Follow AHJ budget format Presentation • Explain operational need • Present supporting data • Communicate anticipated benefits • Answer questions regarding the request
Required Actions	▪ Identify the unit-level need ▪ Conduct a needs and equipment analysis ▪ Gather supporting cost and operational data ▪ Develop a budget request ▪ Justify the request using available information ▪ Present the recommendation in the proper format
CANDIDATE RESPONSE NOTES TEMPLATE	
Operational Need:	
Current Deficiency:	
Equipment/Resource Requested:	
Estimated Cost:	
Supporting Data:	
Operational Benefits:	
Safety Considerations:	
Budget Recommendation:	



Administration

Skill Sheet 11: Prepare a Budget Request

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified the operational need				
2.	Conducted a needs analysis				
3.	Gathered supporting information and data				
4.	Identified estimated costs				
5.	Developed a budget request in the proper format				
6.	Supported the request with factual data				
7.	Identified operational benefits				
8.	Demonstrated understanding of budget impacts				
9.	Communicated recommendation effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the operational need
- ☐ Failed to conduct a needs analysis
- ☐ Failed to provide supporting data
- ☐ Failed to justify the request
- ☐ Submitted a request inconsistent with the identified need
- ☐ Failed to follow AHJ budget procedures
- ☐ Demonstrated inability to communicate the recommendation

Final Determination:

- ☐ Successfully Prepared a Budget Request
- ☐ Did Not Successfully Prepare a Budget Request

EVALUATOR NOTES:



SKILL SHEET #12: Interpret Organizational Management Components

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.4

NFPA OBJECTIVE	9.5.4 Interpret the purpose of each management component of the organization, given an organization chart, so that the explanation is current and accurate and clearly identifies the purpose and mission of the organization.
Core Purpose	Interpret and explain the organizational structure of the Authority Having Jurisdiction (AHJ) by identifying management components, describing supervisory responsibilities, and communicating how each level supports the department's mission and operational objectives.
SCENARIO	☐ SCENARIO 1 — Department Organizational Structure Review ☐ SCENARIO 2 — New Employee Orientation ☐ SCENARIO 3 — Chain of Command Clarification
PERFORMANCE OUTCOME	Interpret the purpose of each management component of the organization, given an organization chart, so that the explanation is accurate, identifies supervisory responsibilities, and clearly communicates the purpose and mission of the organization.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #12:

☐ SCENARIO 1 — Department Organizational Structure Review

Scenario

A newly promoted company officer has requested an explanation of the department's organizational structure and reporting relationships.

Current Considerations:

- Multiple levels of supervision exist
- Administrative and operational divisions are separate
- Reporting responsibilities must be understood
- Chain of command must be maintained

Using the provided organizational chart, explain the purpose and responsibilities of each management component.

☐ SCENARIO 2 — New Employee Orientation

Scenario

Several new firefighters have joined the department and require an overview of the organizational structure.

Current Considerations:

- Employees are unfamiliar with reporting relationships
- Department mission and organizational objectives must be explained
- Roles and responsibilities vary by rank and assignment
- Communication pathways need clarification

Using the provided organizational chart, explain the structure and purpose of the organization.

☐ SCENARIO 3 — Chain of Command Clarification

Scenario

A recent incident identified confusion regarding reporting relationships and supervisory authority.

Current Considerations:

- Personnel bypassed portions of the chain of command
- Questions exist regarding supervisory responsibilities
- Communication issues were identified
- Organizational accountability needs improvement

Using the provided organizational chart, explain management components and reporting relationships.



Administration

Skill Sheet 12: Interpret Organizational Management Components

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.4

TASK	Organizational Review • Review organizational chart • Identify management components • Identify reporting relationships • Review department mission Organizational Analysis • Describe roles and responsibilities • Explain supervisory levels • Identify communication pathways • Explain chain of command Organizational Purpose • Explain how each component supports the mission • Describe interaction between divisions • Identify organizational objectives • Explain accountability structure Communication • Present findings clearly • Explain reporting relationships • Answer questions regarding organizational structure • Communicate responsibilities accurately
Required Actions	• Review the organizational chart • Identify management and supervisory components • Explain reporting relationships and chain of command • Describe responsibilities of each organizational level • Explain how the organization supports its mission • Communicate findings clearly and accurately
CANDIDATE RESPONSE NOTES TEMPLATE	
Organization Reviewed:	
Management Components Identified:	
Chain of Command:	
Supervisory Responsibilities:	
Department Mission:	
Communication Pathways:	
Organizational Objectives:	
Summary of Organizational Structure:	



Administration

Skill Sheet 12: Interpret Organizational Management Components

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.4

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed the organizational chart				
2.	Identified management components				
3.	Identified reporting relationships				
4.	Explained chain of command accurately				
5.	Described responsibilities of supervisory levels				
6.	Explained communication pathways				
7.	Identified the mission and purpose of the organization				
8.	Explained how organizational components support the mission				
9.	Communicated information clearly and professionally				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify major organizational components
- ☐ Failed to explain reporting relationships
- ☐ Failed to identify the chain of command
- ☐ Provided inaccurate information regarding supervisory responsibilities
- ☐ Failed to explain the mission or purpose of the organization
- ☐ Demonstrated misunderstanding of organizational structure
- ☐ Failed to communicate information effectively

Final Determination:

- ☐ Successfully Interpreted Organizational Management Components
- ☐ Did Not Successfully Interpret Organizational Management Components

EVALUATOR NOTES:



SKILL SHEET #13: Concise Report Preparation

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.5

NFPA OBJECTIVE	9.5.5 Collect incident data, given the goals and mission of the organization, so that incident data is accurate, protected, and available for interpretation.
Core Purpose	Collect, verify, document, and maintain incident data in a manner that supports organizational goals, ensures data accuracy, protects sensitive information, and allows for future analysis and decision-making.
SCENARIO	☐ SCENARIO 1 — Structure Fire Incident Documentation ☐ SCENARIO 2 — EMS Response Data Collection ☐ SCENARIO 3 — Wildland Fire Incident Reporting
PERFORMANCE OUTCOME	Collect incident data, given the goals and mission of the organization, so that information is accurate, complete, properly protected, and available for analysis and interpretation in accordance with AHJ policies and procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #13:

❑ SCENARIO 1 — Structure Fire Incident Documentation

Scenario

The department responded to a residential structure fire.

Available Information:

- Dispatch information
- Personnel assignments
- Incident actions
- Property information
- Fire loss estimates

The department uses incident data to evaluate response effectiveness, staffing needs, and community risk trends.

Collect and document the incident data required by department policy.

❑ SCENARIO 2 — EMS Response Data Collection

Scenario

The department responded to a medical emergency requiring patient assessment and treatment.

Available Information:

- Dispatch information
- Patient care activities
- Personnel involved
- Response times
- Incident outcome

The department uses incident data to evaluate EMS service delivery and system performance.

Collect and document the incident data required by department policy.

❑ SCENARIO 3 — Wildland Fire Incident Reporting

Scenario

The department responded to a wildland fire involving multiple responding resources.

Available Information:

- Incident location
- Resource assignments
- Fire behavior observations
- Suppression activities
- Final incident outcome

The department uses incident data for operational analysis, resource planning, and community risk reduction initiatives.

Collect and document the incident data required by department policy.



Administration

Skill Sheet 13: Collect Incident Data

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.5

TASK	Data Collection • Review incident information • Gather required data elements • Verify information accuracy • Identify missing information Documentation • Record incident data • Complete required forms • Follow AHJ reporting procedures • Ensure completeness Data Protection • Protect sensitive information • Follow confidentiality requirements • Maintain records security • Ensure proper data storage Data Management • Verify report accuracy • Maintain accessibility for future review • Support organizational reporting requirements • Ensure data is available for interpretation
Required Actions	• Identify required incident data elements • Collect and verify incident information • Complete required documentation • Protect sensitive or confidential information • Ensure data accuracy and completeness • Maintain records in accordance with AHJ requirements
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Required Data Elements:	
Information Collected:	
Data Verification Process:	
Confidentiality Considerations:	
Documentation Completed:	
Records Storage Requirements:	
Organizational Use of Data:	



Administration

Skill Sheet 13: Collect Incident Data

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.5.5

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified required incident data elements				
2.	Collected relevant incident information				
3.	Verified information accuracy				
4.	Completed required documentation				
5.	Maintained data completeness				
6.	Protected sensitive/confidential information				
7.	Followed AHJ reporting requirements				
8.	Maintained records appropriately				
9.	Demonstrated understanding of data use and interpretation				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify required incident data
- ☐ Submitted incomplete documentation
- ☐ Recorded inaccurate incident information
- ☐ Failed to protect confidential information
- ☐ Failed to follow AHJ reporting requirements
- ☐ Failed to maintain required records
- ☐ Demonstrated inability to explain organizational use of incident data

Final Determination:

- ☐ Successfully Collected and Managed Incident Data
- ☐ Did Not Successfully Collect and Manage Incident Data

EVALUATOR NOTES:



Fire Officer 1

9.6 INSPECTION AND INVESTIGATION

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.1, 9.6.2, 9.6.3

CANDIDATE INSTRUCTIONS

You are a Fire Officer I candidate completing Inspection and Investigation practical exam.

You will defend 1 of 3 independent skill stations:

- Skill Sheet #14: Conduct a Fire Inspection (9.6.1)
- Skill Sheet #15: Develop a Pre-Incident Plan (9.6.2)
- Skill Sheet #16: Secure an Incident Scene (9.6.3)

Each station is:

- PASS / FAIL only
- Critical failure rules apply
- Evaluator/Instructor will choose 1 of the 3 scenarios on each skill station to defend

You may NOT consult outside materials during testing other than approved AHJ policies, SOPs, SOGs, inspection forms, pre-incident planning documents, codes, standards, procedures, or documents authorized by the evaluator.

GENERAL EVALUATION RULES

- Apply AHJ inspection, investigation, and pre-incident planning procedures
- Identify hazards and code-related concerns
- Apply applicable codes and standards
- Develop accurate pre-incident plans
- Identify building construction, fire protection, and life safety features
- Protect evidence and maintain scene integrity
- Communicate findings and recommendations clearly
- Demonstrate Fire Officer I leadership and decision-making

AUTOMATIC FAILURE CONDITIONS

- Fail to identify significant life safety hazards
- Fail to apply applicable codes or standards
- Fail to identify critical fire protection or building features
- Fail to maintain scene security or evidence preservation
- Recommend actions inconsistent with AHJ policies or procedures
- Fail to protect potential evidence from damage or destruction
- Demonstrate unsafe practices or poor judgment



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 1 SKILLS



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SKILL SHEET #14: Conduct a Fire Inspection

Inspection and Investigation

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.1

NFPA OBJECTIVE	9.6.1 Describe the procedures of the AHJ for conducting fire inspections, given an occupancy, so that hazards, including hazardous materials, are identified, approved forms are completed, and approved action is initiated.
Core Purpose	Conduct a fire inspection by identifying hazards, recognizing code violations, applying applicable codes and standards, documenting findings, and recommending corrective actions in accordance with AHJ policies and procedures.
SCENARIO	☐ SCENARIO 1 — Mercantile Occupancy Inspection ☐ SCENARIO 2 — Educational Occupancy Inspection ☐ SCENARIO 3 — Industrial Occupancy Inspection
PERFORMANCE OUTCOME	Describe and apply the AHJ fire inspection process, identify hazards and violations, complete required documentation, and recommend appropriate corrective actions.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #14:

☐ SCENARIO 1 — Mercantile Occupancy Inspection

Scenario

A routine fire inspection is being conducted at a retail business.

Findings include:

- Blocked exit access
- Expired fire extinguisher inspection tag
- Improper storage near electrical panels
- Employee uncertainty regarding evacuation procedures

Conduct the inspection and determine appropriate corrective actions.

☐ SCENARIO 2 — Educational Occupancy Inspection

Scenario

A public school is scheduled for its annual fire inspection.

Findings include:

- Storage in an exit corridor
- Missing ceiling tiles
- Fire door propped open
- Science lab chemical storage concerns

Conduct the inspection and determine appropriate corrective actions.

☐ SCENARIO 3 — Industrial Occupancy Inspection

Scenario

An industrial facility is undergoing a scheduled fire inspection.

Findings include:

- Flammable liquid storage concerns
- Compressed gas cylinders improperly secured
- Obstructed sprinkler control valve access
- Incomplete hazardous materials inventory

Conduct the inspection and determine appropriate corrective actions.



Inspection and Investigation

Skill Sheet 14: Conduct a Fire Inspection

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.1

TASK	Inspection Preparation • Review occupancy type • Identify applicable codes and standards • Review AHJ inspection procedures Hazard Identification • Identify life safety hazards • Identify fire protection deficiencies • Identify hazardous materials concerns • Identify code violations Documentation • Complete inspection documentation • Record findings accurately • Identify corrective actions Communication • Explain findings • Communicate code requirements • Recommend corrective actions
Required Actions	• Identify occupancy type • Apply applicable codes and standards • Identify hazards and violations • Recommend corrective actions • Complete required inspection documentation • Communicate findings clearly
CANDIDATE RESPONSE NOTES TEMPLATE	
Occupancy Type:	
Hazards Identified:	
Code Violations Identified:	
Applicable Codes/Standards:	
Corrective Actions Recommended:	
Hazardous Materials Concerns:	
Documentation Completed:	



Inspection and Investigation

Skill Sheet 14: Conduct a Fire Inspection

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified occupancy type				
2.	Applied appropriate codes and standards				
3.	Identified life safety hazards				
4.	Identified fire protection deficiencies				
5.	Identified hazardous materials concerns				
6.	Recommended appropriate corrective actions				
7.	Completed required documentation				
8.	Communicated findings clearly				
9.	Followed AHJ inspection procedures				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify significant life safety hazards
- ☐ Failed to identify major code violations
- ☐ Failed to apply applicable codes or standards
- ☐ Failed to recommend corrective actions
- ☐ Failed to identify hazardous materials concerns
- ☐ Failed to complete required documentation
- ☐ Provided inaccurate inspection findings

Final Determination:

- ☐ Successfully Conducted a Fire Inspection
- ☐ Did Not Successfully Conduct a Fire Inspection

EVALUATOR NOTES:



SKILL SHEET #15: Develop a Pre-Incident Plan

Inspection and Investigation

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.2

NFPA OBJECTIVE	9.6.2 Identify construction, alarm, detection, and suppression features that contribute to or prevent the spread of fire, heat, and smoke throughout the building or from one building to another, given an occupancy and the policies and forms of the AHJ so that a pre-incident plan is developed.
Core Purpose	Develop a pre-incident plan by evaluating building construction, fire protection systems, life safety features, access considerations, hazards, and operational concerns to improve firefighter safety and incident effectiveness.
SCENARIO	☐ SCENARIO 1 — Educational Occupancy Pre-Incident Plan ☐ SCENARIO 2 — Industrial Occupancy Pre-Incident Plan ☐ SCENARIO 3 — Mixed Occupancy Commercial Building
PERFORMANCE OUTCOME	Develop a pre-incident plan, given an occupancy and AHJ policies and forms, so that building features, hazards, operational considerations, and fire protection systems are accurately identified and documented.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #15:

☐ SCENARIO 1 — Educational Occupancy Pre-Incident Plan

Scenario

A pre-incident plan is being developed for a two-story elementary school.

Building Features:

- Type II construction
- Automatic fire alarm system
- Wet-pipe sprinkler system
- Multiple exits and assembly areas
- Occupancy load of 450 students and staff

Develop a pre-incident plan identifying fire protection system, access concerns, hazards, and operational considerations.

☐ SCENARIO 2 — Industrial Occupancy Pre-Incident Plan

Scenario

A manufacturing facility requires a pre-incident plan update.

Building Features:

- Type II construction
- Flammable liquid storage area
- Automatic sprinkler system
- Compressed gas storage
- Limited apparatus access on one side of the structure

Develop a pre-incident plan identifying hazards, suppression systems, and operational considerations.

☐ SCENARIO 3 — Mixed Occupancy Commercial Building

Scenario

A downtown mixed-use occupancy contains retail businesses on the first floor and residential apartments above.

Building Features:

- Type III construction
- Fire alarm system
- Partial sprinkler coverage
- Shared utility systems
- Limited parking and apparatus access

Develop a pre-incident plan identifying building features, hazards, and operational concerns.



Inspection and Investigation

Skill Sheet 15: Develop a Pre-Incident Plan

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.2

TASK	Building Evaluation • Identify occupancy type • Identify building construction features • Evaluate access and egress • Identify life safety concerns Fire Protection Systems • Identify alarm systems • Identify detection systems • Identify suppression systems • Identify fire department connections and utilities Hazard Analysis • Identify special hazards • Identify hazardous materials concerns • Identify exposure concerns • Identify operational challenges Pre-Incident Planning • Document critical information • Identify tactical considerations • Recommend operational actions • Complete AHJ pre-incident planning documentation
Required Actions	• Identify occupancy and construction type • Identify alarm, detection, and suppression systems • Identify hazards and operational concerns • Evaluate access and egress features • Develop tactical considerations • Complete required pre-incident planning documentation
CANDIDATE RESPONSE NOTES TEMPLATE	
Occupancy Type:	
Construction Type:	
Alarm/Detection Systems:	
Suppression Systems:	
Access/Egress Considerations:	
Hazards Identified:	
Tactical Considerations:	
Operational Recommendations:	



Inspection and Investigation

Skill Sheet 15: Develop a Pre-Incident Plan

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified occupancy type				
2.	Identified construction type				
3.	Identified alarm and detection systems				
4.	Identified suppression systems				
5.	Evaluated access and egress considerations				
6.	Identified hazards and exposures				
7.	Identified operational concerns				
8.	Developed tactical considerations				
9.	Completed required pre-incident planning documentation				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify occupancy type
- ☐ Failed to identify major fire protection systems
- ☐ Failed to identify significant hazards or exposures
- ☐ Failed to identify critical access or egress concerns
- ☐ Failed to develop tactical considerations
- ☐ Failed to complete required documentation
- ☐ Provided inaccurate operational information

Final Determination:

- ☐ Successfully Developed a Pre-Incident Plan
- ☐ Did Not Successfully Develop a Pre-Incident Plan

EVALUATOR NOTES:



SKILL SHEET #16: Secure an Incident Scene

Inspection and Investigation

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.3

NFPA OBJECTIVE	9.6.3 Direct unit-level personnel to secure an incident scene, given rope or barrier tape, so that unauthorized persons can recognize the perimeter of the scene and are kept from restricted areas, and all evidence or potential evidence is protected from damage or destruction.
Core Purpose	Secure an incident scene by establishing scene control measures, directing personnel, restricting unauthorized access, preserving evidence, and maintaining scene integrity in accordance with AHJ policies and procedures.
SCENARIO	☐ SCENARIO 1 — Residential Structure Fire ☐ SCENARIO 2 — Vehicle Fire with Potential Criminal Activity ☐ SCENARIO 3 — Commercial Structure Fire Investigation
PERFORMANCE OUTCOME	Direct personnel to secure an incident scene, establish appropriate control zones, protect evidence, and prevent unauthorized access in accordance with AHJ policies and procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #16:

☐ SCENARIO 1 — Residential Structure Fire

Scenario

A residential structure fire has been extinguished and fire investigators are responding.

Incident Considerations:

- Multiple occupants and neighbors remain on scene
- Media representatives have arrived
- Potential fire cause has not been determined
- Evidence preservation is required

Direct personnel to establish scene security and preserve evidence.

☐ SCENARIO 2 — Vehicle Fire with Potential Criminal Activity

Scenario

A vehicle fire has been extinguished in a remote parking area.

Incident Considerations:

- Fire origin appears suspicious
- Multiple bystanders are present
- Law enforcement has been requested
- Potential evidence exists within and around the vehicle

Direct personnel to secure the scene and protect potential evidence.

☐ SCENARIO 3 — Commercial Structure Fire Investigation

Scenario

A commercial occupancy has experienced a fire resulting in significant property damage.

Incident Considerations:

- Business representatives want access to the building
- Utility crews are operating nearby
- Investigators are enroute
- Scene access must be controlled

Direct personnel to establish scene security and maintain scene integrity.



Inspection and Investigation

Skill Sheet 16: Secure an Incident Scene

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.3

TASK	Scene Assessment • Identify incident boundaries • Evaluate safety concerns • Determine evidence preservation needs • Identify personnel and public access concerns Scene Control • Establish scene perimeter • Designate restricted areas • Control access and egress • Assign personnel responsibilities Evidence Protection • Identify potential evidence • Protect evidence from damage or contamination • Limit unnecessary scene access • Maintain scene integrity Communication • Provide instructions to personnel • Communicate scene restrictions • Coordinate with investigators and law enforcement • Document scene security actions
Required Actions	• Establish an appropriate incident perimeter • Identify restricted areas • Direct personnel to control access • Protect evidence or potential evidence • Prevent unauthorized entry • Communicate scene security requirements • Coordinate with investigators or law enforcement
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Scene Perimeter Established:	
Restricted Areas Identified:	
Potential Evidence Identified:	
Personnel Assignments:	
Access Control Measures:	
Coordination with Investigators:	
Scene Security Actions Taken:	



Inspection and Investigation

Skill Sheet 16: Secure an Incident Scene

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.6.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified incident boundaries				
2.	Established an appropriate scene perimeter				
3.	Identified restricted areas				
4.	Directed personnel to control access				
5.	Identified evidence or potential evidence				
6.	Implemented evidence protection measures				
7.	Prevented unauthorized access				
8.	Coordinated with investigators or law enforcement				
9.	Communicated scene security requirements clearly				

CRITICAL FAILURE ITEMS

- ☐ Failed to establish a scene perimeter
- ☐ Failed to identify restricted areas
- ☐ Allowed unauthorized access to the scene
- ☐ Failed to identify or protect potential evidence
- ☐ Failed to preserve scene integrity
- ☐ Failed to direct personnel appropriately
- ☐ Failed to coordinate with investigating authorities

Final Determination:

- ☐ Successfully Secured an Incident Scene
- ☐ Did Not Successfully Secure an Incident Scene

EVALUATOR NOTES:



Fire Officer 1

9.7 EMERGENCY SERVICE DELIVERY

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective:

CANDIDATE INSTRUCTIONS

You are a Fire Officer I candidate completing the Emergency Service Delivery practical exam.

You will defend 1 of 3 independent skill stations:

- Skill Sheet #17: Develop an Initial Action Plan (9.7.1)
- Skill Sheet #18: Implement an Action Plan (9.7.2)
- Skill Sheet #19: Conduct a Post-Incident Analysis (9.7.3)

Each station is:

- PASS / FAIL only
- Critical failure rules apply
- Evaluator/Instructor will choose 1 of the 3 scenarios on each skill station to defend

You may NOT consult outside materials during testing other than approved AHJ policies, SOPs, SOGs, emergency response plans, incident forms, post-incident analysis forms, or documents authorized by the evaluator.

GENERAL EVALUATION RULES

- Analyze emergency scene conditions
- Develop and implement effective action plans
- Apply the Incident Management System (IMS)
- Allocate and manage resources
- Supervise personnel during emergency operations
- Maintain firefighter and public safety
- Communicate tactical objectives clearly
- Conduct post-incident analyses and identify critical lessons learned
- Complete required documentation accurately

AUTOMATIC FAILURE CONDITIONS

- Fail to identify significant life safety hazards
- Fail to prioritize life safety, incident stabilization, and property conservation
- Fail to establish or utilize an Incident Management System
- Deploy resources in an unsafe or ineffective manner
- Fail to account for assigned personnel
- Recommend actions inconsistent with AHJ policies or procedures
- Fail to identify critical lessons learned during a post-incident analysis
- Demonstrate unsafe practices or poor judgment



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 1 SKILLS



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SKILL SHEET #17: Develop an Initial Action Plan

Emergency Service Delivery

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.1

NFPA OBJECTIVE	9.7.1 Develop an initial action plan, given size-up information for an incident and assigned emergency response resources, so that resources are deployed to mitigate the emergency.
Core Purpose	Develop an initial action plan by analyzing incident conditions, identifying priorities, allocating available resources, and communicating tactical objectives to safely and effectively mitigate the emergency.
SCENARIO	☐ SCENARIO 1 — Residential Structure Fire ☐ SCENARIO 2 — Hazardous Materials Release ☐ SCENARIO 3 — Wildland Urban Interface Fire
PERFORMANCE OUTCOME	Develop an initial action plan, given size-up information and available resources, so that incident priorities are identified, resources are deployed appropriately, and tactical objectives are communicated.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #17:

☐ SCENARIO 1 — Residential Structure Fire

Scenario

Engine 1 arrives first due at a two-story residential structure fire.

Size-Up Information:

- Smoke showing from the Alpha/Bravo corner
- Occupants report one person may still be inside
- Hydrant located 300 feet from structure
- Engine 1 staffed with four personnel
- Additional companies responding

Develop an initial action plan and identify resource assignments.

☐ SCENARIO 2 — Hazardous Materials Release

Scenario

Engine 2 arrives at a commercial occupancy where an unknown chemical has been released.

Size-Up Information:

- Several occupants have self-evacuated
- One employee reports difficulty breathing
- Product identity has not been confirmed
- Wind is moving toward nearby businesses
- HazMat Team response time is 20 minutes

Develop an initial action plan and identify resource assignments.

☐ SCENARIO 3 — Wildland Urban Interface Fire

Scenario

Brush Fire 1 arrives at a rapidly growing wildland fire threatening structure.

Size-Up Information:

- Fire estimated at 5 acres
- Wind-driven fire behavior
- Several homes threatened
- Limited water supply available
- Additional resources responding

Develop an initial action plan and identify resource assignments.



Emergency Service Delivery

Skill Sheet 17: Develop an Initial Action Plan

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.1

TASK	Size-Up - Analyze incident conditions - Identify life safety concerns - Evaluate hazards and risks - Determine incident priorities Resource Allocation - Identify available resources - Assign tactical objectives - Determine resource needs - Request additional resources if necessary Emergency Planning - Identify emergency plan activation requirements - Determine evacuation needs - Establish incident objectives - Prioritize actions Communication - Communicate the action plan - Provide assignments - Establish command and accountability - Ensure objectives are understood
Required Actions	- Conduct an incident size-up - Identify life safety, incident stabilization, and property conservation priorities - Develop incident objectives - Allocate available resources - Identify additional resource needs - Determine evacuation or emergency plan requirements - Communicate the action plan clearly
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Life Safety Concerns:	
Incident Priorities:	
Available Resources:	
Resource Assignments:	
Additional Resources Requested:	
Emergency Plan Evacuation Needs:	
Incident Objectives:	



Emergency Service Delivery

Skill Sheet 17: Develop an Initial Action Plan

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Conducted an effective size-up				
2.	Identified life safety concerns				
3.	Identified incident priorities				
4.	Established incident objectives				
5.	Allocated resources appropriately				
6.	Identified additional resource needs				
7.	Considered evacuation/emergency plan activation				
8.	Communicated assignments clearly				
9.	Demonstrated sound tactical decision-making				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify life safety priorities
- ☐ Failed to conduct an adequate size-up
- ☐ Failed to establish incident objectives
- ☐ Failed to allocate resources appropriately
- ☐ Failed to identify significant hazards
- ☐ Failed to consider evacuation or emergency planning needs
- ☐ Developed an unsafe or ineffective action plan

Final Determination:

- ☐ Developed an Effective Initial Action Plan
- ☐ Did Not Develop an Effective Initial Action Plan

EVALUATOR NOTES:



SKILL SHEET #18: Implement an Action Plan

Emergency Service Delivery

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.2

NFPA OBJECTIVE	9.7.2 Implement an action plan at an emergency operation, given assigned resources, type of incident, and a preliminary plan, so that resources are deployed to mitigate the situation.
Core Purpose	Implement an incident action plan by deploying assigned resources, applying the Incident Management System (IMS), maintaining accountability, managing scene safety, and supervising personnel to achieve incident objectives.
SCENARIO	☐ SCENARIO 1 — Residential Structure Fire Operations ☐ SCENARIO 2 — Multi-Vehicle Collision ☐ SCENARIO 3 — Commercial Building Fire
PERFORMANCE OUTCOME	Implement an action plan, given assigned resources, incident information, and a preliminary plan, so that resources are effectively deployed, personnel are supervised, scene safety is maintained, and incident objectives are achieved.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #18:

☐ SCENARIO 1 — Residential Structure Fire Operations

Scenario

You are assigned as a Division/Group Supervisor at a residential structure fire.

Incident Conditions:

- Fire located in the attic space
- Primary search in progress
- Exposure concerns on the Bravo side
- One engine company and one truck company assigned

Implement the action plan and supervise assigned resources.

☐ SCENARIO 2 — Multi-Vehicle Collision

Scenario

You are assigned to supervise operations at a multi-vehicle collision involving multiple patients.

Incident Conditions:

- Two patients trapped
- Traffic hazards present
- EMS and rescue resources assigned
- Law enforcement managing traffic control

Implement the action plan and supervise assigned resources.

☐ SCENARIO 3 — Commercial Building Fire

Scenario

You are assigned as Operations Supervisor during a commercial structure fire.

Incident Conditions:

- Large open warehouse
- Heavy smoke conditions
- Multiple suppression crews operating
- Water supply operations established

Implement the action plan and supervise assigned resources.



Emergency Service Delivery

Skill Sheet 18: Implement an Action Plan

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.2

TASK	Incident Management • Apply the Incident Management System • Establish supervision and span of control • Coordinate assigned resources Resource Deployment • Assign personnel and tactical objectives • Monitor progress and adjust assignments as needed Scene Safety • Identify hazards • Implement safety measures • Monitor changing conditions Personnel Accountability • Maintain accountability of assigned personnel • Monitor personnel status and resource needs Communication • Communicate assignments and updates • Coordinate with command and other resources • Report incident progress
Required Actions	• Implement the Incident Management System • Deploy assigned resources appropriately • Supervise assigned personnel • Maintain scene safety • Maintain accountability of assigned personnel • Monitor incident progress • Communicate status and resource needs
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Assigned Resources:	
Tactical Objectives:	
Personnel Assignments:	
Safety Concerns:	
Accountability Method:	
Progress Toward Objectives:	
Additional Resource Needs:	



Emergency Service Delivery

Skill Sheet 18: Implement an Action Plan

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Applied the Incident Management System				
2.	Deployed resources appropriately				
3.	Assigned personnel effectively				
4.	Maintained span of control				
5.	Identified and managed safety concerns				
6.	Maintained personnel accountability				
7.	Monitored progress toward objectives				
8.	Communicated assignments and updates clearly				
9.	Coordinated resources effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to implement the Incident Management System
- ☐ Failed to maintain personnel accountability
- ☐ Failed to address significant safety hazards
- ☐ Deployed resources in an unsafe manner
- ☐ Failed to supervise assigned personnel
- ☐ Failed to communicate assignments or updates
- ☐ Failed to support incident objectives

Final Determination:

- ☐ Action Plan Successfully Implemented
- ☐ Action Plan Not Successfully Implemented

EVALUATOR NOTES:



SKILL SHEET #19: Conduct a Post-Incident Analysis

Emergency Service Delivery

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.3

NFPA OBJECTIVE	9.7.3 Conduct a post-incident analysis, given a single-unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated, and the approved forms are completed and processed in accordance with policies and procedures.
Core Purpose	Conduct a post-incident analysis by evaluating incident performance, identifying strengths and opportunities for improvement, communicating lessons learned, and completing required documentation in accordance with AHJ policies and procedures.
SCENARIO	☐ SCENARIO 1 — Residential Structure Fire ☐ SCENARIO 2 — Vehicle Extrication Incident ☐ SCENARIO 3 — EMS Cardiac Arrest Response
PERFORMANCE OUTCOME	Conduct a post-incident analysis, identify critical incident elements, communicate findings, and complete required documentation in accordance with AHJ requirements.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #19:

☐ SCENARIO 1 — Residential Structure Fire

Scenario

A single-engine company responded to a residential structure fire.

Post-Incident Findings:

- Fire contained to the room of origin
- Primary search completed successfully
- Water supply delayed by several minutes
- Radio communications were effective
- No injuries occurred

Conduct a post-incident analysis and identify lessons learned.

☐ SCENARIO 2 — Vehicle Extrication Incident

Scenario

A company responded to a two-vehicle collision involving one trapped patient.

Post-Incident Findings:

- Extrication completed successfully
- Traffic control was delayed
- Equipment deployment was efficient
- EMS coordination was effective
- Scene clearance took longer than expected

Conduct a post-incident analysis and identify lessons learned.

☐ SCENARIO 3 — EMS Cardiac Arrest Response

Scenario

A company responded to a cardiac arrest incident.

Post-Incident Findings:

- CPR initiated immediately
- Crew assignments were clearly established
- Equipment accountability issues occurred
- Documentation required correction after the incident
- Patient care protocols were followed

Conduct a post-incident analysis and identify lessons learned.



Emergency Service Delivery

Skill Sheet 19: Conduct a Post-Incident Analysis

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.3

TASK	Incident Review • Review incident information • Identify critical incident events • Evaluate actions taken • Compare outcomes to objectives Performance Evaluation • Identify strengths • Identify opportunities for improvement • Evaluate safety considerations • Assess resource utilization Lessons Learned • Identify corrective actions • Recommend improvements • Communicate findings • Support organizational learning Documentation • Complete required reports and forms • Document lessons learned • Process documentation according to AHJ requirements
Required Actions	• Review incident performance • Identify strengths and improvement opportunities • Evaluate safety and operational effectiveness • Recommend corrective actions • Communicate lessons learned • Complete required documentation
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Incident Objectives:	
Strengths Identified:	
Areas for Improvement:	
Safety Considerations:	
Corrective Actions Recommended:	
Lessons Learned:	
Documentation Completed:	



Emergency Service Delivery

Skill Sheet 19: Conduct a Post-Incident Analysis

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.7.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed incident information				
2.	Identified critical incident elements				
3.	Evaluated incident performance				
4.	Identified operational strengths				
5.	Identified opportunities for improvement				
6.	Evaluated safety considerations				
7.	Recommended corrective actions				
8.	Communicated lessons learned				
9.	Completed required documentation				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify critical incident elements
- ☐ Failed to evaluate operational performance
- ☐ Failed to identify significant safety concerns
- ☐ Failed to identify opportunities for improvement
- ☐ Failed to recommend corrective actions
- ☐ Failed to communicate lessons learned
- ☐ Failed to complete required documentation

Final Determination:

- ☐ Critical Incident Elements Successfully Evaluated and Communicated
- ☐ Critical Incident Elements Not Successfully Evaluated and Communicated

EVALUATOR NOTES:



Fire Officer 2

9.8 HEALTH AND SAFETY

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 10.7.1, 10.7.2

CANDIDATE INSTRUCTIONS

You are a Fire Officer I candidate completing the Health and Safety practical exam.

You will defend 1 of 3 independent skill stations:

- Skill Sheet #20: Apply Safety Regulations at the Unit Level (9.8.1)
- Skill Sheet #21: Conduct an Initial Accident Investigation (9.8.2)
- Skill Sheet #22: Advise Members of the AHJ Health and Wellness Program (9.8.3)

Each station is:

- PASS / FAIL only
- Critical failure rules apply
- Evaluator/Instructor will choose 1 of the 3 scenarios on each skill station to defend

You may NOT consult outside materials during testing other than approved AHJ policies, SOPs, SOGs, health and safety policies, accident investigation procedures, wellness program materials, forms, or documents authorized by the evaluator.

GENERAL EVALUATION RULES

- Apply health and safety regulations
- Identify safety hazards and exposures
- Recognize behavioral and physical health risks
- Communicate safety responsibilities to personnel
- Complete required safety and exposure documentation
- Conduct accident investigations
- Collect and document relevant information
- Promote wellness and fitness participation
- Support organizational health and safety initiatives

AUTOMATIC FAILURE CONDITIONS

- Fail to identify significant safety hazards or exposures
- Fail to recognize behavioral or physical health risks
- Fail to complete required documentation
- Fail to follow AHJ safety policies and procedures
- Fail to identify contributing factors during an accident investigation
- Provide inaccurate information regarding health and safety requirements
- Demonstrate unsafe practices or poor judgment



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 1 SKILLS



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SKILL SHEET #20: Apply Safety Regulations at the Unit Level

Health and Safety

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.1

NFPA OBJECTIVE	9.8.1 Apply safety regulations at the unit level, given safety policies, procedures, and standards, so that required reports are completed, in-service training is conducted, and member responsibilities are conveyed.
Core Purpose	Apply health and safety regulations by identifying hazards and exposures, recognizing behavioral and physical health risks, communicating member responsibilities, conducting safety training, and completing required documentation in accordance with AHJ policies and procedures.
SCENARIO	☐ SCENARIO 1 — Live Fire Training Safety Review ☐ SCENARIO 2 — Exposure Reporting Incident ☐ SCENARIO 3 — Firefighter Wellness and Safety Concerns
PERFORMANCE OUTCOME	Apply safety regulations at the unit level, identify hazards and exposures, communicate safety requirements, and complete required documentation in accordance with AHJ policies and procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #20:

☐ SCENARIO 1 — Live Fire Training Safety Review

Scenario

A company is preparing to participate in a live fire training exercise.

Safety Concerns Identified:

- Several members are unfamiliar with the training facility
- One member's PPE inspection is overdue
- Accountability procedures have not been reviewed
- Rehab operations have not been assigned

Apply applicable safety regulations and identify required corrective actions.

☐ SCENARIO 2 — Exposure Reporting Incident

Scenario

A firefighter was exposed to bloodborne pathogens during a medical response.

Incident Considerations:

- Exposure occurred during patient treatment
- Exposure documentation has not been completed
- Follow-up medical evaluation is required
- Supervisor notification has occurred

Apply applicable safety regulations and complete the required actions.

☐ SCENARIO 3 — Firefighter Wellness and Safety Concerns

Scenario

Several personnel have reported increased fatigue and stress following a series of extended emergency incidents.

Observed Concerns:

- Increased overtime hours
- Physical exhaustion
- Behavioral health concerns
- Reduced participation in wellness activities

Apply applicable health and safety regulations and identify appropriate actions.



Health and Safety

Skill Sheet 20: Apply Safety Regulations at the Unit Level

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.1

TASK	Hazard and Exposure Assessment • Identify safety hazards • Identify exposure risks • Recognize behavioral and physical health concerns • Evaluate potential impacts on personnel Safety Program Application • Apply applicable safety policies and procedures • Identify member responsibilities • Recommend corrective actions • Conduct or recommend safety training Documentation • Identify required reports • Complete exposure or injury documentation • Ensure tracking and follow-up requirements are met Communication • Communicate safety requirements • Explain responsibilities and expectations • Promote compliance with safety standards
Required Actions	• Identify hazards and exposures • Identify behavioral and physical health risks • Apply applicable safety regulations • Recommend corrective actions • Identify required documentation • Communicate member responsibilities • Promote compliance with safety standards
CANDIDATE RESPONSE NOTES TEMPLATE	
Hazards Identified:	
Exposure Risks Identified:	
Behavioral/Physical Health Concerns:	
Applicable Policies or Procedures:	
Corrective Actions Recommended:	
Required Documentation:	
Member Responsibilities Communicated:	
Follow-Up Actions:	



Health and Safety

Skill Sheet 20: Apply Safety Regulations at the Unit Level

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified safety hazards				
2.	Identified exposure risks				
3.	Identified behavioral or physical health concerns				
4.	Applied appropriate safety regulations				
5.	Identified member responsibilities				
6.	Recommended corrective actions				
7.	Identified required documentation				
8.	Explained reporting and follow-up requirements				
9.	Communicated safety expectations clearly				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify significant safety hazards
- ☐ Failed to identify exposure risks
- ☐ Failed to recognize behavioral or physical health concerns
- ☐ Failed to apply applicable safety policies or procedures
- ☐ Failed to identify required documentation
- ☐ Failed to communicate member responsibilities
- ☐ Recommended unsafe actions

Final Determination:

- ☐ Health and Safety Requirements Successfully Applied and Communicated
- ☐ Health and Safety Requirements Not Successfully Applied and Communicated

EVALUATOR NOTES:



SKILL SHEET #21: Conduct an Initial Accident Investigation

Health and Safety

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.2

NFPA OBJECTIVE	9.8.2 Conduct an initial accident investigation, given an incident and investigation process, so that the incident is documented and reports are processed in accordance with policies and procedures of the AHJ.
Core Purpose	Conduct an initial accident investigation by gathering facts, interviewing involved personnel, documenting findings, identifying contributing factors, and completing required reports in accordance with AHJ policies and procedures.
SCENARIO	☐ SCENARIO 1 — Training Injury Investigation ☐ SCENARIO 2 — Apparatus Backing Incident ☐ SCENARIO 3 — Slip, Trip, and Fall Injury
PERFORMANCE OUTCOME	Conduct an initial accident investigation, gather and document relevant information, identify contributing factors, and complete required reports in accordance with AHJ policies and procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #21:

☐ SCENARIO 1 — Training Injury Investigation

Scenario

A firefighter suffered a shoulder injury during a department training evolution.

Incident Information:

- Injury occurred while advancing a charged hoseline
- PPE was worn appropriately
- The member reported discomfort before training began
- Training continued until the injury occurred

Conduct an initial accident investigation and identify contributing factors.

☐ SCENARIO 2 — Apparatus Backing Incident

Scenario

A fire apparatus backed into a fixed object while returning to quarters.

Incident Information:

- Minor damage to apparatus
- No injuries reported
- Spotter was not utilized
- Weather conditions were clear

Conduct an initial accident investigation and identify contributing factors.

☐ SCENARIO 3 — Slip, Trip, and Fall Injury

Scenario

A firefighter slipped on an icy sidewalk while exiting the apparatus during an emergency response.

Incident Information:

- Minor injury occurred
- Scene lighting was limited
- Ice accumulation was present
- Appropriate PPE was worn

Conduct an initial accident investigation and identify contributing factors.



Health and Safety

Skill Sheet 21: Conduct an Initial Accident Investigation

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.2

TASK	Information Collection • Review incident information • Secure facts and observations • Identify witnesses • Gather supporting documentation Investigation • Conduct interviews • Determine sequence of events • Identify contributing factors • Evaluate policy or procedure compliance Documentation • Record findings • Complete required reports • Document statements and evidence • Maintain report accuracy Corrective Actions • Identify safety concerns • Recommend corrective actions • Support injury prevention efforts • Communicate findings appropriately
Required Actions	• Gather incident information • Conduct interviews • Identify contributing factors • Document findings accurately • Complete required reports • Recommend corrective actions • Communicate investigation results
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Personnel Involved:	
Witnesses Interviewed:	
Sequence of Events:	
Contributing Factors:	
Policy Compliance Issues:	
Corrective Actions Recommended:	
Reports Completed:	



Health and Safety

Skill Sheet 21: Conduct an Initial Accident Investigation

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Gathered relevant incident information				
2.	Identified and interviewed involved personnel/witnesses				
3.	Determined sequence of events				
4.	Identified contributing factors				
5.	Evaluated compliance with policies and procedures				
6.	Documented findings accurately				
7.	Completed required reports				
8.	Recommended corrective actions				
9.	Communicated investigation findings clearly				

CRITICAL FAILURE ITEMS

- ☐ Failed to gather essential incident information
- ☐ Failed to identify or interview involved personnel
- ☐ Failed to identify contributing factors
- ☐ Failed to document findings accurately
- ☐ Failed to complete required reports
- ☐ Failed to identify significant safety concerns
- ☐ Recommended inappropriate corrective actions

Final Determination:

- ☐ Accident Investigation Successfully Conducted
- ☐ Accident Investigation Not Successfully Conducted

EVALUATOR NOTES:



SKILL SHEET #22: Health exposure history analysis

Health and Safety

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.3

NFPA OBJECTIVE	9.8.3 Advise the unit members of the AHJ's health and wellness program, given current trends, agency policies, and an AHJ health and wellness program, so that the need to participate in wellness and fitness programs is explained to members.
Core Purpose	Promote participation in the AHJ health and wellness program by communicating the benefits of physical fitness, behavioral health, injury prevention, and overall wellness while identifying current trends affecting firefighter health and safety.
SCENARIO	☐ SCENARIO 1 — Increasing Injury Rates ☐ SCENARIO 2 — Behavioral Health Awareness ☐ SCENARIO 3 — Wellness Program Participation Decline
PERFORMANCE OUTCOME	Advise unit members regarding the AHJ health and wellness program, communicate the importance of participation, identify current health and wellness trends, and explain available resources in accordance with AHJ policies and procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATOR'S NAME - PRINTED

Final Determination:		PASS		FAIL
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☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #22:

❑ SCENARIO 1 — Increasing Injury Rates

Scenario

The department has experienced an increase in work-related injuries over the past year.

Department Findings:

- Increased lifting-related injuries
- Increased lost work time
- Increased workers' compensation costs
- Reduced participation in department fitness activities

Advise personnel regarding the AHJ health and wellness program and explain how participation may reduce injury risks.

❑ SCENARIO 2 — Behavioral Health Awareness

Scenario

Department leadership has identified increased concerns regarding stress, fatigue, and behavioral health challenges among personnel.

Department Findings:

- Increased overtime demands
- Higher stress-related concerns
- Greater awareness of behavioral health resources
- Available peer support and employee assistance programs

Advise personnel regarding available wellness resources and the importance of participation.

❑ SCENARIO 3 — Wellness Program Participation Decline

Scenario

Participation in the department wellness and fitness program has declined significantly over the past two years.

Department Findings:

- Fewer members participating in fitness activities
- Increased health risk assessments
- Increased preventable injuries
- Available wellness incentives not being utilized

Advise personnel regarding the benefits of the health and wellness program and strategies to improve participation.



Health and Safety

Skill Sheet 22: Advise Members of the AHJ Health and Wellness Program

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.3

TASK	Program Review • Review AHJ health and wellness program • Identify available resources • Review applicable policies and procedures • Identify participation opportunities Trend Analysis • Identify current health and wellness trends • Identify behavioral health concerns • Identify physical health risks • Evaluate impacts on personnel and operations Member Education • Explain program benefits • Communicate participation expectations • Promote wellness and fitness initiatives • Explain available support resources Communication • Address member questions • Explain the importance of participation • Reinforce health and wellness responsibilities • Promote a culture of wellness and safety
Required Actions	• Review the AHJ health and wellness program • Identify current health and wellness trends • Explain physical and behavioral health risks • Communicate program benefits and resources • Explain the importance of participation • Address member questions and concerns • Promote wellness and fitness initiatives
CANDIDATE RESPONSE NOTES TEMPLATE	
Health and Wellness Program Components:	
Current Trends Identified:	
Behavioral Health Concerns:	
Physical Health Concerns:	
Resources Available:	
Program Benefits Communicated:	
Participation Expectations:	
Recommendations Provided:	



Health and Safety

Skill Sheet 22: Advise Members of the AHJ Health and Wellness Program

Standard: NFPA 1020, 2025 Edition – Chapter 9 (NFPA 1021)

Objective: 9.8.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed the AHJ health and wellness program				
2.	Identified current health and wellness trends				
3.	Identified behavioral health concerns				
4.	Identified physical health concerns				
5.	Explained available wellness resources				
6.	Communicated program benefits				
7.	Explained the importance of participation				
8.	Addressed member questions and concerns				
9.	Promoted wellness and fitness initiatives				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify current health or wellness trends
- ☐ Failed to identify behavioral health concerns
- ☐ Failed to identify physical health concerns
- ☐ Failed to explain available wellness resources
- ☐ Failed to communicate the benefits of participation
- ☐ Provided inaccurate health or wellness information
- ☐ Failed to promote participation in the AHJ wellness program

Final Determination:

- ☐ Need for Participation in the Health and Wellness Program Successfully Communicated
- ☐ Need for Participation in the Health and Wellness Program Not Successfully Communicated

EVALUATOR NOTES:



EXAMPLE

Here is an example of what a well-prepared Fire Officer I candidate could present during the practical examination for **Skill Sheet #4** – Recommend Action for Member-Related Problems, with the selected **Scenario #3** – Behavioral and Peer Conflict Concerns.

The example provided is intended to demonstrate the level of detail and critical thinking expected during the practical examination. They are examples only and are not intended to represent the only acceptable format or solution.

Candidates may present their information in any organized and professional format that clearly addresses the assigned Job Performance Requirement (JPR), department policies, required actions, and performance outcome. Responses may be presented as a written report, outline, action plan, checklist, briefing notes, presentation, or other professional format appropriate to the assigned scenario.

Regardless of the format selected, candidates shall be prepared to explain and defend their recommendations, demonstrate how their proposed actions align with their Authority Having Jurisdiction (AHJ) policies and procedures, and answer evaluator questions regarding their decision-making process.

The evaluation is based on the candidate's ability to demonstrate competency at the Fire Officer I level—not on the format of the presentation.

This example meets the NFPA 1020 JPR, the required actions, and would satisfy the evaluator checklist while remaining consistent with the candidate using their own AHJ SOPs, SOGs, personnel policies, or labor agreements.

Fire Officer I Candidate Presentation

Skill Sheet #4 – Recommend Action for Member-Related Problems

Scenario #3 – Behavioral and Peer Conflict Concerns

Situation Assessment

"As the company officer, my responsibility is to identify the problem, maintain a professional work environment, support the involved member, and recommend actions consistent with department policy. At this time, no formal disciplinary action has occurred, so my goal is to resolve the issue early through coaching and member assistance whenever appropriate."

Identify the Problem

The reported concerns include:

- Increased workplace tension



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- Frequent disagreements between personnel
- Communication breakdowns
- Negative impact on crew morale

Although these issues are affecting the crew, I recognize there is no evidence of policy violations requiring immediate discipline. My first responsibility is to determine the underlying cause before recommending corrective action.

Gather Information

Before making any recommendation, I would:

- Review any previous documentation.
- Meet privately with the involved firefighter.
- Speak individually with personnel who reported concerns.
- Maintain confidentiality.
- Document only factual observations.
- Avoid assumptions or gossip.
- Possible contributing factors may include:
 - Personal stress
 - Family issues
 - Fatigue
 - Workplace misunderstandings
 - Personality conflicts
 - Performance concerns
 - Mental health or emotional stress

Meet with the Firefighter

I would meet privately and respectfully.

Example dialogue:

"I've received concerns regarding communication difficulties and conflict within the crew. My purpose today is to understand your perspective and determine how we can improve the situation while maintaining an effective work environment."

During the meeting I would:

- Listen actively
- Allow the member to explain
- Ask open-ended questions
- Remain professional
- Avoid accusations
- Explain the impact on the crew

Evaluate Department Policies



I would review applicable department policies including:

- Professional conduct
- Harassment and workplace behavior
- Employee conduct
- Progressive discipline
- Member assistance resources
- Conflict resolution procedures

If no policy specifically addresses the issue, I would utilize another Idaho AHJ policy as allowed in the candidate instructions. I would provide a reference to the policy used in this area.

Recommend Appropriate Actions

Based upon the information collected, I would recommend:

Immediate Actions

- Informal counseling
- Coaching regarding professional communication
- Reinforce department expectations
- Establish behavioral expectations
- Monitor interactions

Support Resources

If appropriate:

- Employee Assistance Program (EAP)
- Peer Support Team
- Chaplain
- Wellness Program
- Stress management resources
- Human Resources

Develop an Improvement Plan

I would recommend a written performance improvement plan that includes:

- Professional communication expectations
- Respectful workplace behavior
- Conflict resolution expectations
- Follow-up meetings
- Timeline for improvement
- Documentation of progress

Documentation

I would document:

- Date and time



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- Reported concerns
- Meeting summary
- Resources offered
- Member response
- Recommended follow-up
- Any referrals made
- Documentation would remain confidential according to department policy.

Follow-Up

I would schedule follow-up meetings:

- One week
- Thirty days
- Additional meetings as needed
- During follow-up I would:
- Evaluate improvement
- Speak with crew members
- Monitor morale
- Determine if additional intervention is necessary

Escalation

If behavior fails to improve or policy violations occur, I would recommend progressive action consistent with department policy, such as:

- Formal counseling
- Written reprimand
- Additional training
- Human Resources involvement
- Chain-of-command review

Any disciplinary recommendation would follow department policy and applicable labor agreements.

Candidate Response Notes Template

Member Issue

Behavioral and peer conflict affecting crew morale and communication.

Department Policies Reviewed

Employee Conduct

Professional Behavior

Workplace Harassment

Progressive Discipline

Employee Assistance Program

Resources Recommended

Employee Assistance Program

Peer Support Team



Chaplain

Supervisory Coaching

Recommended Actions

Meet privately with member.

Gather factual information.

Identify root cause.

Coach member on expectations.

Offer assistance resources.

Document meeting.

Develop improvement plan.

Schedule follow-up.

Escalate only if behavior continues.

Documentation Required

Supervisor notes

Counseling documentation

Improvement plan

Referral documentation (if applicable)

Follow-up records

Follow-Up Plan

Review progress in one week.

Conduct thirty-day evaluation.

Continue monitoring crew morale.

Adjust recommendations as needed.

How the Candidate Would Defend Their Answer

If asked by the evaluator why this is the appropriate course of action, an effective response would be:

"As a Fire Officer I, my responsibility is to identify the issue early, gather objective facts, follow department policy, protect confidentiality, and provide available member assistance resources before recommending discipline. Because there has been no formal disciplinary action and the concerns involve interpersonal conflict rather than misconduct, coaching, counseling, and support resources are the appropriate first steps. This approach supports the firefighter, improves crew morale, maintains operational readiness, and complies with our department's personnel policies. If the behavior does not improve or additional policy violations occur, I would document the issue and recommend progressive discipline through the chain of command."

This presentation addresses the JPR by identifying the member-related issue, evaluating department policies, recommending appropriate assistance resources, documenting the process, planning follow-up, and ensuring all actions remain within AHJ policy and procedure. It also satisfies the expected evaluator criteria for a successful Fire Officer I practical examination.



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