



FIRE OFFICER II SKILL SHEETS



NFPA 1020, 2025 Edition – Chapter 10 (NFPA 1021)
FST Release and Effective Date Notification - July 2026



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Candidate Preparation Statement

The Fire Officer II level represents continued growth from first-line supervision toward broader company officer leadership, administrative responsibility, incident coordination, and personnel management. Throughout this examination, you will be expected to demonstrate your ability to apply department policies, analyze information, exercise sound professional judgment, communicate effectively, and support the mission and goals of the Authority Having Jurisdiction (AHJ).

These skill stations are designed to evaluate your ability to apply leadership principles, critical thinking, and professional judgment in realistic fire service situations. Success is based on your ability to identify key issues, develop appropriate responses, communicate your recommendations, 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 II 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 plans, reports, recommendations, 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 share these documents with the evaluator prior to the testing event.

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 II 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
- Support your recommendations with facts, data, and sound reasoning



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- Demonstrate leadership, professionalism, and company officer-level judgment
- Be prepared to defend your decisions and explain how they support your department's mission, personnel, operations, and community responsibilities

Remember that there may be more than one acceptable solution to a problem. Evaluators are assessing your ability to meet the JPR, apply appropriate company officer principles, and function effectively at the Fire Officer II 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 II.

FST Skills Test

For Fire Officer II 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 II Practical Skills Examination is designed to evaluate a candidate's ability to perform at the company officer 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 II level, candidates are expected to demonstrate competency beyond basic supervision and emergency scene operations. Evaluation focuses on the candidate's ability to manage personnel, coordinate resources, implement policies and procedures, conduct administrative functions, analyze information, and support organizational objectives while functioning as a company officer within the Authority Having Jurisdiction (AHJ).

Candidates will be evaluated on their ability to:

- Apply department policies, procedures, and operational guidelines
- Analyze information and identify operational or organizational needs
- Develop recommendations, reports, and corrective actions
- Demonstrate leadership, supervision, and decision-making skills
- Coordinate personnel and resources effectively
- Communicate recommendations and findings 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.
- 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.



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- Notify candidates of the pass/fail status of a skill station 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 II practical examination utilizes scenario-based assessments designed to replicate the types of supervisory, operational, administrative, and leadership responsibilities expected of a Fire Officer II.

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
- Coordinate personnel and resources effectively
- Analyze information and identify improvement opportunities
- Communicate findings and recommendations effectively

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 II 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 II



Fire Officer 2

10.2 HUMAN RESOURCE MANAGEMENT

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

Objective: 10.2.1, 10.2.2, 10.2.3

CANDIDATE INSTRUCTIONS

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

You will defend 1 of 3 independent skill stations:

- Skill Sheet 1: Evaluate a formal written disciplinary notice (10.2.1)
- Skill Sheet 2: Personnel Evaluation Program Design (10.2.2)
- Skill Sheet 3: Professional Development Plan (10.2.3)

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 processes and procedures.

GENERAL EVALUATION RULES

- Policy compliance (AHJ SOP/SOG)
- NFPA 1021 / 1020 JPR alignment
- Clarity of communication
- Officer-level decision making
- Documentation accuracy

AUTOMATIC FAILURE CONDITIONS

- Misapply or ignore HR policy
- Fail to identify major procedural error
- Provide unsafe or biased HR decisions
- Fail to produce required documentation



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SKILL SHEET #1: Evaluate a formal written disciplinary notice

Human Resource Management

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

Objective: 10.2.1

NFPA OBJECTIVE	10.2.1 Human Resource Management, Discipline evaluation using AHJ policy + administrative procedures
Core Purpose	Evaluate member performance using disciplinary processes, department policies, and administrative procedures to ensure disciplinary actions are fair, consistent, properly documented, and compliant with AHJ requirements.
SCENARIO	☐ SCENARIO 1 — Skipped Progressive Discipline ☐ SCENARIO 2 — First Offense Suspension ☐ SCENARIO 3 — Incomplete Documentation
PERFORMANCE OUTCOME	Evaluate a formal written disciplinary notice, given a notice, disciplinary policy, and administrative procedures, so that the notice is complete, complies with policy and procedures, and is presented to a supervisor.

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 — Skipped Progressive Discipline

A firefighter received:

One-day suspension for repeated tardiness

Personnel file shows:

- No documented verbal counseling
- No written warning
- One undocumented conversation
- Department policy requires:
- Verbal counseling
- Written warning
- Suspension

Evaluate the disciplinary action.

❑ SCENARIO 2 — First Offense Suspension

A firefighter received:

Three-day suspension for insubordination

Personnel file shows:

- No prior disciplinary history
- No prior counseling or warnings
- Supervisor justification:
- "Loss of trust and reliability"

Department policy requires progressive discipline unless immediate suspension is justified.

Evaluate the disciplinary action.

❑ SCENARIO 3 — Incomplete Documentation

A firefighter received:

Written warning for failure to complete required training

File contains:

- Written warning form
- Supervisor notes indicating previous warnings
- Missing:
- Training compliance records
- Prior counseling documentation
- Supporting evidence

Evaluate the disciplinary action.



Human Resource Management

Skill Sheet 1: Evaluate a formal written disciplinary notice

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

Objective: 10.2.1

TASK	Policy Review • Review disciplinary notice • Review AHJ disciplinary policy • Review administrative procedures Compliance Evaluation • Compare disciplinary action to policy requirements • Verify disciplinary steps were followed • Identify documentation deficiencies Determination • Determine if action is valid • Recommend corrections if necessary Communication • Explain findings • Communicate policy compliance issues
Required Actions	▪ Review disciplinary notice ▪ Compare action to AHJ disciplinary policy ▪ Verify required disciplinary steps were completed ▪ Identify documentation deficiencies ▪ Determine compliance with administrative procedures ▪ Determine whether discipline is valid or invalid ▪ Explain findings to supervisor
CANDIDATE RESPONSE NOTES TEMPLATE	
Employee Issue:	
Disciplinary Action Issued:	
Policy Requirements:	
Required Steps Completed:	
Documentation Deficiencies:	
Policy Compliance Determination:	
Recommended Action:	



Human Resource Management

Skill Sheet 1: Evaluate a formal written disciplinary notice

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

Objective: 10.2.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified disciplinary action issued				
2.	Compared action to AHJ policy				
3.	Verified required disciplinary steps				
4.	Identified missing documentation				
5.	Determined policy compliance				
6.	Determined validity of disciplinary action				
7.	Recommended corrective action if needed				
8.	Communicated findings clearly				

CRITICAL FAILURE ITEMS

- ☐ Failed to review applicable disciplinary policy
- ☐ Failed to compare discipline to policy requirements
- ☐ Failed to identify missing disciplinary steps
- ☐ Failed to identify documentation deficiencies
- ☐ Incorrectly determined disciplinary action was compliant
- ☐ Failed to identify procedural violations
- ☐ Failed to communicate findings

Final Determination:

- ☐ Compliant
- ☐ Non-Compliant

EVALUATOR NOTES:



SKILL SHEET #2: Personnel evaluation program design

Human Resource Management

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

Objective: 10.2.2

NFPA OBJECTIVE	10.2.2 Human Resource Management, Personnel evaluation system design
Core Purpose	Develop an employee performance evaluation program that establishes clear performance expectations, identifies areas for improvement, and provides guidance for achieving or exceeding minimum job performance standards.
SCENARIO	☐ SCENARIO 1 — Probationary Firefighter ☐ SCENARIO 2 — Firefighter/EMT Performance Evaluation ☐ SCENARIO 3 — Driver/Operator Evaluation
PERFORMANCE OUTCOME	Create a personnel evaluation program for an individual, given the requirements for job performance, so that the evaluation program has clear direction on how to meet or exceed minimum job expectations.

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 — Probationary Firefighter

Scenario

A probationary firefighter has completed six months of service.

Performance observations:

- Strong attendance
- Good attitude
- Below-average hose deployment skills
- Delayed report completion

Develop a personnel evaluation program that identifies expectations and improvement goals.

❑ SCENARIO 2 — Firefighter/EMT Performance Evaluation

Scenario

A Firefighter/EMT is due for an annual evaluation.

Performance observations:

- Excellent patient care skills
- Strong training participation
- Frequent tardiness
- Incomplete station duties

Develop an evaluation program that addresses strengths and deficiencies.

❑ SCENARIO 3 — Driver/Operator Evaluation

Scenario

A Driver/Operator seeks promotion eligibility.

Performance observations:

- Meets apparatus operation requirements
- Excellent safety record
- Limited leadership participation
- Minimal involvement in training activities

Develop an evaluation program that identifies performance expectations and professional growth opportunities.



Human Resource Management

Skill Sheet 2: PERSONNEL EVALUATION PROGRAM DESIGN

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

Objective: 10.2.2

TASK	Performance Review • Review job performance requirements • Review department evaluation policies • Assess employee performance Program Development • Identify performance expectations • Establish evaluation criteria • Develop improvement objectives Performance Standards • Define minimum job expectations • Identify methods to exceed expectations Communication • Explain evaluation elements • Communicate performance expectations
Required Actions	▪ Review job performance requirements ▪ Identify evaluation criteria ▪ Establish minimum performance expectations ▪ Develop measurable performance objectives ▪ Identify improvement opportunities ▪ Create a performance evaluation plan ▪ Explain methods for meeting or exceeding expectations ▪ Communicate evaluation program elements
CANDIDATE RESPONSE NOTES TEMPLATE	
Position Evaluated:	
Job Performance Requirements:	
Minimum Performance Expectations:	
Evaluation Criteria:	
Improvement Objectives:	
Performance Measurement Method:	
Methods to Exceed Expectations:	
Evaluation Schedule:	



Human Resource Management

Skill Sheet 2: PERSONNEL EVALUATION PROGRAM DESIGN

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

Objective: 10.2.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed job performance requirements				
2.	Identified evaluation criteria				
3.	Established minimum performance expectations				
4.	Developed measurable objectives				
5.	Identified improvement opportunities				
6.	Developed evaluation program				
7.	Explained methods to meet or exceed expectations				
8.	Communicated evaluation program effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify job performance requirements
- ☐ Failed to establish minimum performance expectations
- ☐ Failed to develop measurable evaluation criteria
- ☐ Failed to identify improvement objectives
- ☐ Evaluation program does not support performance improvement
- ☐ Failed to communicate evaluation elements
- ☐ Failed to explain methods for meeting or exceeding expectations

Final Determination:

- ☐ Evaluation Program Complete
- ☐ Evaluation Program Incomplete

EVALUATOR NOTES:



SKILL SHEET #3: Professional development plan

Human Resource Management

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

Objective: 10.2.3

NFPA OBJECTIVE	10.2.3 Human Resource Management, Career development / promotion readiness planning
Core Purpose	Develop a professional development plan that prepares an employee for promotion by identifying the knowledge, skills, abilities, certifications, training, and experience necessary to become eligible for promotional examination and advancement.
SCENARIO	☐ SCENARIO 1 — Firefighter to Driver/Operator ☐ SCENARIO 2 — Driver/Operator to Company Officer ☐ SCENARIO 3 — Volunteer Firefighter Career Development
PERFORMANCE OUTCOME	Create a professional development plan for an individual, given the requirements for promotion, so that the plan includes the necessary knowledge, skills, and abilities to be eligible for examination for the position.

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 — Firefighter to Driver/Operator

Scenario

A firefighter would like to promote to Driver/Operator.

Current qualifications:

- Firefighter II
- Hazmat Operations
- CPR/AED

Missing requirements:

- Driver/Operator Certification
- Pump Operations Training
- Apparatus driving experience

Develop a professional development plan.

❑ SCENARIO 2 — Driver/Operator to Company Officer

Scenario

A Driver/Operator is preparing for a future Company Officer promotional process.

Current qualifications:

- Driver/Operator Certification
- Fire Instructor I
- 5 years experience

Missing requirements:

- Fire Officer I
- Leadership development training
- Acting officer experience

Develop a professional development plan.

❑ SCENARIO 3 — Volunteer Firefighter Career Development

Scenario

A volunteer firefighter wishes to become eligible for a full-time firefighter hiring process.

Current qualifications:

- Firefighter I
- EMT
- Two years volunteer experience

Missing qualifications:

- Firefighter II
- Physical agility preparation
- Interview preparation

Develop a professional development plan.



Human Resource Management

Skill Sheet 3: PROFESSIONAL DEVELOPMENT PLAN

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

Objective: 10.2.3

TASK	Career Assessment • Review promotional requirements • Review employee qualifications • Identify knowledge and skill gaps Plan Development • Establish development goals • Identify required training and certifications • Develop a timeline for completion Promotion Readiness • Identify required experience • Establish milestones for advancement Communication • Explain development plan • Communicate promotional requirements
Required Actions	▪ Review promotional requirements ▪ Assess employee qualifications ▪ Identify deficiencies in knowledge, skills, abilities, or certifications ▪ Develop professional development goals ▪ Identify required training and experience ▪ Establish milestones and timelines ▪ Create a promotion preparation plan ▪ Communicate development plan requirements
CANDIDATE RESPONSE NOTES TEMPLATE	
Current Position:	
Desired Position:	
Promotion Requirements:	
Knowledge/Skill Gaps Identified:	
Required Training and Certifications:	
Development Goals:	
Timeline and Milestones:	
Promotion Readiness Plan:	



Human Resource Management

Skill Sheet 3: PROFESSIONAL DEVELOPMENT PLAN

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

Objective: 10.2.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed promotional requirements				
2.	Assessed employee qualifications				
3.	Identified knowledge, skill, or certification gaps				
4.	Developed professional development goals				
5.	Identified required training and experience				
6.	Established milestones and timeline				
7.	Created promotion readiness plan				
8.	Communicated plan effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to review applicable disciplinary policy
- ☐ Failed to compare discipline to policy requirements
- ☐ Failed to identify missing disciplinary steps
- ☐ Failed to identify documentation deficiencies
- ☐ Incorrectly determined disciplinary action was compliant
- ☐ Failed to identify procedural violations
- ☐ Failed to communicate findings

Final Determination:

- ☐ Development Plan Supports Promotion Eligibility
- ☐ Development Plan Does Not Support Promotion Eligibility

EVALUATOR NOTES:



Fire Officer 2

10.3 COMMUNITY AND GOVERNMENT RELATIONS

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

Objective: 10.3.1, 10.3.2

CANDIDATE INSTRUCTIONS

You are a Fire Officer II candidate completing the Community and Government Relations practical exam.

You will defend 1 of 1 independent skill stations:

- Skill Sheet 4: Community Demographic Evaluation and Life Safety Outreach Recommendations (10.3.1)
- Skill Sheet 5: External Stakeholder Cooperation and Partnership Development (10.3.2)
- 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

- Policy compliance (AHJ SOP/SOG)
- NFPA 1021 / 1020 JPR alignment
- Officer-level decision making
- Leadership and management ability
- Community risk reduction principles
- Data analysis and interpretation
- Public education and outreach strategies
- Interagency cooperation and partnership development
- Documentation accuracy
- Communication effectiveness

AUTOMATIC FAILURE CONDITIONS

- Fail to satisfy the assigned JPR
- Fail to analyze or interpret provided demographic information accurately
- Fail to identify at-risk populations when supported by the data
- Fail to provide reasonable recommendations based on the information provided
- Fail to identify benefits of stakeholder cooperation
- Fail to communicate findings, recommendations, or partnership benefits effectively
- Make recommendations that conflict with department policy or community needs
- Fail to provide required documentation or justification



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SKILL SHEET #4: Community Demographic Analysis & Program Evaluation

Community and Government Relations

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

Objective: 10.3.1

NFPA OBJECTIVE	10.3.1 Evaluate community demographics and provide recommendations for outreach programs targeting at-risk populations.
Core Purpose	Evaluate community demographic data to identify at-risk populations, assess current life safety outreach efforts, and develop recommendations that improve community risk reduction and public education programs.
SCENARIO	☐ SCENARIO 1 — Senior Citizen Population ☐ SCENARIO 2 — High-Risk Rental Housing ☐ SCENARIO 3 — Non-English-Speaking Population
PERFORMANCE OUTCOME	Evaluate community demographics, given community demographic data, so that the ability of the organization to provide life safety outreach programs to at-risk populations is determined and recommendations are made.

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 — Senior Citizen Population

Scenario

A community risk assessment identified a growing senior population, increased fire incidents involving older adults, and low participation in smoke alarm programs.

Community demographic data indicates:

- 28% of residents are over age 65
- Increased residential fire incidents involving older adults
- Limited smoke alarm installation participation

Current outreach programs focus primarily on school-aged children.

Evaluate the demographics and recommend outreach programs.

☐ SCENARIO 2 — High-Risk Rental Housing

Scenario

Community data shows growth in multi-family rental housing, increasing cooking-related fires, and low participation in fire prevention programs.

Community data indicates:

- Significant increase in multi-family housing
- High percentage of renters
- Increased cooking-related fires
- Low attendance at fire prevention events

Evaluate the demographics and recommend outreach programs.

☐ SCENARIO 3 — Non-English Speaking Population

Scenario

A rapidly growing non-English-speaking population has resulted in low participation in safety programs and challenges communicating fire and life safety information.

Community data indicates:

- Rapid growth of non-English-speaking residents
- Low participation in community safety events
- Increased EMS utilization
- Existing educational materials are available only in English

Evaluate the demographics and recommend outreach programs.



Community and Government Relations

Skill Sheet 4: Community Demographic Analysis & Program Evaluation

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

Objective: 10.3.1

TASK	Demographic Analysis • Review community demographic data • Identify at-risk populations Risk Assessment • Analyze community risks and trends • Evaluate current outreach efforts Program Evaluation • Determine effectiveness of existing programs • Identify service gaps Recommendations • Develop outreach recommendations • Communicate findings and proposed improvements
Required Actions	▪ Analyze community demographic data ▪ Identify at-risk populations ▪ Evaluate current outreach programs ▪ Determine community risk reduction needs ▪ Identify service gaps ▪ Develop life safety outreach recommendations ▪ Explain supporting data ▪ Communicate findings and recommendations ▪
CANDIDATE RESPONSE NOTES TEMPLATE	
Community Evaluated:	
Demographic Data Reviewed:	
At-Risk Populations Identified:	
Community Risks Identified:	
Current Programs Evaluated:	
Program Gaps Identified:	
Recommended Outreach Programs:	
Expected Outcomes:	



Community and Government Relations

Skill Sheet 4: Community Demographic Analysis & Program Evaluation

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

Objective: 10.3.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed demographic data				
2.	Identified at-risk populations				
3.	Analyzed community risks and trends				
4.	Evaluated current outreach efforts				
5.	Identified service gaps				
6.	Developed outreach recommendations				
7.	Supported recommendations with data				
8.	Communicated findings effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to analyze demographic data
- ☐ Failed to identify at-risk populations
- ☐ Failed to evaluate current outreach programs
- ☐ Failed to identify significant service gaps
- ☐ Recommendations are not supported by demographic data
- ☐ Failed to address community risk reduction needs
- ☐ Failed to communicate findings and recommendations

Final Determination:

- ☐ Outreach Program Recommendations Appropriate
- ☐ Additional Evaluation Required

EVALUATOR NOTES:



SKILL SHEET #5: External Stakeholder Cooperation

Community and Government Relations

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

Objective: 10.3.2

NFPA OBJECTIVE	10.3.2 Explain the value of external stakeholder cooperation and identify methods for improving community partnerships.
Core Purpose	Identify community problems and explain how cooperation with external stakeholders can improve community outcomes, strengthen partnerships, and support the department's mission through coordinated efforts and resource sharing.
SCENARIO	☐ SCENARIO 1 — Increase in Fall-Related EMS Calls ☐ SCENARIO 2 — Youth Fire-Setting Incidents ☐ SCENARIO 3 — Wildfire Preparedness Program
PERFORMANCE OUTCOME	Explain to the organization the benefits of cooperating with external stakeholders, given a specific problem or issue in the community, so that the purpose for establishing external agency relationships is clear.

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 — Increase in Fall-Related EMS Calls

Scenario

Community data indicates a significant increase in EMS responses involving senior citizens who have suffered falls.

Potential stakeholders:

- Local hospital
- Senior center
- Public health department
- Assisted living facilities

Explain the benefits of establishing partnerships to reduce fall-related emergencies.

☐ SCENARIO 2 — Youth Fire-Setting Incidents”

Scenario

The department has experienced an increase in juvenile fire-setting incidents.

Potential stakeholders:

- School district
- Juvenile probation
- Mental health providers
- Community youth organizations

Explain the benefits of stakeholder cooperation and recommend partnership strategies.

☐ SCENARIO 3 — Wildfire Preparedness Program

Scenario

The community is located in a high wildfire risk area.

Potential stakeholders:

- State forestry agency
- Emergency management
- Homeowners associations
- Utility providers

Explain how partnerships can improve wildfire preparedness and community resilience.



Community and Government Relations

Skill Sheet 5: External Stakeholder Cooperation

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

Objective: 10.3.2

TASK	Community Issue Assessment • Review the identified community issue • Determine organizational limitations Stakeholder Identification • Identify appropriate external partners • Evaluate stakeholder resources and capabilities Partnership Development • Explain benefits of cooperation • Identify shared goals and objectives Communication • Present partnership recommendations • Explain expected community benefits
Required Actions	▪ Analyze the identified community problem ▪ Identify appropriate external stakeholders ▪ Explain stakeholder roles and resources ▪ Describe benefits of interagency cooperation ▪ Identify shared objectives ▪ Recommend partnership strategies ▪ Explain expected outcomes ▪ Communicate recommendations to the organization
CANDIDATE RESPONSE NOTES TEMPLATE	
Community Issue:	
Stakeholders Identified:	
Stakeholder Resources:	
Benefits of Cooperation:	
Shared Goals:	
Recommended Partnership Strategy:	
Expected Outcomes:	
Final Recommendation:	



Community and Government Relations

Skill Sheet 5: External Stakeholder Cooperation

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

Objective: 10.3.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Analyzed the community issue				
2.	Identified appropriate stakeholders				
3.	Explained stakeholder resources and capabilities				
4.	Identified shared goals and objectives				
5.	Explained benefits of cooperation				
6.	Developed partnership recommendations				
7.	Identified expected outcomes				
8.	Communicated recommendations effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify appropriate stakeholders
- ☐ Failed to explain benefits of interagency cooperation
- ☐ Failed to identify stakeholder resources or capabilities
- ☐ Failed to establish shared goals or objectives
- ☐ Recommendations do not address the community issue
- ☐ Failed to communicate partnership benefits
- ☐ Failed to support recommendations with reasonable justification

Final Determination:

- ☐ Outreach Recommendation Appropriate
- ☐ Additional Evaluation Required

EVALUATOR NOTES:



Fire Officer 2

10.4 ADMINISTRATION

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

Objective: 10.4.1, 10.4.2, 10.4.3, 10.4.4, 10.4.5, 10.4.6

CANDIDATE INSTRUCTIONS

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

You will defend 1 of 6 independent skill stations:

- Skill Sheet 6: Policy and Procedure Development (10.4.1)
- Skill Sheet 7: Budget Proposal Development (10.4.2)
- Skill Sheet 8: Purchasing and Bid Process Documentation (10.4.3)
- Skill Sheet 9: Media Release Preparation (10.4.4)
- Skill Sheet 10: Concise Report Preparation (10.4.5)
- Skill Sheet 11: Organizational Change Implementation Plan (10.4.6)

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

- Policy compliance (AHJ SOP/SOG)
- NFPA 1021 / 1020 JPR alignment
- Officer-level decision making
- Leadership and management ability
- Administrative and organizational knowledge
- Fiscal responsibility and budgeting principles
- Data interpretation and analysis
- Documentation accuracy
- Written communication effectiveness
- Professional presentation of recommendations

AUTOMATIC FAILURE CONDITIONS

- Fail to satisfy the assigned JPR
- Fail to identify the problem, issue, or organizational need
- Fail to follow applicable AHJ policies, procedures, or administrative requirements
- Fail to consider budgetary, purchasing, legal, or organizational requirements
- Fail to provide required documentation, recommendations, or reports
- Fail to analyze or interpret information accurately
- Submit incomplete or inaccurate written documents
- Make unethical, unsafe, or fiscally irresponsible recommendations
- Fail to communicate recommendations clearly and professionally



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 2 SKILLS



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SKILL SHEET #6: Policy & Procedure development

Administration

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

Objective: 10.4.1

NFPA OBJECTIVE	10.4.1 Administration, Policy and procedure development
Core Purpose	Develop a policy or procedure that addresses an identified organizational issue, provides clear direction to personnel, supports departmental goals, and complies with AHJ policies and administrative requirements.
SCENARIO	☐ SCENARIO 1 — Social Media Usage Policy ☐ SCENARIO 2 — Apparatus Readiness Inspection Procedure ☐ SCENARIO 3 — Training Attendance Policy
PERFORMANCE OUTCOME	Develop a policy or procedure, given an assignment, so that the recommended policy or procedure identifies the problem and proposes a solution.

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 — Social Media Usage Policy

Scenario

The department has experienced several incidents involving inappropriate social media posts by members.

Department Concerns:

- Multiple incidents involving inappropriate social media posts
- Negative impact on department image and public trust
- Unclear expectations regarding online conduct
- Need for guidance on professional and personal social media use

The Fire Chief requests a department policy governing employee social media use.

Develop a policy that addresses the issue and provides guidance to personnel.

☐ SCENARIO 2 — Apparatus Readiness Inspection Procedure

Scenario

Several apparatus inspections have been missed, resulting in equipment deficiencies being discovered during emergency responses.

Department Concerns:

- Apparatus inspections have been missed
- Equipment deficiencies discovered during emergency responses
- Inconsistent inspection practices between shifts
- Lack of accountability and documentation

Develop a procedure that standardizes apparatus readiness inspections and accountability.

☐ SCENARIO 3 — Training Attendance Policy

Scenario

Department training attendance has declined significantly, resulting in inconsistent skill proficiency.

Department Concerns:

- Declining attendance at department training
- Inconsistent skill proficiency among personnel
- Incomplete training records
- Need for attendance expectations and corrective actions

Develop a policy addressing attendance expectations, documentation requirements, and corrective actions.



Administration

Skill Sheet 6: POLICY & PROCEDURE DEVELOPMENT

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

Objective: 10.4.1

TASK	Problem Identification • Review the assigned issue • Identify the organizational problem Policy Development • Develop a policy or procedure • Establish responsibilities and expectations Solution Development • Recommend corrective actions • Identify implementation requirements Communication • Present the policy/procedure • Explain how it solves the problem
Required Actions	• Identify the problem or organizational need • Explain the impact of the problem • Develop a written policy or procedure • Establish responsibilities and expectations • Recommend a solution • Describe implementation steps • Ensure consistency with AHJ policies • Present and defend the recommendation
CANDIDATE RESPONSE NOTES TEMPLATE	
Problem Identified	
Impact on Department Operations	
Proposed Policy/Procedure Title	
Purpose Statement	
Policy/Procedure Requirements	
Responsibilities	
Recommended Solution	
Implementation Plan	
Expected Outcome	



Administration

Skill Sheet 6: POLICY & PROCEDURE DEVELOPMENT

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

Objective: 10.4.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified organizational problem				
2.	Explained impact of problem				
3.	Developed policy or procedure				
4.	Included responsibilities and expectations				
5.	Proposed an appropriate solution				
6.	Identified implementation steps				
7.	Aligned recommendation with AHJ requirements				
8.	Communicated proposal effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the assigned problem
- ☐ Failed to develop a policy or procedure
- ☐ Failed to propose a solution
- ☐ Proposed solution does not address the identified issue
- ☐ Policy/procedure conflicts with AHJ policy or applicable regulations
- ☐ Failed to establish responsibilities or expectations
- ☐ Failed to identify implementation requirements
- ☐ Failed to communicate recommendation effectively

Final Determination:

- ☐ Policy/Procedure Recommendation Appropriate
- ☐ Policy/Procedure Recommendation Does Not Adequately Address the Problem

EVALUATOR NOTES:



SKILL SHEET #7: Budget Proposal Development

Administration

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

Objective: 10.4.2

NFPA OBJECTIVE	10.4.2 Administration, Budget proposal development
Core Purpose	Develop a budget proposal that identifies program needs, estimates expenses, complies with budgetary guidelines, and supports departmental goals and operational requirements.
SCENARIO	☐ SCENARIO 1 — Firefighter Training Program Budget ☐ SCENARIO 2 — SCBA Replacement Budget ☐ SCENARIO 3 — Community Risk Reduction Program Budget
PERFORMANCE OUTCOME	Compile a written budget proposal for a specific activity, given budgetary guidelines, program needs, and delivery expense projections, so that all guidelines are met and the budget identifies all program needs.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

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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 — Firefighter Training Program Budget

Scenario

The department plans to deliver a new annual firefighter training program.

Consider:

- Instructor costs
- Training materials
- Facility expenses
- Overtime or backfill costs

Develop a budget proposal that supports the program.

☐ SCENARIO 2 — SCBA Replacement Budget

Scenario

Several SCBA units have reached the end of their service life.

Consider:

- Replacement costs
- Maintenance savings
- Compliance requirements
- Future operational needs

Develop a budget proposal for replacing the equipment.

☐ SCENARIO 3 — Community Risk Reduction Program Budget

Scenario

The department plans to expand a community risk reduction initiative.

Consider:

- Educational materials
- Public outreach costs
- Personnel requirements
- Program evaluation expenses

Develop a budget proposal supporting the initiative.



Administration

Skill Sheet 7: Budget Proposal Development

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

Objective: 10.4.2

TASK	Program Assessment • Review budgetary guidelines • Identify program needs Budget Development • Estimate expenses and costs • Develop funding requirements Proposal Preparation • Organize budget information • Ensure compliance with budget guidelines Communication • Present budget proposal • Justify requested expenditures
Required Actions	▪ Identify program or project needs ▪ Review applicable budget guidelines ▪ Estimate projected expenses ▪ Identify funding requirements ▪ Prepare a written budget proposal ▪ Justify proposed expenditures ▪ Ensure proposal complies with AHJ requirements ▪ Present and defend the budget request
CANDIDATE RESPONSE NOTES TEMPLATE	
Program/Project:	
Budget Guidelines Reviewed:	
Program Needs Identified:	
Projected Expenses:	
Funding Requirements:	
Budget Justification:	
Expected Benefits:	
Implementation Timeline:	



Administration

Skill Sheet 7: Budget Proposal Development

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

Objective: 10.4.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed budget guidelines				
2.	Identified program needs				
3.	Estimated project expenses				
4.	Identified funding requirements				
5.	Developed a complete budget proposal				
6.	Justified proposed expenditures				
7.	Complied with AHJ budget requirements				
8.	Communicated proposal effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify program needs
- ☐ Failed to estimate required expenses
- ☐ Failed to comply with budget guidelines
- ☐ Failed to justify expenditures
- ☐ Budget proposal does not address program needs
- ☐ Proposal contains significant calculation or planning errors
- ☐ Failed to communicate budget information effectively

Final Determination:

- ☐ Budget Proposal Appropriate
- ☐ Budget Proposal Does Not Adequately Address Program Need

EVALUATOR NOTES:



SKILL SHEET #8: Purchasing and Bid Process

Documentation

Administration

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

Objective: 10.4.3

NFPA OBJECTIVE	10.4.3 Administration, Purchasing and bid documentation
Core Purpose	Document and evaluate the purchasing process to ensure competitive bidding, compliance with laws and regulations, adherence to AHJ purchasing policies, and fulfillment of organizational needs.
SCENARIO	☐ SCENARIO 1 — SCBA Purchase Project ☐ SCENARIO 2 — Fire Apparatus Replacement ☐ SCENARIO 3 — Station Generator Procurement
PERFORMANCE OUTCOME	Document the process of purchasing, including soliciting and awarding bids, given established specifications, to ensure competitive bidding so that the needs of the organization are met within applicable laws and regulations.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

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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 — New SCBA Purchase Request

Scenario

The department plans to replace aging SCBA equipment.

Consider:

- NFPA compliance requirements
- Budget limitations
- Vendor proposals
- Long-term maintenance costs

Document the purchasing and bid process and recommend an award.

☐ SCENARIO 2 — Fire Apparatus Replacement

Scenario

The department has budgeted funds for a replacement fire engine.

Consider:

- Operational specifications
- Competitive bid requirements
- Delivery timelines
- Lifecycle costs

Document the purchasing process and recommend a vendor.

☐ SCENARIO 3 — Station Generator Procurement

Scenario

The department requires a backup generator for emergency operations.

Consider:

- Operational requirements
- Installation costs
- Vendor proposals
- Regulatory requirements

Document the purchasing process and recommend a vendor.



Administration

Skill Sheet 8: Purchasing and Bid Process Documentation

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

Objective: 10.4.3

TASK	Needs Assessment • Review organizational need • Review established specifications Purchasing Process • Identify purchasing requirements • Explain bid solicitation procedures Bid Evaluation • Review submitted bids • Evaluate compliance with specifications Award Recommendation • Recommend vendor selection • Justify award recommendation Communication • Document purchasing process • Explain compliance with laws and regulations
Required Actions	▪ Identify organizational need ▪ Review purchasing specifications ▪ Explain competitive bidding requirements ▪ Evaluate vendor bids ▪ Apply purchasing policies and applicable regulations ▪ Recommend bid award ▪ Document purchasing process ▪ Communicate recommendation and justification
CANDIDATE RESPONSE NOTES TEMPLATE	
Project/Equipment Requested:	
Organizational Need:	
Specifications Reviewed:	
Bids Evaluated:	
Evaluation Criteria:	
Recommended Vendor:	
Justification for Award:	
Applicable Policies/Laws:	
Final Recommendation:	



Administration

Skill Sheet 8: Purchasing and Bid Process Documentation

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

Objective: 10.4.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified organizational need				
2.	Reviewed purchasing specifications				
3.	Explained competitive bidding requirements				
4.	Evaluated vendor bids appropriately				
5.	Applied purchasing policies and regulations				
6.	Recommended appropriate vendor selection				
7.	Documented purchasing process				
8.	Communicated recommendation effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify organizational need
- ☐ Failed to review or apply purchasing specifications
- ☐ Failed to explain competitive bidding requirements
- ☐ Failed to evaluate bids objectively
- ☐ Failed to apply applicable laws, regulations, or policies
- ☐ Recommended a vendor that does not meet specifications
- ☐ Failed to document the purchasing process
- ☐ Failed to communicate recommendation effectively

Final Determination:

- ☐ Record Management System Effective
- ☐ Record Management System Does Not Adequately Meet Organizational Needs

EVALUATOR NOTES:



SKILL SHEET #9: Media Release Preparation

Administration

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

Objective: 10.4.4

NFPA OBJECTIVE	10.4.4 Prepare a media release
Core Purpose	Prepare an accurate, professional, and properly formatted media release that communicates information to the public and media while representing the Authority Having Jurisdiction (AHJ) in a positive and professional manner.
SCENARIO	☐ SCENARIO 1 — Commercial Structure Fire ☐ SCENARIO 2 — Community Smoke Alarm Campaign ☐ SCENARIO 3 — New Fire Apparatus Placed in Service
PERFORMANCE OUTCOME	Prepare a media release, given an event or topic, so that the information is accurate, complete, professionally written, and formatted according to AHJ requirements.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

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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 — Commercial Structure Fire

Scenario

The department responded to an overnight commercial structure fire that caused significant property damage but no injuries.

Incident considerations include:

- Fire controlled within one hour
- No civilian or firefighter injuries
- Cause remains under investigation
- Multiple media inquiries received
- Public information release requested by the Fire Chief

The candidate shall prepare a media release that accurately informs the public while protecting the integrity of the investigation.

❑ SCENARIO 2 — Community Smoke Alarm Campaign

Scenario

The department completed a community smoke alarm installation program in partnership with local organizations.

Incident considerations include:

- More than 200 smoke alarms installed
- Fire safety education provided to residents
- Community partners assisted with the project
- Department wishes to promote future participation
- Media has requested information regarding the program

The candidate shall prepare a media release highlighting the program's accomplishments and community benefits.

❑ SCENARIO 3 — New Fire Apparatus Placed in Service

Scenario

The department has placed a new fire engine into service to improve emergency response capabilities.

Incident considerations include:

- Apparatus replaces an aging engine
- Includes enhanced safety features
- Public funds supported the purchase
- Community members have expressed interest
- Local media will cover the announcement

The candidate shall prepare a media release describing the apparatus and its benefits to the community.



Administration

Skill Sheet 9: Media Release Preparation

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

Objective: 10.4.4

TASK	Information Gathering • Review the event or topic • Identify facts that may be released • Verify information accuracy Media Release Development • Organize information logically • Develop a clear headline • Prepare release content • Follow AHJ formatting requirements Public Information • Ensure information is factual • Protect sensitive information • Maintain professionalism Communication • Communicate key messages clearly • Promote positive public understanding • Support department objectives
Required Actions	• Review the assigned event or topic • Identify information appropriate for public release • Verify facts and accuracy • Develop a professional media release • Follow AHJ formatting requirements • Communicate key information clearly • Protect confidential or sensitive information • Present the completed media release
CANDIDATE RESPONSE NOTES TEMPLATE	
Headline:	
Event/Topic:	
Key Facts:	
Public Information Message:	
Community Impact:	
Safety Information:	
Media Release Summary:	



Administration

Skill Sheet 9: Media Release Preparation

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

Objective: 10.4.4

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed assigned event or topic				
2.	Identified appropriate information for release				
3.	Information was accurate				
4.	Followed AHJ format requirements				
5.	Organized information logically				
6.	Protected confidential information				
7.	Communicated key messages effectively				
8.	Prepared professional media release				

CRITICAL FAILURE ITEMS

- ☐ Failed to prepare a media release
- ☐ Included inaccurate information
- ☐ Released confidential or protected information
- ☐ Failed to follow AHJ format requirements
- ☐ Omitted critical event information
- ☐ Media release is unclear or misleading
- ☐ Failed to communicate key public information

Final Determination:

- ☐ Media Release Appropriate
- ☐ Media Release Does Not Meet AHJ Requirements

EVALUATOR NOTES:



SKILL SHEET #10: Concise Report Preparation

Administration

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

Objective: 10.4.5

NFPA OBJECTIVE	10.4.5 Administration, Concise administrative report writing
Core Purpose	Analyze fire department records, identify relevant trends or variances, and prepare a concise written report that accurately communicates findings and recommendations to a supervisor.
SCENARIO	☐ SCENARIO 1 — Increase in EMS Responses ☐ SCENARIO 2 — Training Participation Review ☐ SCENARIO 3 — Apparatus Maintenance Trends
PERFORMANCE OUTCOME	Prepare a concise report for transmittal to a supervisor, given fire department records and a specific request for details such as trends, variances, or other related topics, so that the information required for the AHJ is accurate and documented.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATOR'S NAME - PRINTED

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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 — Increase in EMS Responses

Scenario

The Fire Chief has requested a review of emergency medical service (EMS) response data after the department experienced a significant increase in EMS incidents over the previous 12 months.

Incident considerations include:

- EMS responses increased by 15% compared to the previous year
- Highest increase occurred in two response districts with large senior populations
- Mutual aid requests increased due to unit availability issues
- Increased call volume has affected response times and staffing availability
- Need to identify trends and potential operational impacts

The Fire Chief requests a concise administrative report summarizing the data, identifying trends and contributing factors, and documenting recommendations for consideration.

❑ SCENARIO 2 — Training Participation Review

Scenario

The Training Officer has identified concerns regarding department training participation and certification compliance during a review of training records.

Incident considerations include:

- Attendance at monthly training sessions has declined over the past six months
- Several personnel have certifications approaching expiration dates
- Multiple training events were canceled due to low participation
- Participation rates vary significantly between shifts and stations
- Need to identify trends affecting department readiness and compliance

The Training Officer requests a concise administrative report documenting participation trends, identifying possible causes, and recommending actions to improve training compliance and attendance.

❑ SCENARIO 3 — Apparatus Maintenance Cost Increase

Scenario

During the annual budget review, maintenance records revealed a substantial increase in apparatus repair costs and vehicle downtime.

Incident considerations include:

- Apparatus repair expenditures increased by 22% during the previous fiscal year
- Several frontline units experienced recurring mechanical failures
- Increased out-of-service time affected apparatus availability
- Preventive maintenance schedules were not consistently completed
- Fleet replacement schedules have not been updated in several years

The Fire Chief requests a concise administrative report documenting maintenance trends, identifying contributing factors, evaluating operational impacts, and recommending actions to improve fleet reliability and reduce future costs.



Administration

Skill Sheet 10: Concise Report Preparation

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

Objective: 10.4.5

TASK	Data Review • Review department records • Identify requested information Data Analysis • Analyze trends, variances, or patterns • Interpret findings Report Development • Organize information • Develop concise written report Communication • Present findings • Provide recommendations if appropriate
Required Actions	• Review provided records • Identify requested information • Analyze data and trends • Interpret findings accurately • Prepare a concise written report • Document supporting information • Present conclusions clearly • Ensure report is accurate and professional
CANDIDATE RESPONSE NOTES TEMPLATE	
Topic Reviewed:	
Records Evaluated:	
Trends Identified:	
Variances Identified:	
Data Interpretation:	
Recommendations:	
Summary Statement:	



Administration

Skill Sheet 10: Concise Report Preparation

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

Objective: 10.4.5

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed department records				
2.	Identified requested information				
3.	Analyzed trends or variances				
4.	Interpreted data accurately				
5.	Prepared concise written report				
6.	Included relevant supporting information				
7.	Communicated findings clearly				
8.	Maintained professional report format				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify requested information
- ☐ Failed to analyze data accurately
- ☐ Failed to identify significant trends or variances
- ☐ Report contains inaccurate information
- ☐ Failed to provide required documentation
- ☐ Report is incomplete or lacks clarity
- ☐ Failed to communicate findings effectively

Final Determination:

- ☐ Report Accurate and Appropriate
- ☐ Report Does Not Adequately Address Request

EVALUATOR NOTES:



SKILL SHEET #11: Organizational change implementation plan

Administration

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

Objective: 10.4.6

NFPA OBJECTIVE	10.4.6 Administration, Organizational change implementation planning
Core Purpose	Develop and communicate a plan for implementing organizational change that supports personnel, minimizes resistance, ensures policy compliance, and achieves the desired operational outcome.
SCENARIO	☐ SCENARIO 1 — New Accountability System Implementation ☐ SCENARIO 2 — Updated Response Policy ☐ SCENARIO 3 — Electronic Training Records Transition
PERFORMANCE OUTCOME	Develop a plan to accomplish change in the organization, given an agency's change of policy or procedures, so that effective change is implemented in a supportive manner.

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 — New Accountability System Implementation

Scenario

The department is implementing a new personnel accountability system designed to improve firefighter tracking and accountability at emergency incidents.

Considerations include:

- New procedures will affect all suppression personnel
- Additional training is required before implementation
- Some members have expressed concerns regarding increased documentation
- The change must be implemented department-wide within 90 days

The Fire Chief requests a plan to implement the change while ensuring personnel understand the benefits and requirements.

☐ SCENARIO 2 — Updated Response Policy

Scenario

The department has revised its emergency response policy to improve safety and reduce apparatus accidents.

Considerations include:

- Changes affect emergency vehicle operations
- Personnel must be trained on the new requirements
- Supervisors are responsible for monitoring compliance
- The policy must be implemented consistently across all shifts

The Fire Chief requests a plan to introduce the policy change and ensure compliance.

☐ SCENARIO 3 — Electronic Training Records Transition

Scenario

The department is transitioning from paper training records to an electronic records management system.

Considerations include:

- Personnel have varying levels of computer experience
- Existing records must be transferred into the new system
- Training will be required for all users
- The transition must be completed before the end of the fiscal year

The Training Officer requests a plan to implement the transition and minimize disruption to department operations.



Administration

Skill Sheet 11: ORGANIZATIONAL CHANGE IMPLEMENTATION PLAN

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

Objective: 10.4.6

TASK	Change Identification • Review the proposed policy or procedural change • Identify organizational impacts Implementation Planning • Develop implementation strategy • Establish timelines and responsibilities Personnel Considerations • Identify training requirements • Address employee concerns and resistance Communication • Develop communication plan • Explain benefits and expected outcomes Evaluation • Establish methods to evaluate implementation success • Recommend follow-up actions
Required Actions	• Identify the purpose of the organizational change • Analyze impacts on personnel and operations • Develop an implementation strategy • Identify training and resource needs • Develop a communication plan • Address potential resistance or concerns • Establish evaluation measures • Present the implementation plan
CANDIDATE RESPONSE NOTES TEMPLATE	
Policy/Procedure Change:	
Reason for Change:	
Operational Impacts:	
Personnel Impacts:	
Training Requirements:	
Implementation Timeline:	
Communication Strategy:	
Success Measures:	
Final Recommendation:	



Administration

Skill Sheet 11: ORGANIZATIONAL CHANGE IMPLEMENTATION PLAN

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

Objective: 10.4.6

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified purpose of change				
2.	Analyzed operational impacts				
3.	Analyzed personnel impacts				
4.	Developed implementation strategy				
5.	Identified training requirements				
6.	Developed communication plan				
7.	Established evaluation measures				
8.	Presented plan effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the purpose of the change
- ☐ Failed to analyze impacts on personnel or operations
- ☐ Failed to develop an implementation strategy
- ☐ Failed to identify training requirements
- ☐ Failed to address employee concerns or resistance
- ☐ Failed to establish evaluation measures
- ☐ Communication plan is inadequate or incomplete

Final Determination:

- ☐ Change Implementation Plan Appropriate
- ☐ Change Implementation Plan Does Not Adequately Support Organizational Needs

EVALUATOR NOTES:



Fire Officer 2

10.5 INSPECTION AND INVESTIGATION

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

Objective: 10.5.1

CANDIDATE INSTRUCTIONS

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

You will defend 1 of 1 independent skill stations:

- Skill Sheet 12: Fire Origin & Preliminary Cause Determination (10.5.1)

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 processes and procedures.

GENERAL EVALUATION RULES

- Scene investigation procedures
- NFPA 1021 / 1020 JPR alignment
- Scene preservation and evidence protection
- Officer-level investigative decision making
- Communication of fire scene findings
- Documentation accuracy and professionalism

AUTOMATIC FAILURE CONDITIONS

- Fail to identify the general area of origin
- Fail to recognize or preserve potential ignition sources
- Compromise scene integrity or evidence preservation
- Provide unsafe or unsupported conclusions
- Fail to communicate findings clearly to investigators
- Demonstrate inability to function as a company officer during preliminary fire investigation activities



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 2 SKILLS



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SKILL SHEET #12: Fire Origin & Preliminary Cause Determination

Inspection and Investigation

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

Objective: 10.5.1

NFPA OBJECTIVE	10.5.1 Inspection and Investigation, Fire origin and preliminary cause determination
Core Purpose	Determine the general area of origin and preliminary cause of a fire while preserving potential evidence and communicating findings to fire investigators for further investigation when necessary.
SCENARIO	☐ SCENARIO 1 — Residential Kitchen Fire ☐ SCENARIO 2 — Detached Garage Fire ☐ SCENARIO 3 — Commercial Storage Room Fire
PERFORMANCE OUTCOME	Determine the area of origin and preliminary cause of a fire, identify and preserve potential ignition sources, and communicate findings so that additional investigation can be conducted if necessary.

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 — Residential Kitchen Fire

Scenario

A single-family residence sustained moderate fire damage in the kitchen area.

Incident considerations include:

- Fire damage concentrated around the cooking appliances
- Occupant reports cooking immediately before discovering the fire
- Multiple electrical appliances located near the suspected origin area
- Fire suppression activities altered portions of the scene
- Witness statements indicate an accidental fire is possible

The candidate shall determine the general area of origin, identify potential ignition sources, determine a preliminary cause, and communicate findings to investigators.

☐ SCENARIO 2 — Detached Garage Fire

Scenario

Firefighters responded to a detached residential garage heavily damaged by fire.

Incident considerations include:

- Significant fire damage throughout the structure
- Gasoline-powered equipment stored inside
- Electrical extension cords and battery chargers found near the suspected origin area
- Witness statements conflict regarding events prior to the fire
- Potential ignition sources remain within the debris field

The candidate shall determine the area of origin, identify evidence requiring preservation, determine a preliminary cause, and communicate findings to investigators.

☐ SCENARIO 3 — Commercial Storage Room Fire

Scenario

A fire occurred in a storage room within a commercial occupancy resulting in smoke and fire damage to adjacent areas.

Incident considerations include:

- Multiple electrical appliances and extension cords located in the room
- Employees reported unusual odors before the fire
- Fire spread beyond the room of origin before suppression
- Photographs and diagrams identify several possible ignition sources
- Additional investigation may be necessary to determine the exact cause

The candidate shall identify the general area of origin, determine a preliminary cause, identify evidence requiring preservation, and communicate findings to investigators.



Inspection and Investigation

Skill Sheet 12: Fire Origin & Preliminary Cause Determination

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

Objective: 10.5.1

TASK	Scene Examination - Review fire scene information - Examine photographs, diagrams, and sketches Area of Origin Determination - Identify fire spread indicators - Determine the general area of origin Cause Assessment - Identify potential ignition sources - Determine preliminary cause Evidence Preservation - Identify evidence requiring protection - Describe preservation procedures Communication - Communicate findings to investigators - Document observations and conclusions
Required Actions	- Review all provided fire scene information - Analyze photographs, diagrams, and supporting documentation - Identify the general area of origin - Identify potential ignition sources - Determine a preliminary cause - Identify evidence requiring preservation - Describe appropriate evidence protection measures - Communicate findings clearly and professionally
CANDIDATE RESPONSE NOTES TEMPLATE	
General Area of Origin:	
Indicators Supporting Origin Determination:	
Potential Ignition Sources:	
Preliminary Cause:	
Evidence Identified:	
Evidence Preservation Actions:	
Additional Investigation Needed:	
Final Findings:	



Inspection and Investigation

Skill Sheet 12: Fire Origin & Preliminary Cause Determination

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

Objective: 10.5.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed provided fire scene information				
2.	Analyzed photographs, diagrams, and sketches				
3.	Identified general area of origin				
4.	Identified potential ignition sources				
5.	Determined a reasonable preliminary cause				
6.	Identified evidence requiring preservation				
7.	Explained evidence protection procedures				
8.	Communicated findings effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify a reasonable area of origin
- ☐ Failed to recognize potential ignition sources
- ☐ Failed to identify evidence requiring preservation
- ☐ Compromised scene integrity or evidence preservation
- ☐ Reached conclusions unsupported by available evidence
- ☐ Failed to communicate findings to investigators
- ☐ Demonstrated unsafe investigative practices

Final Determination:

- ☐ Area of Origin and Preliminary Cause Determination Appropriate
- ☐ Investigation Findings Incomplete or Unsupported

EVALUATOR NOTES:



Fire Officer 2

10.6 EMERGENCY SERVICE DELIVERY

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

Objective: 10.6.1, 10.6.2, 10.6.3

CANDIDATE INSTRUCTIONS

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

You will defend 1 of 3 independent skill stations:

- Skill Sheet 13: Multi-Unit Incident Coordination (10.6.1)
- Skill Sheet 14: Post-Incident Analysis (10.6.2)
- Skill Sheet 15: Service Demand Analysis Report (10.6.3)

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 other than your AHJ's processes and procedures.

GENERAL EVALUATION RULES

- Incident management system (IMS) implementation and application
- NFPA 1020 / 1021 JPR alignment
- Multi-unit incident coordination and resource management
- Officer-level operational decision making
- Personnel accountability and supervision
- Post-incident analysis and evaluation techniques
- Incident data analysis and interpretation
- Documentation accuracy and professionalism
- Communication effectiveness
- Compliance with AHJ policies and procedures

AUTOMATIC FAILURE CONDITIONS

- Fail to satisfy the assigned JPR
- Fail to function effectively within an incident management system
- Fail to coordinate or communicate operational assignments effectively
- Fail to maintain accountability of assigned personnel or resources
- Fail to identify critical issues during a post-incident analysis
- Fail to provide constructive feedback or recommendations for improvement
- Fail to accurately analyze or interpret incident response data
- Fail to complete required documentation or reports
- Provide unsafe operational recommendations or decisions



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 2 SKILLS



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SKILL SHEET #13: Multi-Unit incident coordination

Emergency Service Delivery

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

Objective: 10.6.1

NFPA OBJECTIVE	10.6.1 Emergency Service Delivery, Multi-unit incident coordination
Core Purpose	Coordinate and supervise multiple units during an emergency incident by implementing an incident management system, assigning resources, maintaining accountability, communicating operational objectives, and ensuring incident objectives are accomplished safely and effectively.
SCENARIO	☐ SCENARIO 1 — Commercial Structure Fire ☐ SCENARIO 2 — Multi-Vehicle Highway Collision ☐ SCENARIO 3 — Wildland Urban Interface Fire
PERFORMANCE OUTCOME	Coordinate multiple units during an emergency incident, communicate operational assignments, supervise personnel, maintain accountability, and ensure incident objectives are accomplished in accordance with applicable standards and AHJ 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 — Commercial Structure Fire

Scenario

Fire units are dispatched to a two-story commercial structure with heavy smoke showing from the second floor. Multiple engine companies, a ladder company, EMS units, and a chief officer are responding.

Incident considerations include:

- Occupants may still be inside the structure
- Multiple companies are arriving simultaneously
- Fire conditions are rapidly changing
- Water supply and ventilation operations must be coordinated
- Personnel accountability must be maintained

The candidate shall coordinate assigned resources, communicate operational objectives, and manage incident activities.

❑ SCENARIO 2 — Multi-Vehicle Highway Collision

Scenario

A collision involving multiple vehicles has occurred on a major highway. Fire, EMS, and law enforcement resources are responding.

Incident considerations include:

- Multiple injured patients
- Traffic control concerns
- Extrication operations required
- Hazardous fluids leaking from vehicles
- Several agencies operating within the incident area

The candidate shall coordinate resources, maintain accountability, and communicate operational assignments.

❑ SCENARIO 3 — Wildland Urban Interface Fire

Scenario

A rapidly spreading wildland fire is threatening several residential structures. Multiple local and mutual aid resources have been requested.

Incident considerations include:

- Multiple structures at risk
- Evacuation operations underway
- Changing fire behavior and weather conditions
- Resource requests increasing
- Operational assignments require frequent adjustment

The candidate shall coordinate assigned resources, supervise operations, and communicate incident objectives while maintaining accountability and safety.



Emergency Service Delivery

Skill Sheet 13: MULTI-UNIT INCIDENT COORDINATION

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

Objective: 10.6.1

TASK	Incident Assessment • Review incident information • Identify incident priorities and objectives Incident Management • Establish or function within the Incident Management System (IMS) • Assign resources and responsibilities Resource Coordination • Coordinate multiple responding units • Adjust assignments as incident conditions change Personnel Accountability • Maintain accountability of assigned personnel • Monitor safety and operational effectiveness Communication • Communicate assignments and objectives • Provide incident updates and operational direction
Required Actions	• Establish or function within an Incident Management System • Identify incident priorities and objectives • Assign resources appropriately • Coordinate multiple units and operational functions • Maintain accountability of assigned personnel • Adjust assignments based on changing conditions • Communicate operational plans clearly • Ensure compliance with AHJ policies and safety procedures
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Incident Objectives:	
Assigned Resources:	
Operational Assignments:	
Personnel Accountability Method:	
Safety Considerations:	
Adjustments Made:	
Final Operational Plan:	



Emergency Service Delivery

Skill Sheet 13: MULTI-UNIT INCIDENT COORDINATION

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

Objective: 10.6.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Functioned within IMS structure				
2.	Identified incident priorities				
3.	Assigned resources appropriately				
4.	Coordinated multiple units effectively				
5.	Maintained personnel accountability				
6.	Adjusted assignments as conditions changed				
7.	Communicated operational plan clearly				
8.	Followed AHJ policies and safety procedures				

CRITICAL FAILURE ITEMS

- ☐ Failed to function within an Incident Management System
- ☐ Failed to establish incident priorities
- ☐ Failed to coordinate assigned resources
- ☐ Failed to maintain accountability of personnel
- ☐ Failed to communicate assignments or objectives
- ☐ Assigned resources in an unsafe or ineffective manner
- ☐ Failed to adjust operations when conditions changed
- ☐ Failed to follow applicable AHJ policies or safety procedures

Final Determination:

- ☐ Incident Coordination Appropriate
- ☐ Incident Coordination Does Not Meet Operational Objectives

EVALUATOR NOTES:



SKILL SHEET #14: Post-Incident analysis

Emergency Service Delivery

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

Objective: 10.6.2

NFPA OBJECTIVE	Emergency Service Delivery, Post-incident analysis
Core Purpose	Evaluate a multi-unit emergency incident by identifying strengths, deficiencies, hazards, and lessons learned, while providing constructive feedback and completing required documentation to improve future operations.
SCENARIO	☐ SCENARIO 1 — Commercial Structure Fire Review ☐ SCENARIO 2 — Multi-Vehicle Collision Review ☐ SCENARIO 3 — Wildland Fire Response Review
PERFORMANCE OUTCOME	Conduct a post-incident analysis of a multi-unit emergency incident, identify critical operational elements, communicate constructive feedback, and complete required documentation in accordance with department 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 #14:

☐ SCENARIO 1 — Commercial Structure Fire Review

Scenario

The department recently completed operations at a commercial structure fire involving multiple engine companies, a ladder company, EMS resources, and mutual aid agencies.

Incident considerations include:

- Delayed establishment of a water supply
- Accountability challenges during the incident
- Successful rescue of one occupant
- Communication issues between divisions
- No firefighter injuries reported

The candidate shall conduct a post-incident analysis and identify strengths, deficiencies, and recommendations for future operations.

☐ SCENARIO 2 — Multi-Vehicle Collision Review

Scenario

Multiple agencies responded to a major highway collision involving numerous vehicles and several injured patients.

Incident considerations include:

- Multiple patients requiring triage and transport
- Traffic control challenges
- Delayed arrival of additional resources
- Hazardous fluid spill mitigation operations
- Coordination between fire, EMS, and law enforcement

The candidate shall evaluate incident operations and provide constructive feedback and recommendations.

☐ SCENARIO 3 — Wildland Fire Response Review

Scenario

The department participated in a multi-agency wildland fire response involving structure protection and evacuation operations.

Incident considerations include:

- Rapidly changing fire conditions
- Multiple operational divisions established
- Resource shortages during initial operations
- Successful evacuation efforts
- Extended operational periods creating fatigue concerns

The candidate shall conduct a post-incident analysis, identify lessons learned, and develop recommendations for improving future responses.



Emergency Service Delivery

Skill Sheet 14: POST-INCIDENT ANALYSIS

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

Objective: 10.6.2

TASK	Incident Review - Review incident reports and operational information - Identify significant incident events Hazard Evaluation - Identify emergency scene hazards - Evaluate safety concerns and mitigation efforts Operational Assessment - Evaluate actions taken during the incident - Compare actions to department procedures Improvement Opportunities - Identify strengths and deficiencies - Develop constructive recommendations Documentation - Complete required post-incident analysis forms - Document findings and recommendations Communication - Present findings and constructive feedback - Support recommendations with facts and observations
Required Actions	- Review incident information and reports - Identify critical elements of the incident - Evaluate emergency scene hazards - Assess operational performance - Compare actions to department procedures - Identify strengths and areas for improvement - Provide constructive feedback - Complete required post-incident analysis documentation
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Critical Incident Elements:	
Emergency Scene Hazards:	
Operational Strengths:	
Operational Deficiencies:	
Policy/Procedure Issues:	
Constructive Feedback:	
Recommendations for Improvement:	
Final Summary:	



Emergency Service Delivery

Skill Sheet 14: POST-INCIDENT ANALYSIS

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

Objective: 10.6.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed incident information				
2.	Identified critical incident elements				
3.	Evaluated emergency scene hazards				
4.	Assessed operational performance				
5.	Compared actions to procedures				
6.	Identified strengths and deficiencies				
7.	Provided constructive feedback				
8.	Completed required documentation				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify critical elements of the incident
- ☐ Failed to identify significant emergency scene hazards
- ☐ Failed to evaluate operational performance
- ☐ Failed to compare actions to department procedures
- ☐ Failed to identify operational deficiencies
- ☐ Failed to provide constructive feedback
- ☐ Failed to complete required documentation
- ☐ Provided unsupported conclusions or recommendations

Final Determination:

- ☐ Post-Incident Analysis Appropriate
- ☐ Post-Incident Analysis Incomplete or Unsupported

EVALUATOR NOTES:



SKILL SHEET #15: Service Demand Analysis Report

Emergency Service Delivery

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

Objective: 10.6.3

NFPA OBJECTIVE	10.6.3 Emergency Service Delivery, Incident response data reporting
Core Purpose	Analyze incident response data, identify trends and service demands, and prepare a written report that assists the organization in planning, resource allocation, risk reduction efforts, and operational decision-making.
SCENARIO	☐ SCENARIO 1 — Increasing EMS Service Demand ☐ SCENARIO 2 — Wildland Fire Activity Analysis ☐ SCENARIO 3 — High Call Volume Response District
PERFORMANCE OUTCOME	Prepare a written report using incident response data to identify major causes of service demand and provide information that supports planning, resource allocation, and operational decision-making.

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 — Increasing EMS Service Demand

Scenario

The department's annual incident report shows a 20% increase in EMS responses over the past three years. The majority of the increase has occurred within two response districts serving an aging population.

Incident considerations include:

- EMS incidents now account for 72% of all department responses
- Increased demand during daytime hours
- Longer unit commitment times
- Increased mutual aid requests
- Concerns regarding staffing and resource availability

The candidate shall analyze the data and prepare a written report identifying causes of service demand and recommendations for planning purposes.

☐ SCENARIO 2 — Wildland Fire Activity Analysis

Scenario

Incident records indicate a significant increase in wildland fire responses during the previous five fire seasons.

Incident considerations include:

- Increased call volume during summer months
- Growth in the wildland-urban interface (WUI)
- Increased mutual aid utilization
- Extended deployment periods
- Resource and staffing concerns during peak activity periods

The candidate shall analyze the incident data and prepare a report identifying service demand trends and planning considerations.

☐ SCENARIO 3 — High Call Volume Response District

Scenario

Department response data indicates one response district generates significantly more emergency incidents than other areas within the jurisdiction.

Incident considerations include:

- Increased fire, EMS, and public service calls
- Higher population density
- Increased commercial occupancy growth
- Longer response times during peak periods
- Increased workload on assigned companies

The candidate shall analyze the response data, identify major causes of service demand, and prepare a report to assist with future planning and resource allocation.



Emergency Service Delivery

Skill Sheet 15: Service Demand Analysis Report

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

Objective: 10.6.3

TASK	Data Review • Review incident reporting data • Identify major service demand categories Data Analysis • Identify trends, patterns, and variances • Evaluate causes of service demand Planning Assessment • Determine operational impacts • Identify planning considerations Report Development • Prepare a written report • Document findings and recommendations Communication • Present findings clearly • Support conclusions with data
Required Actions	• Review incident response data • Identify major service demand categories • Analyze trends and response patterns • Interpret data accurately • Identify operational impacts • Identify planning considerations • Develop recommendations • Prepare a concise written report
CANDIDATE RESPONSE NOTES TEMPLATE	
Reporting Period:	
Major Service Demands Identified:	
Response Trends:	
Operational Impacts:	
Planning Considerations:	
Resource Concerns:	
Recommendations:	
Final Summary:	



Emergency Service Delivery

Skill Sheet 15: Service Demand Analysis Report

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

Objective: 10.6.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed incident response data				
2.	Identified service demand categories				
3.	Analyzed trends and patterns				
4.	Interpreted data accurately				
5.	Identified operational impacts				
6.	Identified planning considerations				
7.	Developed reasonable recommendations				
8.	Prepared written report effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify major service demand categories
- ☐ Failed to analyze incident response data accurately
- ☐ Failed to identify significant trends or patterns
- ☐ Failed to interpret operational impacts
- ☐ Failed to support conclusions with data
- ☐ Failed to provide recommendations
- ☐ Failed to prepare a written report
- ☐ Report contains inaccurate or unsupported information

Final Determination:

- ☐ Service Demand Analysis Appropriate
- ☐ Service Demand Analysis Incomplete or Unsupported

EVALUATOR NOTES:



Fire Officer 2

10.7 HEALTH AND SAFETY

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

Objective: 10.7.1, 10.7.2

CANDIDATE INSTRUCTIONS

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

You will defend 1 of 2 independent skill stations:

- Skill Sheet 16: Accident / Injury History Analysis (10.7.1)
- Skill Sheet 17: Health Exposure History Analysis (10.7.2)

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 processes and procedures.

GENERAL EVALUATION RULES

- Accident, injury, illness, and exposure data analysis
- NFPA 1020 / 1021 JPR alignment
- Officer-level health and safety decision making
- Identification of trends, hazards, and contributing factors
- Development of corrective actions and recommendations
- Documentation accuracy and professionalism
- Communication effectiveness
- Risk reduction and injury prevention principles
- Ability to support conclusions using available data

AUTOMATIC FAILURE CONDITIONS

- Fail to satisfy the assigned JPR
- Fail to accurately analyze the provided accident, injury, illness, or exposure data
- Fail to identify significant trends, hazards, or contributing factors
- Fail to develop reasonable corrective actions or recommendations
- Fail to support conclusions with available information
- Fail to communicate findings, recommendations, or report summaries effectively
- Provide unsafe, unsupported, or inappropriate recommendations
- Fail to complete required documentation



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SKILL SHEET #16: Accident/Injury history analysis

Health and Safety

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

Objective: 10.7.1

NFPA OBJECTIVE	10.7.1 Health and Safety, Accident and injury history analysis
Core Purpose	Analyze organizational accident and injury data to identify trends, contributing factors, corrective actions, and recommendations that improve firefighter safety and reduce future accidents and injuries.
SCENARIO	☐ SCENARIO 1 — Increase in Apparatus-Related Injuries ☐ SCENARIO 2 — Training Injury Trend Analysis ☐ SCENARIO 3 — Slip, Trip, and Fall Injury Review
PERFORMANCE OUTCOME	Analyze accident and injury history data, identify trends and contributing factors, develop recommendations for improvement, and communicate findings through a report prepared for 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 #16:

☐ SCENARIO 1 — Increase in Apparatus-Related Injuries

Scenario

Department injury records indicate an increase in firefighter injuries associated with apparatus operations over the past two years.

Incident considerations include:

- Several injuries occurred while mounting or dismounting apparatus
- Two backing-related incidents resulted in minor injuries
- Most injuries occurred during emergency responses
- Driver training records show inconsistent participation
- Previous corrective actions have had limited effectiveness

The candidate shall analyze the data, identify contributing factors, and develop recommendations to reduce apparatus-related injuries.

☐ SCENARIO 2 — Training Injury Trend Analysis

Scenario

The Training Division has documented an increase in injuries occurring during department training activities.

Incident considerations include:

- Most injuries occurred during live-fire and physical training exercises
- Several injuries involved strains and sprains
- Injury rates vary among training instructors and locations
- Existing safety procedures are in place but inconsistently followed
- Additional risk reduction measures may be necessary

The candidate shall analyze the data, identify contributing factors, and develop recommendations to improve training safety and reduce training related injuries.

☐ SCENARIO 3 — Slip, Trip, and Fall Injury Review

Scenario

Annual injury reports indicate that slip, trip, and fall incidents account for a significant percentage of firefighter injuries.

Incident considerations include:

- Incidents occur at stations, emergency scenes, and training locations
- Several injuries resulted in lost work time
- Weather conditions contributed to some incidents
- Housekeeping and scene management practices vary among crews
- Leadership has requested recommendations to reduce injury frequency

The candidate shall analyze the data, identify contributing factors, and develop recommendations to improve firefighter safety and reduce future injuries.



Health and Safety

Skill Sheet 16: ACCIDENT / INJURY HISTORY ANALYSIS

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

Objective: 10.7.1

TASK	Data Review - Review accident and injury reports - Identify significant injury events and trends Data Analysis - Analyze contributing factors - Identify recurring causes and patterns Risk Assessment - Evaluate operational and safety concerns - Identify areas requiring corrective action Recommendation Development - Develop corrective actions - Recommend injury prevention measures Communication - Summarize findings - Present recommendations and report conclusions
Required Actions	- Review departmental accident and injury history - Identify trends and recurring injury patterns - Analyze contributing factors - Evaluate actions previously taken - Develop recommendations for improvement - Identify risk reduction opportunities - Summarize findings in report format - Communicate recommendations effectively
CANDIDATE RESPONSE NOTES TEMPLATE	
Reporting Period:	
Injury Trends Identified:	
Contributing Factors:	
Actions Previously Taken:	
Safety Concerns Identified:	
Recommendations:	
Expected Outcomes:	
Final Summary:	



Health and Safety

Skill Sheet 16: ACCIDENT / INJURY HISTORY ANALYSIS

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

Objective: 10.7.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed injury and accident data				
2.	Identified significant trends				
3.	Identified contributing factors				
4.	Evaluated previous corrective actions				
5.	Identified safety concerns				
6.	Developed reasonable recommendations				
7.	Summarized findings accurately				
8.	Communicated recommendations effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify significant injury trends
- ☐ Failed to identify contributing factors
- ☐ Failed to evaluate accident or injury data accurately
- ☐ Failed to identify safety concerns
- ☐ Failed to provide corrective action recommendations
- ☐ Recommendations are unsupported by available data
- ☐ Failed to communicate findings effectively
- ☐ Failed to complete required report elements

Final Determination:

- ☐ Injury Analysis Appropriate
- ☐ Injury Analysis Incomplete or Unsupported

EVALUATOR NOTES:



SKILL SHEET #17: Health exposure history analysis

Health and Safety

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

Objective: 10.7.2

NFPA OBJECTIVE	10.7.2 Health and Safety, Health exposure history analysis
Core Purpose	Analyze organizational health exposure data to identify trends, contributing factors, corrective actions, and recommendations that reduce occupational health risks and improve firefighter wellness and safety.
SCENARIO	☐ SCENARIO 1 — Repeated Smoke Exposure Incidents ☐ SCENARIO 2 — Bloodborne Pathogen Exposure Review ☐ SCENARIO 3 — Cancer Risk Reduction Assessment
PERFORMANCE OUTCOME	Analyze health exposure history data, identify trends and contributing factors, develop recommendations for improvement, and communicate findings through a report prepared for 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 #17:

☐ SCENARIO 1 — Repeated Smoke Exposure Incidents

Scenario

Department exposure records indicate an increase in documented smoke exposure incidents during structural firefighting operations over the past three years.

Incident considerations include:

- Several firefighters reported repeated exposure to smoke and combustion products
- SCBA use was inconsistent during overhaul operations
- Decontamination procedures were not consistently documented
- Exposure reports increased following implementation of a tracking program
- Leadership is concerned about long-term health impacts

The candidate shall analyze the exposure history, identify contributing factors, and develop recommendations to reduce future exposures.

☐ SCENARIO 2 — Bloodborne Pathogen Exposure Review

Scenario

The department has documented several bloodborne pathogen exposure incidents involving EMS personnel during patient care operations.

Incident considerations include:

- Multiple exposure reports occurred during high-acuity patient care
- PPE compliance varied among personnel
- Some exposures involved sharps handling incidents
- Follow-up medical evaluations were completed
- Additional prevention measures are being considered

The candidate shall analyze the exposure data, identify trends, and recommend improvements to reduce future exposure incidents.

☐ SCENARIO 3 — Cancer Risk Reduction Assessment

Scenario

The department's health and safety committee is reviewing long-term occupational cancer risk factors affecting firefighters.

Incident considerations include:

- Exposure records show repeated contact with products of combustion
- Documentation of gross decontamination practices is inconsistent
- Station contamination control procedures vary between crews
- Several members have participated in cancer awareness training
- Department leadership has requested recommendations to improve exposure reduction efforts

The candidate shall analyze the health exposure history, identify risk factors, and develop recommendations to strengthen the department's cancer risk reduction program.



Health and Safety

Skill Sheet 17: HEALTH EXPOSURE HISTORY ANALYSIS

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

Objective: 10.7.2

TASK	Data Review • Review health exposure reports and records • Identify significant exposure events and trends Data Analysis • Analyze exposure types and contributing factors • Identify recurring causes and patterns Risk Assessment • Evaluate occupational health risks • Identify areas requiring corrective action Recommendation Development • Develop corrective actions • Recommend exposure reduction measures Communication • Summarize findings • Present recommendations and report conclusions
Required Actions	• Review departmental health exposure history • Identify trends and recurring exposure patterns • Analyze contributing factors • Evaluate actions previously taken • Develop recommendations for improvement • Identify risk reduction opportunities • Summarize findings in report format • Communicate recommendations effectively
CANDIDATE RESPONSE NOTES TEMPLATE	
Reporting Period:	
Exposure Trends Identified:	
Contributing Factors:	
Actions Previously Taken:	
Health Risks Identified:	
Recommendations:	
Expected Outcomes:	
Final Summary:	



Health and Safety

Skill Sheet 17: HEALTH EXPOSURE HISTORY ANALYSIS

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

Objective: 10.7.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed health exposure data				
2.	Identified significant exposure trends				
3.	Identified contributing factors				
4.	Evaluated previous corrective actions				
5.	Identified occupational health concerns				
6.	Developed reasonable recommendations				
7.	Summarized findings accurately				
8.	Communicated recommendations effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify significant exposure trends
- ☐ Failed to identify contributing factors
- ☐ Failed to evaluate health exposure data accurately
- ☐ Failed to identify occupational health concerns
- ☐ Failed to provide corrective action recommendations
- ☐ Recommendations are unsupported by available data
- ☐ Failed to communicate findings effectively
- ☐ Failed to complete required report elements

Final Determination:

- ☐ Health Exposure Analysis Appropriate
- ☐ Health Exposure Analysis Incomplete or Unsupported

EVALUATOR NOTES:



EXAMPLE

Here is an example of what a well-prepared Fire Officer I (THIS WILL LOOK THE SAME FOR FIRE OFFICER 2 AND 3) 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:



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- Increased workplace tension
- 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:



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- Date and time
- 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



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procedure. It also satisfies the expected evaluator criteria for a successful Fire Officer I practical examination.