



FIRE OFFICER III SKILL SHEETS



NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

FST Release and Effective Date Notification - July 2026



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



CANDIDATE PREPARATION STATEMENT	3
EVALUATOR INTRODUCTION	5
11.2 HUMAN RESOURCE MANAGEMENT	7
SKILL SHEET #1: Manage Staffing Assignment Across Multiple Units or Areas.....	9
SKILL SHEET #2: Develop Recruitment Programs for Determining Applicant Qualifications	13
SKILL SHEET #3: Develop Procedures for Hiring or Appointing Members	17
SKILL SHEET #4: Develop Procedures and Programs for Promoting Members	21
SKILL SHEET #5: Document a Professional Development Program.....	25
SKILL SHEET #6: Develop a Proposal for Improving a Member Benefit	29
SKILL SHEET #7: Develop Procedures for Managing Member Problems and Grievances	33
SKILL SHEET #8: Develop Procedures for Disciplinary Action	37
11.3 COMMUNITY AND GOVERNMENT RELATIONS.....	41
SKILL SHEET #9: Develop a Community Risk Reduction (CRR) Program	43
11.4 ADMINISTRATION	47
SKILL SHEET #10: Prepare a Departmental Budget Proposal.....	49
SKILL SHEET #11: Develop a Budget Management System.....	53
SKILL SHEET #12: Purchasing and Bid Process Management	57
SKILL SHEET #13: Evaluate a Records Management Program.....	61
SKILL SHEET #14: Analyze and Interpret Records and Data.....	65
SKILL SHEET #15: Create a Quality Assurance (QA) Program.....	69
11.5 INSPECTION AND INVESTIGATION	73
SKILL SHEET #16: Inspection Program Evaluation	75
SKILL SHEET #17: Public Safety Improvement Plan Development	79
SKILL SHEET #18: Accident Investigation Program Development	83
11.6 EMERGENCY SERVICES DELIVERY	87
SKILL SHEET #19: Multi-Unit Operational Plan Development	89
SKILL SHEET #20: Post-Incident Analysis Policy Revision	93
SKILL SHEET #21: Post-Incident Analysis Data Review	97
11.7 HEALTH AND SAFETY	101
SKILL SHEET #22: Injury Prevention Program Development	103
11.8 EMERGENCY MANAGEMENT	107
SKILL SHEET #23: Emergency Management Operational Plan	109
EXAMPLE.....	113



Candidate Preparation Statement

Congratulations on reaching the Fire Officer III Practical Skills Examination.

The Fire Officer III level represents a significant transition from company-level supervision to organizational leadership and management. Throughout this examination, you will be expected to demonstrate your ability to analyze information, develop programs and policies, evaluate organizational performance, manage resources, and make decisions that support the mission and goals of the Authority Having Jurisdiction (AHJ).

These skill stations are designed to evaluate your ability to apply sound leadership principles, critical thinking, and professional judgment in realistic fire service situations. Success is based on your ability to identify key issues, develop appropriate solutions, 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 III 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, programs, 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 III 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
- Demonstrate leadership, professionalism, and organizational awareness
- Be prepared to defend your decisions and explain how they support your department's mission and operational objectives



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



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

Take your time, organize your thoughts, and approach each scenario as you would in your role as a Fire Officer III.

FST Skills Test

For Fire Officer III testing, FST will randomly select **five of the seven 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 III Practical Skills Examination is designed to evaluate a candidate's ability to perform at the administrative and management 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 III level, candidates are expected to demonstrate competency beyond company-level supervision and incident management. Evaluation focuses on the candidate's ability to develop, manage, evaluate, and improve organizational programs, policies, and operational systems while functioning as a mid-level manager within the Authority Having Jurisdiction (AHJ).

Candidates will be evaluated on their ability to:

- Analyze information and identify organizational needs
- Apply applicable laws, regulations, standards, and AHJ policies
- Develop programs, plans, and recommendations that support organizational objectives
- Demonstrate leadership, management, and administrative decision-making
- Communicate recommendations effectively and professionally
- Defend proposed actions using sound reasoning and supporting information

All plans, programs, recommendations, and actions presented during the practical examination will 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

Evaluators shall:

- Conduct the examination in a fair, objective, and consistent manner
- Follow all applicable IFSAC and AHJ testing procedures
- Evaluate only the actions and information demonstrated by the candidate during the examination



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



- Use the skill sheet checklists and critical failure criteria provided
- Avoid coaching, leading, or assisting the candidate during the evaluation process
- Ensure all candidates are evaluated using the same standards

Examination Methodology

The Fire Officer III practical examination utilizes scenario-based assessments designed to replicate the types of management, administrative, planning, and leadership responsibilities expected of a Fire Officer III.

Candidates are expected to demonstrate the ability to:

- Assess a presented problem or organizational need
- Develop an appropriate solution, plan, program, or recommendation
- Justify decisions using accepted fire service practices and applicable standards
- 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 III 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 the knowledge, skills, and abilities expected of a Fire Officer III



Fire Officer 3

11.2 HUMAN RESOURCE MANAGEMENT

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.1, 11.2.2, 11.2.3, 11.2.4, 11.2.5, 11.2.6, 11.2.7, and 11.2.8

CANDIDATE INSTRUCTIONS

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

You will defend at random 1 of 8 independent skill stations:

- Skill Sheet 1: Staffing Assignment and Deployment Plan (11.2.1)
- Skill Sheet 2: Recruitment Program Development (11.2.2)
- Skill Sheet 3: Hiring and Appointment Procedures (11.2.3)
- Skill Sheet 4: Promotional Program Development (11.2.4)
- Skill Sheet 5: Professional Development Program (11.2.5)
- Skill Sheet 6: Member Benefit Proposal (11.2.6)
- Skill Sheet 7: Member Accommodation Plan (11.2.7)
- Skill Sheet 8: Develop Procedures for Disciplinary Action (11.2.8)

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
- Officer-level decision making
- Leadership and management ability
- Documentation accuracy
- Communication effectiveness

AUTOMATIC FAILURE CONDITIONS FOR ALL SKILLS

- A station is an automatic FAIL if you:
- Fail to satisfy the assigned JPR
- Make unsafe staffing or personnel decisions
- Demonstrate discriminatory or unethical practices
- Fail to provide required documentation
- Fail to follow applicable policies or legal requirements



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



****THIS PAGE INTENTIONALLY LEFT BLANK****



SKILL SHEET #1: Manage Staffing Assignment Across Multiple Units or Areas

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.1

NFPA OBJECTIVE	11.2.1 Manage staffing assignment across multiple units or areas, given the need to adjust staffing and a list of personnel and their capabilities, so that the staffing needs of the organization are met.
Core Purpose	Evaluate available personnel and develop an emergency services deployment plan that meets operational staffing requirements while maintaining safe and effective service delivery.
SCENARIO	☐ SCENARIO 1 — Multiple Station Vacancies ☐ SCENARIO 2 — Wildland Deployment ☐ SCENARIO 3 — Special Operations Coverage
PERFORMANCE OUTCOME	Manage staffing assignments across multiple units or areas, given staffing shortages and personnel qualification information, so that staffing requirements are met, operational readiness is maintained, and personnel are assigned according to their capabilities.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME – PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME - PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

❑ SCENARIO 1 — Multiple Station Vacancies

Scenario

Three firefighters have called in sick on the same shift.

Current vacancies:

- Engine 1 – Firefighter
- Engine 3 – Driver/Operator
- Ladder 1 – Firefighter

Available personnel:

- Firefighter A – Firefighter II
- Firefighter B – Driver/Operator
- Firefighter C – EMT only
- Firefighter D – Hazmat Technician and Driver/Operator

Develop a staffing plan that maintains operational readiness.

❑ SCENARIO 2 — Wildland Deployment

Scenario

A large wildland fire has required deployment of personnel from multiple stations.

Department requirements:

- Maintain minimum staffing at all stations
- Staff one Type 6 Wildland Engine
- Staff one Structure Engine

Available personnel possess varying qualifications.

Develop a staffing plan that meets both wildland and structural response requirements.

❑ SCENARIO 3 — Special Operations Coverage

Scenario

A regional hazardous materials event has occurred.

Requirements:

- Staff Hazmat Response Team
- Maintain structural response capability
- Fill one Battalion staffing vacancy

Personnel available include:

- Two Hazmat Technicians
- One Driver/Operator
- Two Firefighter IIs
- One EMT

Develop a deployment plan that provides adequate coverage for all operational needs.



Human Resource Management

Skill Sheet 1: Manage Staffing Assignment Across Multiple Units or Areas

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.1

TASK	Staffing Analysis • Review available staffing resources • Identify staffing deficiencies • Evaluate personnel qualifications and certifications • Determine critical operational positions Deployment Planning • Assign personnel based on qualifications • Maintain minimum staffing requirements • Maintain operational readiness • Consider special certifications and capabilities Communication • Explain staffing assignments • Justify staffing decisions • Communicate deployment plan clearly
Required Actions	• Review staffing needs • Evaluate available personnel qualifications • Identify staffing deficiencies • Assign personnel based on qualifications • Maintain operational readiness • Justify staffing decisions • Communicate deployment plan
CANDIDATE RESPONSE NOTES TEMPLATE	
Critical Staffing Needs:	
Personnel Available:	
Assignment Plan:	
Justification:	



Human Resource Management

Skill Sheet 1: Manage Staffing Assignment Across Multiple Units or Areas

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified staffing shortages				
2.	Evaluated personnel qualifications				
3.	Maintained minimum staffing requirements				
4.	Assigned personnel according to qualifications and operational needs				
5.	Developed deployment plan				
6.	Communicated decisions effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to meet minimum staffing requirements
- ☐ Assigned personnel to positions for which they are not qualified
- ☐ Failed to consider personnel capabilities and certifications
- ☐ Created a deployment plan that does not meet organizational needs
- ☐ Failed to maintain operational readiness
- ☐ Failed to account for critical operational functions
- ☐ Violated AHJ staffing policies or procedures
- ☐ Failed to communicate staffing assignments
- ☐ Failed to complete the deployment plan

Final Determination:

- ☐ Staffing Plan Meets Organizational Needs
- ☐ Staffing Plan Does Not Meet Organizational Needs

EVALUATOR NOTES:



SKILL SHEET #2: Develop Recruitment Programs for Determining Applicant Qualifications

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.2

NFPA OBJECTIVE	11.2.2 Develop recruitment programs for determining the prequalifications of applicants, given a set of potential applicants, the membership needs of the organization, and recruitment procedures and policies, so that the applicant pool meets the needs of the department.
Core Purpose	Develop a recruitment program that identifies qualified applicants, supports organizational staffing needs, complies with department policies, and creates a diverse and qualified applicant pool.
SCENARIO	☐ SCENARIO 1 — Volunteer Recruitment Shortage ☐ SCENARIO 2 — Diversity and Community Outreach Recruitment ☐ SCENARIO 3 — Combination Department Recruitment Program
PERFORMANCE OUTCOME	Develop a recruitment program for determining applicant prequalifications, given potential applicants, organizational staffing needs, and recruitment policies, so that the applicant pool meets the needs of the department.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME – PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

❑ SCENARIO 1 — Volunteer Recruitment Shortage

Scenario

Your department has experienced a 20% decrease in volunteer membership over the last three years.

Current needs:

- 10 Firefighters
- 4 EMTs
- 2 Driver/Operators

Department policy requires:

- Minimum age of 18
- High school diploma or GED
- Valid driver's license
- Background investigation

Develop a recruitment program that attracts qualified applicants and addresses staffing shortages.

❑ SCENARIO 2 — Diversity and Community Outreach Recruitment

Scenario

The department's workforce does not adequately reflect the demographics of the community served.

Department goals:

- Increase applicant diversity
- Improve community engagement
- Maintain hiring standards

Develop a recruitment strategy that expands outreach while maintaining applicant qualifications and policy compliance.

❑ SCENARIO 3 — Combination Department Recruitment Program

Scenario

Your combination fire department is expanding operations and requires:

- Career Firefighters
- Volunteer Firefighters
- EMTs
- Firefighter/EMTs

Applicants possess varying levels of education, certifications, and experience.

Develop a recruitment program that identifies minimum qualifications and provides pathways for successful applicant selection while meeting organizational staffing needs.



Human Resource Management

Skill Sheet 2: Develop Recruitment Programs for Determining Applicant Qualifications

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.2

TASK	Recruitment Needs Assessment • Review current staffing levels • Identify organizational membership need • Identify recruitment goals • Determine applicant qualification requirements Program Development • Develop recruitment strategies • Identify recruitment methods and outreach opportunities • Establish applicant prequalification standards • Ensure compliance with department policies Applicant Screening • Identify minimum qualifications • Develop applicant evaluation criteria • Communicate recruitment standards • Develop applicant selection recommendations Communication • Communicate recruitment requirements • Explain applicant qualifications • Present recruitment plan • Explain how the program supports department needs
Required Actions	• Review organizational staffing needs • Identify recruitment objectives • Establish applicant prequalification standards • Develop recruitment strategies and outreach methods • Create applicant screening criteria • Ensure compliance with recruitment policies • Communicate recruitment requirements and standards • Present recruitment program
CANDIDATE RESPONSE NOTES TEMPLATE	
Organizational Staffing Need:	
Recruitment Objective:	
Target Applicant Group:	
Minimum Applicant Qualifications:	
Recruitment Strategies:	
Applicant Screening Process:	
Outreach Methods:	
Program Evaluation Method:	



Human Resource Management

Skill Sheet 2: Develop Recruitment Programs for Determining Applicant Qualifications

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified organizational staffing needs				
2.	Developed recruitment objectives				
3.	Established applicant prequalification standards				
4.	Developed recruitment strategies				
5.	Created applicant screening criteria				
6.	Communicated recruitment standards clearly				
7.	Ensured compliance with department policies				
8.	Presented a complete recruitment program				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify organizational staffing needs
- ☐ Failed to establish applicant prequalification standards
- ☐ Failed to develop a recruitment strategy
- ☐ Established discriminatory or unethical recruitment practices
- ☐ Failed to communicate recruitment requirements
- ☐ Failed to comply with department recruitment policies
- ☐ Failed to create applicant screening criteria
- ☐ Failed to present a complete recruitment program

Final Determination:

- ☐ Recruitment Program Meets Organizational Needs
- ☐ Recruitment Program Does Not Meet Organizational Needs

EVALUATOR NOTES:



SKILL SHEET #3: Develop Procedures for Hiring or Appointing Members

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.3

NFPA OBJECTIVE	11.2.3 Develop procedures for hiring or appointing members, given the policies of the AHJ and legal requirements, so that the process is valid, reliable, and nondiscriminatory.
Core Purpose	Develop a hiring or appointment process that complies with AHJ policies and applicable laws while ensuring a fair, consistent, and nondiscriminatory selection process.
SCENARIO	☐ SCENARIO 1 — Career Firefighter Hiring Process ☐ SCENARIO 2 — Volunteer Firefighter Appointment Process ☐ SCENARIO 3 — Fire Officer Promotional Appointment
PERFORMANCE OUTCOME	Develop procedures for hiring or appointing members, given AHJ policies and legal requirements, so that the process is valid, reliable, job-related, and nondiscriminatory.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME – PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

❑ SCENARIO 1 — Career Firefighter Hiring Process

Scenario

Your department is hiring three career firefighters.

Requirements:

- Firefighter I Certification
- EMT Certification
- Valid Driver's License
- Background Investigation
- Physical Ability Test

Develop a hiring process that complies with AHJ policy and employment laws.

❑ SCENARIO 2 — Volunteer Firefighter Appointment Process

Scenario

Your volunteer department has experienced a decline in membership and is recruiting new volunteers.

Requirements:

- Minimum age of 18
- Background Investigation
- Medical Clearance
- Ability to complete recruit training

Develop an appointment process that ensures fairness, consistency, and compliance with department policy.

❑ SCENARIO 3 — Fire Officer Promotional Appointment

Scenario

The department has a vacant Lieutenant position.

Requirements:

- Fire Officer I Certification
- Minimum five years of service
- Positive performance evaluations
- Successful completion of an interview process

Develop a promotional appointment procedure that is valid, reliable, and nondiscriminatory while meeting organizational needs.



Human Resource Management

Skill Sheet 3: Develop Procedures for Hiring or Appointing Members

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.3

TASK	Policy Review • Review AHJ hiring policies • Identify applicable legal requirements • Ensure equal employment opportunity compliance • Identify required applicant qualifications Procedure Development • Establish application process • Develop screening procedures • Establish interview and selection criteria • Ensure documentation requirements are met Communication • Explain hiring procedures • Communicate qualifications and standards • Justify selection process
Required Actions	• Review AHJ policies and procedures • Identify legal and regulatory requirements • Develop a hiring or appointment process • Ensure fairness and consistency • Ensure process is job-related and nondiscriminatory • Present and explain the procedure
CANDIDATE RESPONSE NOTES TEMPLATE	
Position to be Filled:	
Minimum Qualifications:	
Hiring/Appointment Process:	
Interview and Selection Criteria:	
Compliance Measures:	



Human Resource Management

Skill Sheet 3: Develop Procedures for Hiring or Appointing Members

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified applicable AHJ policies				
2.	Identified legal requirements				
3.	Developed a valid hiring/appointment procedure				
4.	Ensured process is job-related and nondiscriminatory				
5.	Included applicant evaluation criteria				
6.	Communicated procedures clearly				

CRITICAL FAILURE ITEMS (check any that apply)

- ☐ Failed to identify required legal considerations
- ☐ Included discriminatory hiring practices
- ☐ Failed to follow AHJ policy
- ☐ Failed to establish objective selection criteria
- ☐ Failed to communicate procedures effectively

Final Determination:

- ☐ Procedure Meets AHJ and Legal Requirements
- ☐ Procedure Does Not Meet AHJ and Legal Requirements

EVALUATOR NOTES:



SKILL SHEET #4: Develop Procedures and Programs for Promoting Members

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.4

NFPA OBJECTIVE	11.2.4 Develop procedures and programs for promoting members, given succession management best practices and applicable policies and legal requirements, so that the process is valid, reliable, job-related, and nondiscriminatory.
Core Purpose	Develop a fair and effective promotional process that supports succession planning, identifies qualified candidates, and complies with AHJ policies and legal requirements.
SCENARIO	☐ SCENARIO 1 – Lieutenant Promotion ☐ SCENARIO 2 – Battalion Chief Succession Planning ☐ SCENARIO 3 – Volunteer Department Officer Promotion
PERFORMANCE OUTCOME	Develop procedures and programs for promoting members, given succession management best practices and applicable policies and legal requirements, so that the process is valid, reliable, job-related, and nondiscriminatory.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME – PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Lieutenant Promotion

Scenario

The department anticipates two Lieutenant retirements within the next 18 months.

Current Requirements:

- Fire Officer I Certification
- Five years of service
- Driver/Operator Certification
- Successful performance evaluations

Develop a promotional process and succession plan to prepare qualified candidates.

☐ SCENARIO 2 — Battalion Chief Succession Planning

Scenario

A Battalion Chief has announced retirement within one year.

Current Considerations:

- Limited number of qualified chief officer candidates
- Inconsistent leadership development opportunities
- Need to maintain organizational continuity
- Desire to prepare future leaders before vacancies occur

The Fire Chief wants a formal succession plan developed to prepare future chief officers.

Develop a promotional program that identifies candidates, validates KSAs, and provides mentoring and development opportunities.

☐ SCENARIO 3 — Volunteer Department Officer Promotion

Scenario

A volunteer fire department needs to fill a Captain position.

Current Considerations:

- Members possess varying levels of certification and training
- Leadership experience differs significantly among candidates
- Limited opportunities for formal officer development
- Need to maintain fairness and transparency throughout the process

Current members have varying levels of certification and leadership experience.

Develop a fair promotional process that encourages professional development while identifying the most qualified candidate for promotion.



Human Resource Management

Skill Sheet 4: Develop Procedures and Programs for Promoting Members

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.4

TASK	Succession Planning - Identify organizational succession needs - Determine position requirements - Evaluate future leadership needs - Validate required KSAs (Knowledge, Skills, and Abilities) Promotional Process Development - Establish promotional requirements - Develop candidate evaluation methods - Ensure compliance with AHJ policy - Ensure fairness and consistency Communication - Communicate promotional requirements - Explain selection process - Encourage professional development - Identify mentoring opportunities
Required Actions	- Determine succession management needs - Validate required KSAs for the position - Develop promotional eligibility requirements - Establish evaluation and selection procedures - Ensure compliance with policies and legal requirements - Explain professional development and mentoring opportunities - Present promotional process
CANDIDATE RESPONSE NOTES TEMPLATE	
Position to be Filled:	
Succession Need Identified:	
Required KSAs:	
Promotional Requirements:	
Selection Process:	
Professional Development Opportunities:	
Mentoring Program:	



Human Resource Management

Skill Sheet 4: Develop Procedures and Programs for Promoting Members

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.4

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified succession management needs				
2.	Validated required KSAs				
3.	Developed promotional requirements				
4.	Established fair evaluation process				
5.	Communicated promotional procedures				
6.	Encouraged professional development				
7.	Included mentoring opportunities				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify succession needs
- ☐ Failed to validate required KSAs
- ☐ Promotional process violates AHJ policy
- ☐ Promotional process is discriminatory or inconsistent
- ☐ Failed to establish objective evaluation criteria
- ☐ Failed to communicate requirements clearly

Final Determination:

- ☐ Promotional Process Meets Requirements
- ☐ Promotional Process Does Not Meet Requirements

EVALUATOR NOTES:



SKILL SHEET #5: Document a Professional Development Program

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.5

NFPA OBJECTIVE	11.2.5 Document methods to facilitate and encourage members to participate in professional development, given a professional development model, so that members achieve their personal and professional goals in alignment with the needs of the organization.
Core Purpose	Develop and document a professional development plan that aligns organizational needs with individual member growth, career advancement, and succession planning.
SCENARIO	☐ SCENARIO 1 — Future Company Officer ☐ SCENARIO 2 — Developing a Future Chief Officer ☐ SCENARIO 3 — Volunteer Firefighter Career Development
PERFORMANCE OUTCOME	Document methods to facilitate and encourage members to participate in professional development, given a professional development model, so that members achieve their personal and professional goals in alignment with organizational needs.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

❑ SCENARIO 1 — Future Company Officer

Scenario

A Firefighter II has expressed interest in becoming a Company Officer.

Current Qualifications:

- Firefighter II
- Driver/Operator
- Three years of service

Develop a professional development plan to prepare the member for promotion to Lieutenant within five years.

❑ SCENARIO 2 — Developing a Future Chief Officer

Scenario

A Captain has demonstrated strong leadership potential and is being considered for future Battalion Chief responsibilities.

Current Considerations:

- Limited chief officer succession planning
- Need to develop administrative and management skills
- Desire to prepare future leaders before promotional opportunities arise
- Organizational need for leadership continuity

Develop a professional development plan that includes leadership training, mentoring, certifications, and educational opportunities.

❑ SCENARIO 3 — Volunteer Firefighter Career Development

Scenario

A volunteer firefighter wants to increase their involvement and pursue leadership opportunities within the department.

Current Considerations:

- Limited availability due to work and family commitments
- Varying levels of training and certification among members
- Need to develop future department leaders
- Desire to improve retention and member engagement

Develop a professional development plan that balances volunteer availability with department succession needs while encouraging continued participation and growth.



Human Resource Management

Skill Sheet 5: Document a Professional Development Program

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.5

TASK	Professional Development Assessment • Evaluate member potential • Identify strengths and development needs • Assess organizational staffing and succession needs • Identify future leadership opportunities Development Plan Creation • Create a professional development plan • Recommend training, education, and certifications • Establish timelines and measurable goals • Align member goals with organizational objectives Mentoring and Coaching • Identify mentoring opportunities • Recommend coaching strategies • Support individual career growth • Encourage continuing education Communication • Communicate development plan • Explain expectations and milestones • Document progress and evaluation methods
Required Actions	• Evaluate member potential • Develop an individualized professional development plan • Recommend training and education opportunities • Identify mentoring and coaching methods • Align plan with organizational needs • Communicate plan clearly • Establish measurable goals and timelines
CANDIDATE RESPONSE NOTES TEMPLATE	
Member Position:	
Career Goal:	
Strengths Identified:	
Development Needs:	
Recommended Training/Education:	
Mentoring/Coaching Plan:	
Timeline and Milestones:	
Evaluation Method:	



Human Resource Management

Skill Sheet 5: Document a Professional Development Program

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.5

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Evaluated member potential				
2.	Identified development needs				
3.	Developed professional development plan				
4.	Recommended training and education opportunities				
5.	Included mentoring and coaching methods				
6.	Aligned plan with organizational goals				
7.	Communicated plan effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to evaluate member potential
- ☐ Failed to identify development needs
- ☐ Failed to create a professional development plan
- ☐ Failed to align plan with organizational needs
- ☐ Failed to include mentoring or coaching opportunities
- ☐ Failed to communicate plan clearly

Final Determination:

- ☐ Professional Development Plan Meets Organizational Needs
- ☐ Professional Development Plan Does Not Meet Organizational Needs

EVALUATOR NOTES:



SKILL SHEET #6: Develop a Proposal for Improving a Member Benefit

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.6

NFPA OBJECTIVE	11.2.6 Develop a proposal for improving a member benefit or a new member benefit, given a need in the organization, so that adequate information is included to justify the requested benefit improvement.
Core Purpose	Analyze current member benefits and develop a proposal that addresses an identified organizational need while supporting recruitment, retention, wellness, professional development, or employee satisfaction.
SCENARIO	☐ SCENARIO 1 — Tuition Assistance Program ☐ SCENARIO 2 — Firefighter Wellness Program ☐ SCENARIO 3 — Volunteer Recruitment and Retention Incentive
PERFORMANCE OUTCOME	Develop a proposal for improving a member benefit or implementing a new member benefit, given a need in the organization, so that adequate information is included to justify the requested benefit improvement.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

□ SCENARIO 1 — Tuition Assistance Program

Scenario

The department has experienced difficulty recruiting and retaining future officers. Member surveys indicate employees want assistance pursuing higher education and fire service certifications.

Current Considerations:

- Limited participation in higher education programs
- Difficulty developing future leaders
- Budget constraints and funding considerations
- Desire to improve recruitment and retention

Develop a proposal for a tuition assistance reimbursement program.

□ SCENARIO 2 — Firefighter Wellness Program

Scenario

The department has seen an increase in work-related injuries and employee wellness concerns. Several members have requested access to fitness and wellness resources.

Current Considerations:

- Increased injury rates and workers' compensation claims
- Growing concerns regarding firefighter health and wellness
- Need to improve physical fitness and injury prevention
- Desire to enhance employee morale and retention

Develop a proposal for a firefighter wellness and fitness benefit.

□ SCENARIO 3 — Volunteer Firefighter Career Development

Scenario

A volunteer fire department has experienced declining membership and reduced participation. Department leadership is considering implementing a volunteer incentive benefit.

Current Considerations:

- Difficulty recruiting and retaining volunteers
- Increased training and operational demands
- Limited financial resources
- Need to improve member engagement and organizational sustainability

Develop a proposal for a recruitment and retention incentive program that supports organizational goals and volunteer participation.



Human Resource Management

Skill Sheet 6: Develop a Proposal for Improving a Member Benefit

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.6

TASK	Benefit Evaluation - Analyze current member benefits - Identify organizational needs - Review recruitment and retention concerns - Assess member feedback Proposal Development - Identify benefit improvement or new benefit - Analyze advantages and disadvantages - Estimate costs and resource requirements - Justify recommendation Communication - Explain proposed benefit - Describe organizational impact - Present supporting data - Communicate recommendation clearly
Required Actions	- Analyze current member benefits - Identify organizational need - Develop a benefit improvement proposal - Estimate costs and resource requirements - Explain organizational impact - Present supporting justification - Communicate recommendation clearly
CANDIDATE RESPONSE NOTES TEMPLATE	
Benefit Evaluated:	
Organizational Need:	
Current Benefit Analysis:	
Proposed Improvement/New Benefit:	
Estimated Cost:	
Benefits to Organization:	
Benefits to Members:	
Recommendation:	



Human Resource Management

Skill Sheet 6: Develop a Proposal for Improving a Member Benefit

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.6

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified staffing shortages				
2.	Evaluated personnel qualifications				
3.	Maintained minimum staffing requirements				
4.	Determine if notice is administratively valid				
5.	Developed deployment plan				
6.	Communicated decisions effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify organizational need
- ☐ Failed to analyze current benefits
- ☐ Failed to provide adequate justification
- ☐ Failed to include cost/resource considerations
- ☐ Recommendation conflicts with organizational policies
- ☐ Failed to communicate proposal clearly

Final Determination:

- ☐ Proposal Adequately Supports Benefit Improvement
- ☐ Proposal Does Not Adequately Support Benefit Improvement

EVALUATOR NOTES:



SKILL SHEET #7: Develop Procedures for Managing Member Problems and Grievances

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.7

NFPA OBJECTIVE	11.2.7 Develop procedures for managing member problems and grievances, given policies and legal requirements, so that the problems are addressed fairly, consistently, and in accordance with organizational procedures.
Core Purpose	Develop a fair, consistent, and legally compliant process for addressing member concerns, complaints, disputes, and grievances while maintaining organizational effectiveness and employee morale.
SCENARIO	☐ SCENARIO 1 — Promotional Process Grievance ☐ SCENARIO 2 — Shift Assignment Complaint ☐ SCENARIO 3 — Workplace Conduct Grievance
PERFORMANCE OUTCOME	Develop procedures for managing member problems and grievances, given policies and legal requirements, so that problems are addressed fairly, consistently, and in accordance with organizational procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Promotional Process Grievance

Scenario

A firefighter files a formal grievance claiming the promotional process for Lieutenant was unfair and inconsistent with department policy.

The member alleges:

- Testing criteria were changed during the process
- Candidates were not evaluated equally
- Policy requirements were not followed

Develop a procedure to review and address the grievance.

☐ SCENARIO 2 — Shift Assignment Complaint

Scenario

Several members submit a complaint regarding recent shift assignments.

The members claim:

- Assignments are not being distributed fairly
- Favoritism may be occurring
- Existing staffing policies are being inconsistently applied

Develop a process to investigate and address the complaint.

☐ SCENARIO 3 — Workplace Conduct Grievance

Scenario

A firefighter submits a grievance alleging inappropriate workplace behavior by a supervisor.

The complaint includes:

- Unprofessional communication
- Inconsistent treatment of personnel
- Concerns about retaliation

Develop a procedure that addresses the grievance while ensuring fairness, confidentiality, and compliance with organizational policies.



Human Resource Management

Skill Sheet 7: Develop Procedures for Managing Member Problems and Grievances

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.7

TASK	Policy and Procedure Review • Review grievance procedures • Identify applicable policies • Review legal and contractual requirements • Ensure procedural compliance Problem Resolution • Identify the issue or grievance • Determine appropriate resolution process • Ensure fairness and consistency • Maintain confidentiality Documentation • Document complaint or grievance • Document actions taken • Document findings and recommendations • Ensure record retention requirements are met Communication • Communicate procedures clearly • Explain rights and responsibilities • Maintain professional and respectful interactions • Provide resolution recommendations
Required Actions	• Review applicable policies and procedures • Identify nature of grievance or problem • Develop grievance resolution process • Ensure procedural fairness • Maintain confidentiality • Document actions and findings • Communicate recommendations
CANDIDATE RESPONSE NOTES TEMPLATE	
Issue or Grievance Identified:	
Applicable Policy:	
Investigation/Review Process:	
Actions Taken:	
Recommended Resolution:	
Documentation Required:	



Human Resource Management

Skill Sheet 7: Develop Procedures for Managing Member Problems and Grievances

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.7

	EVALUATOR CHECKLIST	1 st Attempt		2 nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified applicable policy and procedures				
2.	Identified nature of grievance/problem				
3.	Developed fair resolution process				
4.	Ensured confidentiality and procedural fairness				
5.	Documented required actions				
6.	Recommended appropriate resolution				
7.	Communicated process clearly				

CRITICAL FAILURE ITEMS

- ☐ Failed to follow grievance policy
- ☐ Failed to ensure procedural fairness
- ☐ Violated confidentiality requirements
- ☐ Failed to document findings
- ☐ Ignored legal or contractual requirements
- ☐ Failed to communicate resolution process

Final Determination:

- ☐ Grievance Process Complies with Policy
- ☐ Grievance Process Does Not Comply with Policy

EVALUATOR NOTES:



SKILL SHEET #8: Develop Procedures for Disciplinary Action

Human Resource Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.8

NFPA OBJECTIVE	11.2.8 Develop procedures for disciplinary action, given policies and legal requirements, so that disciplinary actions are fair, consistent, progressive, and compliant with organizational procedures.
Core Purpose	Develop a disciplinary process that ensures accountability, procedural fairness, consistency, documentation, and compliance with AHJ policies and legal requirements.
SCENARIO	☐ SCENARIO 1 — Repeated Tardiness ☐ SCENARIO 2 — Failure to Complete Required Training ☐ SCENARIO 3 — Unprofessional Conduct
PERFORMANCE OUTCOME	Develop procedures for disciplinary action, given policies and legal requirements, so that disciplinary actions are administered fairly, consistently, progressively, and in accordance with organizational requirements.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Repeated Tardiness

Scenario

A firefighter has been late for duty six times in the last three months.

Personnel file contains:

- Documented verbal counseling
- Written warning issued 30 days ago
- No improvement in attendance

Develop a disciplinary process and recommendation consistent with department policy.

☐ SCENARIO 2 — Failure to Complete Required Training

Scenario

A member repeatedly fails to complete mandatory annual training despite multiple reminders.

Personnel file contains:

- Training notices
- Supervisor counseling documentation
- Prior corrective action meeting

Develop a disciplinary procedure and corrective action plan.

☐ SCENARIO 3 — Unprofessional Conduct

Scenario

A firefighter is accused of unprofessional behavior toward another member during a department event.

Available information includes:

- Written complaint
- Witness statements
- Prior counseling for similar conduct

Develop a disciplinary process that ensures fairness, documentation, and policy compliance.



Human Resource Management

Skill Sheet 8: Develop Procedures for Disciplinary Action

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.8

TASK	Policy Review • Review disciplinary policies and procedures • Identify applicable legal requirements • Ensure due process protections • Determine disciplinary authority levels Disciplinary Process Development • Establish progressive discipline procedures • Identify documentation requirements • Ensure consistency and fairness • Define corrective action measures Documentation • Document violations • Document corrective actions • Document disciplinary decisions • Maintain personnel records Communication • Communicate disciplinary expectations • Explain corrective action process • Maintain professionalism and confidentiality • Explain appeal or grievance rights
Required Actions	• Review disciplinary policies • Identify violation and applicable policy • Develop disciplinary process • Ensure progressive discipline principles • Establish documentation requirements • Protect due process rights • Communicate disciplinary procedures
CANDIDATE RESPONSE NOTES TEMPLATE	
Violation Identified:	
Applicable Policy:	
Recommended Disciplinary Action:	
Progressive Discipline Steps:	
Documentation Required:	
Corrective Action Plan:	



Human Resource Management

Skill Sheet 8: Develop Procedures for Disciplinary Action

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.2.8

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified applicable policy				
2.	Applied progressive discipline principles				
3.	Ensured procedural fairness				
4.	Identified required documentation				
5.	Protected employee due process rights				
6.	Recommended appropriate corrective action				
7.	Communicated disciplinary process clearly				

CRITICAL FAILURE ITEMS

- ☐ Failed to follow disciplinary policy
- ☐ Failed to ensure due process
- ☐ Recommended disciplinary action inconsistent with policy
- ☐ Failed to document disciplinary actions
- ☐ Violated confidentiality requirements
- ☐ Failed to communicate corrective action process

Final Determination:

- ☐ Disciplinary Process Complies with Policy
- ☐ Disciplinary Process Does Not Comply with Policy

EVALUATOR NOTES:



Fire Officer 3

11.3 COMMUNITY AND GOVERNMENT RELATIONS

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.3.1

CANDIDATE INSTRUCTIONS

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

You will defend 1 of 1 independent skill stations:

- Skill Sheet 9: Develop a Community Risk Reduction (CRR) Program (11.3.1)

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

- Community risk assessment analysis and interpretation
- NFPA 1300 and NFPA 1020/1021 JPR alignment
- Officer-level decision making
- Community partnership development Leadership and program management ability
- Documentation accuracy
- Communication effectiveness
- Ability to establish measurable outcomes

AUTOMATIC FAILURE CONDITIONS

- Fail to satisfy the assigned JPR
- Fail to analyze and apply the provided risk assessment data
- Fail to identify the primary community risk
- Fail to develop a Community Risk Reduction (CRR) strategy
- Fail to establish measurable program outcomes
- Fail to identify appropriate community stakeholders or partners
- Fail to communicate program objectives and desired outcomes
- Fail to follow applicable policies or NFPA 1300 principles



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



****THIS PAGE INTENTIONALLY LEFT BLANK****



SKILL SHEET #9: Develop a Community Risk Reduction (CRR) Program

Community and Government Relations

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.3.1

NFPA OBJECTIVE	11.2.8 Develop a Community Risk Reduction (CRR) program based on NFPA 1300, given risk assessment data, so that program outcomes are met.
Core Purpose	Develop a Community Risk Reduction (CRR) program using community risk assessment data and NFPA 1300 principles to address identified hazards, reduce risk, improve community safety, and achieve measurable outcomes.
SCENARIO	☐ SCENARIO 1 — Residential Cooking Fires ☐ SCENARIO 2 — Wildland Urban Interface (WUI) Risk ☐ SCENARIO 3 — Older Adult Fall Prevention
PERFORMANCE OUTCOME	Develop a Community Risk Reduction (CRR) program based on NFPA 1300, given risk assessment data, so that identified risks are addressed and program outcomes are achieved.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Residential Cooking Fires

Scenario

The department's annual risk assessment identifies a significant increase in residential cooking fires.

Data indicates:

- 38% of structure fires originate in kitchens
- Most incidents occur between 5:00 PM and 8:00 PM
- High concentration among senior citizens and first-time homeowners

Develop a Community Risk Reduction program designed to reduce residential cooking fires.

☐ SCENARIO 2 — Wildland Urban Interface (WUI) Risk

Scenario

Community risk assessment data identifies increased wildfire risk in the Wildland Urban Interface.

Data indicates:

- Increased residential development near forested areas
- Rising number of wildfire responses
- Limited public understanding of defensible space

Develop a Community Risk Reduction program to reduce wildfire risk and improve community preparedness.

☐ SCENARIO 3 — Older Adult Fall Prevention

Scenario

EMS incident data shows a significant increase in fall-related responses involving adults over age 65.

Data indicates:

- Falls account for 22% of EMS responses
- Repeat calls from the same residences
- Lack of awareness regarding home safety hazards

Develop a Community Risk Reduction program that addresses fall prevention and community education.



Community and Government Relations

Skill Sheet 9: Develop a Community Risk Reduction (CRR) Program

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.3.1

TASK	Community Risk Assessment - Review community risk assessment data - Identify trends and recurring incidents - Analyze demographics and target populations - Determine the highest priority risk Program Development - Develop a CRR strategy based on NFPA 1300 - Identify prevention, education, enforcement, engineering, or emergency response initiatives - Establish measurable goals and objectives - Develop implementation methods Stakeholder Engagement - Identify community partners and stakeholders - Develop collaboration opportunities - Promote community involvement Communication - Present risk assessment findings - Explain program components - Communicate expected outcomes - Describe evaluation methods
Required Actions	- Analyze and interpret risk assessment data - Identify the primary community risk - Develop a Community Risk Reduction program - Establish measurable goals and outcomes - Identify community partners and stakeholders - Develop implementation and evaluation methods - Present and communicate the program
CANDIDATE RESPONSE NOTES TEMPLATE	
Community Risk Identified:	
Supporting Risk Assessment Data:	
Target Population:	
CRR Program Goal:	
Community Partners:	
Implementation Plan:	
Expected Outcomes:	
Evaluation Method:	



Community and Government Relations

Skill Sheet 9: Develop a Community Risk Reduction (CRR) Program

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.3.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Analyzed and interpreted risk assessment data				
2.	Identified the primary community risk				
3.	Developed an appropriate CRR strategy				
4.	Established measurable goals and outcomes				
5.	Identified community partners and stakeholders				
6.	Developed implementation plan				
7.	Communicated desired outcomes effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify community risks
- ☐ Failed to analyze assessment data
- ☐ Failed to develop a CRR strategy
- ☐ Failed to establish measurable outcomes
- ☐ Failed to identify community partners
- ☐ Failed to communicate program elements

Final Determination:

- ☐ CRR Program Meets NFPA 1300 Principles
- ☐ CRR Program Does Not Meet NFPA 1300 Principles

EVALUATOR NOTES:



Fire Officer 3

11.4 ADMINISTRATION

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.1, 11.4.2, 11.4.3, 11.4.4, 11.4.5, and 11.4.6

CANDIDATE INSTRUCTIONS

You are a Fire Officer III candidate completing the Administration practical exam..

You will defend at random 1 of 6 independent skill stations:

- Skill Sheet 10: Department Budget Proposal (11.4.1)
- Skill Sheet 11: Budget Management System Development (11.4.2)
- Skill Sheet 12: Purchasing and Bid Process Management (11.4.3)
- Skill Sheet 13: Records Management Program Evaluation (11.4.4)
- Skill Sheet 14: Records and Data Analysis (11.4.5)
- Skill Sheet 15: Quality Assurance (QA) Program Development (11.4.6)

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 processes and procedures.

GENERAL EVALUATION RULES

- Policy compliance (AHJ SOP/SOG)
- NFPA 1021 / 1020 JPR alignment
- Officer-level decision making
- Leadership and management ability
- Fiscal and administrative knowledge
- Documentation accuracy
- Communication effectiveness

AUTOMATIC FAILURE CONDITIONS FOR ALL SKILLS

- Fail to satisfy the assigned JPR
- Fail to follow fiscal, purchasing, or administrative policies
- Make unsafe or unethical administrative decisions
- Fail to provide required documentation
- Fail to identify legal, regulatory, or compliance requirements
- Demonstrate inability to analyze data or records accurately
- Fail to communicate findings, recommendations, or procedures effectively



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



****THIS PAGE INTENTIONALLY LEFT BLANK****



SKILL SHEET #10: Prepare a Departmental Budget Proposal

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.1

NFPA OBJECTIVE	11.4.1 Prepare a departmental budget proposal, given budgetary guidelines, program needs, emergency services provided, and delivery expense projections, so that all guidelines are followed, and the budget identifies all program needs.
Core Purpose	Develop a departmental budget proposal that accurately identifies operational needs, projects expense, complies with budget guidelines, and supports the delivery of emergency services.
SCENARIO	☐ SCENARIO 1 — Training Division Budget ☐ SCENARIO 2 — Apparatus Replacement Budget ☐ SCENARIO 3 — Community Risk Reduction Program Budget
PERFORMANCE OUTCOME	Prepare a departmental budget proposal, given budgetary guidelines, program needs, emergency services provided, and delivery expense projections, so that all guidelines are followed and the budget identifies all program needs.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Training Division Budget

Scenario

The Training Division is preparing its annual budget.

Program Needs:

- Replacement of aging training props
- Instructor development courses
- Student manuals and materials
- Testing and certification supplies

Budget Limitation:

- Maximum increase of 5% over previous fiscal year

Prepare a budget proposal that supports training operations while remaining within budget limitations.

☐ SCENARIO 2 — Apparatus Replacement Budget

Scenario

The department has identified the need to replace a 20-year-old engine.

Program Needs:

- Apparatus replacement fund contribution
- Equipment transfer costs
- Training for new apparatus operations

Budget Limitation:

- Capital improvement budget available is limited

Prepare a budget proposal identifying funding priorities and projected expenses.

☐ SCENARIO 3 — Community Risk Reduction Program Budget

Scenario

The department is implementing a new Community Risk Reduction program.

Program Needs:

- Public education materials
- Smoke alarm installation supplies
- Community outreach events
- Program evaluation tools

Budget Limitation:

- Fixed annual CRR budget allocation

Prepare a budget proposal that supports program goals and community needs.



Administration

Skill Sheet 10: Prepare a Departmental Budget Proposal

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.1

TASK	Budget Analysis • Review budget guidelines • Review current budget information • Identify program and operational needs • Estimate project and operational costs Budget Development • Prioritize expenditures • Develop expense projections • Complete budget proposal • Ensure compliance with budget limitations Documentation • Organize and format budget information • Complete required purchase requests • Document supporting justifications • Identify funding requirements Communication • Present budget proposal • Explain program needs • Justify expenditures • Communicate projected costs
Required Actions	• Review budget guidelines and restrictions • Identify program and operational needs • Estimate project and operational costs • Develop expense projections • Prepare a budget proposal • Complete required purchase requests • Organize and present budget information • Communicate and justify recommendations
CANDIDATE RESPONSE NOTES TEMPLATE	
Program/Division:	
Budget Guidelines:	
Program Needs Identified:	
Proposed Expenditures:	
Expense Projections:	
Purchase Requests:	
Budget Justification:	
Final Recommendation:	



Administration

Skill Sheet 10: Prepare a Departmental Budget Proposal

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified program and operational needs				
2.	Estimated project and operational costs accurately				
3.	Developed realistic expense projections				
4.	Completed required purchase requests				
5.	Organized and formatted budget information properly				
6.	Prepared a complete budget proposal				
7.	Communicated and justified recommendations effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify major program needs
- ☐ Failed to estimate project costs
- ☐ Failed to prepare a complete budget proposal
- ☐ Budget exceeds established guidelines without justification
- ☐ Failed to complete required purchase requests
- ☐ Failed to communicate budget recommendations

Final Determination:

- ☐ Budget Proposal Meets Organizational Requirements
- ☐ Budget Proposal Does Not Meet Organizational Requirements

EVALUATOR NOTES:



SKILL SHEET #11: Develop a Budget Management System

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.2

NFPA OBJECTIVE	11.4.2 Develop a budget management system, given fiscal and financial policies and federal, state, tribal, provincial, and local laws, so that the division or department stays within budgetary authority.
Core Purpose	Develop a budget management system that provides accountability, fiscal oversight, expenditure tracking, and compliance with organizational policies and applicable laws.
SCENARIO	☐ SCENARIO 1 — Training Division Budget Oversight ☐ SCENARIO 2 — Multi-Station Fire Department ☐ SCENARIO 3 — Grant-Funded Program Management
PERFORMANCE OUTCOME	Develop a budget management system, given fiscal and financial policies and applicable laws, so that the division or department stays within budgetary authority.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Training Division Budget

Scenario

The Training Division has experienced several unplanned expenditures resulting in budget overruns during the previous fiscal year.

Requirements:

- Improve expenditure tracking
- Establish spending approval procedures
- Prevent future budget overruns

Develop a budget management system to improve fiscal accountability.

☐ SCENARIO 2 — Multi-Station Fire Department

Scenario

A department operates three stations with separate operational budgets.

Issues Identified:

- Inconsistent purchasing practices
- Delayed financial reporting
- Lack of spending oversight

Develop a budget management system that standardizes fiscal management across all stations.

☐ SCENARIO 3 — Grant-Funded Program Management

Scenario

The department has received a federal grant to support equipment purchases and firefighter training.

Requirements:

- Track grant expenditures separately
- Ensure compliance with grant requirements
- Provide accurate financial reporting

Develop a budget management system that maintains compliance and accountability.



Administration

Skill Sheet 11: Develop a Budget Management System

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.2

TASK	Budget Management Assessment • Review fiscal policies and procedures • Review spending authority limits • Review purchasing and reporting requirements • Identify budget monitoring needs System Development • Develop expenditure tracking procedures • Establish approval processes • Establish reporting requirements • Develop methods to monitor budget performance Compliance • Ensure compliance with fiscal policies • Ensure compliance with applicable laws • Establish accountability measures • Identify corrective action procedures Communication • Explain budget management process • Communicate spending authority requirements • Explain reporting procedures • Present the completed budget management system
Required Actions	• Review fiscal and financial policies • Identify budget control requirements • Develop expenditure tracking procedures • Develop spending approval procedures • Establish reporting and accountability measures • Ensure compliance with applicable laws and policies • Develop corrective action procedures for budget variances • Present and communicate the budget management system
CANDIDATE RESPONSE NOTES TEMPLATE	
Budget Authority:	
Expenditure Tracking Method:	
Approval Process:	
Reporting Requirements:	
Compliance Measures:	
Corrective Action Procedures:	
Budget Management System Summary:	



Administration

Skill Sheet 11: Develop a Budget Management System

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified fiscal and budget requirements				
2.	Developed expenditure tracking procedures				
3.	Established approval processes				
4.	Established reporting requirements				
5.	Ensured compliance with policies and laws				
6.	Developed accountability measures				
7.	Identified corrective action procedures				
8.	Communicated the system effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify budget control requirements
- ☐ Failed to establish expenditure tracking procedures
- ☐ Failed to establish spending approval procedures
- ☐ Failed to comply with fiscal policies or applicable laws
- ☐ Failed to establish accountability measures
- ☐ Failed to identify corrective actions for budget overruns
- ☐ Failed to present a complete budget management system

Final Determination:

- ☐ Budget Management System Meets Organizational Requirements
- ☐ Budget Management System Does Not Meet Organizational Requirements

EVALUATOR NOTES:



SKILL SHEET #12: Purchasing and Bid Process Management

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.3

NFPA OBJECTIVE	11.4.3 Direct the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding so that the needs of the organization are met within applicable laws and regulations.
Core Purpose	Direct the purchasing process by developing specifications, soliciting bids, evaluating proposals, and recommending an award that complies with organizational policies, purchasing regulations, and budgetary requirements.
SCENARIO	☐ SCENARIO 1 — Self-Contained Breathing Apparatus (SCBA) Purchase ☐ SCENARIO 2 — Fire Apparatus Purchase ☐ SCENARIO 3 — Records Management Software
PERFORMANCE OUTCOME	Direct the process of purchasing, including soliciting and awarding bids, given established specifications, in order 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 EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Self-Contained Breathing Apparatus (SCBA) Purchase

Scenario

The department has received funding to purchase 20 new SCBA units.

Requirements:

- Must meet current NFPA standards
- Budget limit: \$180,000
- Three vendor bids have been received

Evaluate the bids and recommend a vendor award.

☐ SCENARIO 2 — Fire Apparatus Purchase

Scenario

The department is replacing an aging Type I Engine.

Requirements:

- Established apparatus specifications provided
- Capital budget allocation approved
- Competitive bids have been received from three manufacturers

Evaluate the proposals and recommend an award.

☐ SCENARIO 3 — Records Management Software

Scenario

The department is implementing a new records management system (RMS).

Requirements:

- Integration with existing CAD system
- Secure data storage
- User training included
- Budget limitations apply

Evaluate vendor proposals and recommend a purchasing decision.



Administration

Skill Sheet 12: Purchasing and Bid Process Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.3

TASK	Purchasing Assessment • Review operational needs • Review established specifications • Review budget limitations • Review purchasing policies and regulations Bid Process Management • Develop or review bid specifications • Ensure competitive bidding procedures • Evaluate vendor proposals • Compare bids against specifications Award Recommendation • Identify the most responsive and responsible bidder • Verify compliance with purchasing requirements • Justify award recommendation • Document purchasing decision Communication • Explain purchasing process • Present bid evaluation findings • Communicate award recommendation • Explain compliance with regulations
Required Actions	• Review purchasing specifications • Verify compliance with procurement policies • Evaluate bid proposals • Compare bids to established specifications • Identify the most responsive and responsible bidder • Develop an award recommendation • Document purchasing decisions • Present and communicate recommendations
CANDIDATE RESPONSE NOTES TEMPLATE	
Project/Item Being Purchased:	
Operational Need:	
Specifications Reviewed:	
Bids Evaluated:	
Vendor Comparison:	
Recommended Vendor:	
Justification for Award:	
Compliance Considerations:	



Administration

Skill Sheet 12: Purchasing and Bid Process Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed operational needs and specifications				
2.	Applied purchasing policies and regulations				
3.	Evaluated vendor bids appropriately				
4.	Compared bids against specifications				
5.	Identified the most responsive and responsible bidder				
6.	Developed an award recommendation				
7.	Documented purchasing decision				
8.	Communicated recommendation effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to follow purchasing policies or procurement regulations
- ☐ Failed to ensure competitive bidding requirements
- ☐ Failed to evaluate bids against specifications
- ☐ Recommended a vendor that does not meet specifications
- ☐ Failed to consider budget limitations
- ☐ Failed to document purchasing decisions
- ☐ Demonstrated favoritism, bias, or unethical purchasing practices
- ☐ Failed to communicate award recommendation

Final Determination:

- ☐ Purchasing Recommendation Meets Organizational Requirements
- ☐ Purchasing Recommendation Does Not Meet Organizational Requirements

EVALUATOR NOTES:



SKILL SHEET #13: Evaluate a Records Management Program

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.4

NFPA OBJECTIVE	11.4.4 Evaluate the department's records management program, given organizational run reports, emergency response records, report storage and retrieval methods, and access to records, so that the program is assessed for compliance with applicable laws.
Core Purpose	Evaluate the department's records management program to determine compliance with organizational policies, records retention requirements, privacy laws, and applicable local, state, and federal regulations.
SCENARIO	☐ SCENARIO 1 — Paper-Based Records System ☐ SCENARIO 2 — Electronic Records Management System ☐ SCENARIO 3 — Public Records Request Audit
PERFORMANCE OUTCOME	Evaluate the department's records management program, given organizational run reports, emergency response records, report storage and retrieval methods, and access to records, so that the program is assessed for compliance with applicable laws.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

❑ SCENARIO 1 — Paper-Based Records System

Scenario

The department continues to maintain most incident reports in paper files.

Issues Identified:

- Reports are difficult to locate
- Several records are missing
- No documented retention schedule exists
- Access to records is not controlled

Evaluate the records management program and recommend improvements.

❑ SCENARIO 2 — Electronic Records Management System

Scenario

The department recently implemented a new electronic RMS system.

Issues Identified:

- Inconsistent report completion
- Limited user access controls
- No formal backup procedure
- Personnel are unsure of retention requirements

Evaluate the records management program and recommend improvements.

❑ SCENARIO 3 — Public Records Request Audit

Scenario

The department has received several complaints regarding delayed responses to public records requests.

Issues Identified:

- Retrieval process is inconsistent
- Records are stored in multiple locations
- Access procedures vary by division
- Documentation of requests is incomplete

Evaluate the records management program and recommend improvements.



Administration

Skill Sheet 13: Evaluate a Records Management Program

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.4

TASK	Records Management Review • Review report storage methods • Review report retrieval procedures • Review records retention requirements • Review confidentiality and access controls Compliance Evaluation • Evaluate compliance with applicable laws • Evaluate records retention practices • Evaluate security and confidentiality measures • Identify deficiencies or compliance issues Program Assessment • Assess effectiveness of records management system • Evaluate report accessibility and retrieval • Identify recommended improvements • Document findings Communication • Communicate findings and recommendations • Explain compliance concerns • Present improvement recommendations • Document evaluation results
Required Actions	• Review records management policies and procedures • Evaluate records storage and retrieval methods • Determine compliance with records retention requirements • Evaluate confidentiality and access controls • Identify deficiencies or compliance concerns • Develop recommendations for improvement • Document findings and recommendations • Present evaluation results
CANDIDATE RESPONSE NOTES TEMPLATE	
Records Management System Reviewed:	
Records Retention Requirements:	
Storage and Retrieval Assessment:	
Access and Confidentiality Assessment:	
Compliance Issues Identified:	
Recommended Improvements:	
Overall Program Assessment:	



Administration

Skill Sheet 13: Evaluate a Records Management Program

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.4

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed records management procedures				
2.	Evaluated storage and retrieval methods				
3.	Assessed retention requirements				
4.	Evaluated confidentiality and access controls				
5.	Identified compliance deficiencies				
6.	Developed improvement recommendations				
7.	Documented findings appropriately				
8.	Communicated results effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify records retention deficiencies
- ☐ Failed to identify confidentiality or access violations
- ☐ Failed to evaluate storage or retrieval methods
- ☐ Failed to identify non-compliance with applicable laws
- ☐ Failed to document findings and recommendations
- ☐ Recommended actions that violate records management requirements
- ☐ Failed to communicate evaluation results

Final Determination:

- ☐ Records Management Program Complies with Requirements
- ☐ Records Management Program Does Not Comply with Requirements

EVALUATOR NOTES:



SKILL SHEET #14: Analyze and Interpret Records and Data

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.5

NFPA OBJECTIVE	11.4.5 Analyze and interpret records and data, given records systems, so that validity is determined and improvements are recommended.
Core Purpose	Analyze and interpret organizational records and operational data to determine validity, identify trends, evaluate performance, and recommend improvements that support organizational effectiveness and service delivery.
SCENARIO	☐ SCENARIO 1 — Response Time Analysis ☐ SCENARIO 2 — Training Compliance Review ☐ SCENARIO 3 — EMS Performance Evaluation
PERFORMANCE OUTCOME	Analyze and interpret records and data, given records systems, so that validity is determined, and improvements are recommended.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Response Time Analysis

Scenario

The department has experienced increasing complaints regarding emergency response times.

Data Provided:

- Three years of response-time reports
- Unit-hour utilization reports
- Staffing records
- Incident volume trends

Analyze the data and develop recommendations to improve response performance.

☐ SCENARIO 2 — Training Compliance Review

Scenario

The Training Division reports declining compliance with annual training requirements.

Data Provided:

- Training completion records
- Certification expiration reports
- Attendance records
- Department training requirements

Analyze the data and develop recommendations to improve compliance.

☐ SCENARIO 3 — EMS Performance Evaluation

Scenario

The department is evaluating EMS service delivery.

Data Provided:

- EMS incident reports
- Patient care documentation
- Response-time data
- Quality improvement reports

Analyze the records and identify opportunities for improvement in EMS service delivery.



Administration

Skill Sheet 14: Analyze and Interpret Records and Data

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.5

TASK	Data Review • Review records and reports • Evaluate data accuracy and completeness • Identify trends and patterns • Verify validity of information Data Analysis • Analyze operational performance • Compare data against organizational goals • Identify deficiencies or concerns • Determine contributing factors Recommendations • Develop improvement recommendations • Identify corrective actions • Prioritize organizational needs • Support recommendations with data Communication • Present findings • Explain data trends • Justify recommendations • Document conclusions
Required Actions	• Review and validate records and data • Identify trends, patterns, and performance indicators • Determine data validity and reliability • Identify operational strengths and deficiencies • Develop recommendations for improvement • Support recommendations with data analysis • Document findings and conclusions • Present analysis and recommendations
CANDIDATE RESPONSE NOTES TEMPLATE	
Records/Data Reviewed:	
Data Validity Assessment:	
Trends Identified:	
Operational Strengths:	
Operational Deficiencies:	
Recommended Improvements:	
Supporting Data:	
Final Recommendation:	



Administration

Skill Sheet 14: Analyze and Interpret Records and Data

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.5

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed records and data accurately				
2.	Determined validity of data				
3.	Identified trends and patterns				
4.	Identified operational strengths and deficiencies				
5.	Developed data-supported recommendations				
6.	Prioritized improvement opportunities				
7.	Documented findings appropriately				
8.	Communicated analysis effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to evaluate data validity
- ☐ Failed to identify significant trends or patterns
- ☐ Failed to identify operational deficiencies
- ☐ Recommendations not supported by data
- ☐ Misinterpreted critical information
- ☐ Failed to document findings
- ☐ Failed to communicate recommendations

Final Determination:

- ☐ Analysis Supports Recommendations
- ☐ Analysis Does Not Support Recommendations

EVALUATOR NOTES:



SKILL SHEET #15: Create a Quality Assurance (QA) Program

Administration

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.6

NFPA OBJECTIVE	11.4.6 Create a quality assurance (QA) program, given a need for the program, so that emergency incident outcomes are measured, deficiencies are identified, and a program is created to address deficiencies.
Core Purpose	Develop a Quality Assurance (QA) Program that measures operational performance, identifies deficiencies, improves service delivery, and enhances organizational effectiveness through continuous evaluation and improvement.
SCENARIO	☐ SCENARIO 1 — EMS Documentation Quality Assurance ☐ SCENARIO 2 — Fireground Operations Review ☐ SCENARIO 3 — Training Program Quality Assurance
PERFORMANCE OUTCOME	Create a quality assurance (QA) program, given a need for the program, so that emergency incident outcomes are measured, deficiencies are identified, and a program is created to address deficiencies.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — EMS Documentation Quality Assurance

Scenario

The department has identified inconsistencies in EMS patient care reports.

Concerns:

- Missing documentation
- Incomplete patient assessments
- Delayed report submission
- Increased billing rejections

Develop a QA program to improve EMS documentation quality and compliance.

☐ SCENARIO 2 — Fireground Operations Review

Scenario

Recent incident reviews identified inconsistencies in fireground accountability and command procedures.

Concerns:

- Accountability documentation deficiencies
- Inconsistent incident command practices
- Delayed benchmark reporting

Develop a QA program to evaluate and improve fireground performance.

☐ SCENARIO 3 — Training Program Quality Assurance

Scenario

The Training Division has identified varying levels of skill proficiency among personnel completing required training programs.

Concerns:

- Inconsistent evaluation methods
- Variable instructor performance
- Limited performance tracking

Develop a QA program to measure training effectiveness and improve personnel competency.



Administration

Skill Sheet 15: Create a Quality Assurance (QA) Program

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.6

TASK	Needs Assessment - Identify operational concerns - Review performance measures - Analyze incident outcomes - Identify areas requiring evaluation Program Development - Develop QA objectives - Establish performance indicators - Create evaluation procedures - Develop data collection methods Deficiency Identification - Identify performance deficiencies - Determine contributing factors - Prioritize improvement opportunities - Develop corrective action procedures Continuous Improvement - Establish review schedules - Develop follow-up procedures - Measure program effectiveness - Recommend improvements Communication - Present QA program - Explain performance measures - Communicate corrective actions - Explain evaluation process
Required Actions	- Identify the need for a QA program - Develop measurable performance indicators - Establish evaluation procedures - Develop methods for collecting and analyzing data - Identify potential deficiencies and corrective actions - Create continuous improvement procedures - Document QA program requirements - Present and communicate the QA program
CANDIDATE RESPONSE NOTES TEMPLATE	
Operational Need Identified:	
Performance Indicators:	
Data Collection Methods:	
Evaluation Procedures:	
Deficiencies to be Monitored:	
Corrective Action Process:	
Continuous Improvement Plan:	
Program Evaluation Schedule:	



Administration

Skill Sheet 15: Create a Quality Assurance (QA) Program

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.4.6

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified need for QA program				
2.	Developed measurable performance indicators				
3.	Established evaluation procedures				
4.	Developed data collection methods				
5.	Identified deficiencies and corrective actions				
6.	Established continuous improvement procedures				
7.	Documented QA program requirements				
8.	Communicated program effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the need for a QA program
- ☐ Failed to establish measurable performance indicators
- ☐ Failed to develop evaluation procedures
- ☐ Failed to identify operational deficiencies
- ☐ Failed to establish corrective action procedures
- ☐ Failed to create a continuous improvement process
- ☐ Failed to document program requirements
- ☐ Failed to communicate QA program elements

Final Determination:

- ☐ QA Program Meets Organizational Requirements
- ☐ QA Program Does Not Meet Organizational Requirements

EVALUATOR NOTES:



Fire Officer 3

11.5 INSPECTION AND INVESTIGATION

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.1, 11.5.2, and 11.5.3

CANDIDATE INSTRUCTIONS

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

You will defend at random 1 of 3 independent skill stations:

- Skill Sheet 16: Inspection Program Evaluation (11.5.1)
- Skill Sheet 17: Public Safety Improvement Plan Development (11.5.2)
- Skill Sheet 18: Accident Investigation Program Development (11.5.3)

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
- Officer-level decision making
- Leadership and management ability
- Inspection and investigation program knowledge
- Data analysis and evaluation skills
- Documentation accuracy
- Communication effectiveness
- Public safety planning and risk reduction strategies

AUTOMATIC FAILURE CONDITIONS FOR ALL SKILLS

- Fail to satisfy the assigned JPR
- Fail to identify critical inspection, investigation, or public safety deficiencies
- Fail to analyze provided data accurately
- Fail to apply applicable laws, regulations, policies, or standards
- Fail to provide required documentation or recommendations
- Make unsafe or unethical decisions affecting public safety
- Fail to communicate findings, recommendations, or program elements effectively
- Demonstrate inability to use evaluative methods appropriately



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



****THIS PAGE INTENTIONALLY LEFT BLANK****



SKILL SHEET #16: Inspection Program Evaluation

Inspection and Investigation

Skill Sheet 16: Inspection Program Evaluation

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.1

NFPA OBJECTIVE	11.5.1 Evaluate the inspection program of the AHJ, given current program goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness.
Core Purpose	Evaluate the effectiveness of the Authority Having Jurisdiction's (AHJ) inspection program by analyzing goals, objectives, performance measures, available resources, and program outcomes to determine effectiveness and recommend improvements.
SCENARIO	☐ SCENARIO 1 — Annual Inspection Backlog ☐ SCENARIO 2 — Repeat Fire Code Violations ☐ SCENARIO 3 — Community Risk Reduction Inspection Program
PERFORMANCE OUTCOME	Evaluate the inspection program of the AHJ, given current program goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

□ SCENARIO 1 — Annual Inspection Backlog

Scenario

The department's inspection program has fallen behind schedule.

Program Data:

- Goal: Complete 1,200 annual inspections
- Actual: 780 inspections completed
- Two inspector positions remain vacant
- High-risk occupancies have increased by 15%

Evaluate the inspection program and recommend improvements.

□ SCENARIO 2 — Repeat Fire Code Violations

Scenario

The department continues to identify repeat fire code violations during annual inspections.

Program Data:

- Repeat violations increased 20% over three years
- Compliance rates have declined
- Inspection frequency remains unchanged

Evaluate the effectiveness of the inspection program and recommend improvements.

□ SCENARIO 3 — Community Risk Reduction Inspection Program

Scenario

The department implemented a risk-based inspection program two years ago.

Program Data:

- Increased inspections in high-risk occupancies
- Reduction in commercial structure fires
- Limited staffing resources
- Increased inspection workload

Evaluate whether the program is effectively meeting community risk reduction objectives.



Inspection and Investigation

Skill Sheet 16: Inspection Program Evaluation

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.1

TASK	Program Review • Review program goals and objectives • Review inspection performance data • Review staffing and resource allocation • Review inspection completion rates Program Evaluation • Analyze inspection trends • Compare results against program goals • Evaluate effectiveness of resource utilization • Identify strengths and deficiencies Data Analysis • Analyze violation trends • Evaluate inspection frequency and completion • Assess risk reduction impact • Determine effectiveness of current program Recommendations • Identify program improvements • Recommend resource adjustments • Recommend procedural improvements • Develop performance improvement strategies Communication • Explain program goals and objectives • Present evaluation findings • Communicate recommendations • Summarize program effectiveness
Required Actions	• Review inspection program goals and objectives • Analyze inspection program performance data • Evaluate staffing and resource utilization • Determine program effectiveness • Identify strengths and deficiencies • Develop recommendations for improvement • Document evaluation findings • Present and communicate results
CANDIDATE RESPONSE NOTES TEMPLATE	
Program Goals Reviewed:	
Performance Data Evaluated:	
Strengths Identified:	
Deficiencies Identified:	
Resource Assessment:	
Program Effectiveness Determination:	
Recommended Improvements:	
Final Recommendation:	



Inspection and Investigation

Skill Sheet 16: Inspection Program Evaluation

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed program goals and objectives				
2.	Analyzed inspection performance data				
3.	Evaluated staffing and resources				
4.	Determined program effectiveness				
5.	Identified strengths and deficiencies				
6.	Developed improvement recommendations				
7.	Documented findings appropriately				
8.	Communicated evaluation results effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to analyze inspection program data
- ☐ Failed to evaluate program goals and objectives
- ☐ Failed to identify significant program deficiencies
- ☐ Failed to evaluate resource utilization
- ☐ Failed to determine overall program effectiveness
- ☐ Recommendations are not supported by data
- ☐ Failed to communicate evaluation findings

Final Determination:

- ☐ Inspection Program is Effective
- ☐ Inspection Program Requires Improvement

EVALUATOR NOTES:



SKILL SHEET #17: Public Safety Improvement Plan Development

Inspection and Investigation

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.2

NFPA OBJECTIVE	11.5.2 Develop a plan, given an identified fire safety, emergency medical, and/or public health problem, so that the approval for a new program, piece of legislation, form of public education, intervention, or fire safety code is facilitated.
Core Purpose	Develop a comprehensive public safety improvement plan that addresses an identified fire safety, emergency medical, or public health concern and facilitates approval of a new program, educational initiative, intervention, ordinance, or code requirement.
SCENARIO	☐ SCENARIO 1 — Residential Smoke Alarm Initiative ☐ SCENARIO 2 — Opioid Overdose Response Program ☐ SCENARIO 3 — Residential Sprinkler Ordinance Proposal
PERFORMANCE OUTCOME	Develop a plan, given an identified fire safety, emergency medical, and/or public health problem, so that the approval for a new program, piece of legislation, form of public education, intervention, or fire safety code is facilitated.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Residential Smoke Alarm Initiative

Scenario

Local elected officials have requested a recommendation from the fire department regarding strategies to reduce residential fire fatalities and improve smoke alarm coverage within the community.

Community fire data indicates:

- 65% of residential fire fatalities occurred in homes without working smoke alarms
- Low-income neighborhoods have the highest incident rates
- Public awareness is limited

Develop a plan to gain approval for a smoke alarm installation and public education program.

☐ SCENARIO 2 — Opioid Overdose Response Program

Scenario

Community leaders and public health officials have requested the fire department's recommendations for addressing the increasing number of opioid overdose incidents within the jurisdiction.

EMS incident data indicates:

- Significant increase in opioid overdose responses
- Multiple overdose hotspots identified
- Community leaders request intervention strategies

Develop a plan for a community overdose prevention and public education initiative.

☐ SCENARIO 3 — Residential Sprinkler Ordinance Proposal

Scenario

Local government officials are evaluating potential fire protection requirements for new residential developments and have requested input from the fire department regarding the effectiveness of residential fire sprinkler systems.

Community fire loss data indicates:

- Increased fire losses in new residential developments
- Several significant structure fires within the last three years
- Local officials are considering additional fire protection requirements

Develop a plan supporting approval of a residential fire sprinkler ordinance for new construction.



Inspection and Investigation

Skill Sheet 17: Public Safety Improvement Plan Development

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.2

TASK	Problem Assessment - Identify the public safety problem - Analyze supporting data Plan Development - Develop goals and objectives - Create a program, intervention, code change, or educational initiative Stakeholder Engagement - Identify stakeholders - Build consensus and support Implementation - Develop implementation and evaluation methods - Establish measurable outcomes Communication - Present and justify the plan - Communicate desired outcomes
Required Actions	- Analyze the identified public safety problem - Develop goals and objectives - Create a program, legislative proposal, educational initiative, intervention, or code change - Utilize consensus-building techniques - Identify stakeholders and resources - Establish measurable outcomes - Develop implementation and evaluation methods - Present and communicate the plan
CANDIDATE RESPONSE NOTES TEMPLATE	
Public Safety Problem Identified:	
Supporting Data:	
Goals and Objectives:	
Proposed Program/Intervention:	
Stakeholders Involved:	
Consensus-Building Strategy:	
Implementation Plan:	
Expected Outcomes:	
Evaluation Method:	



Inspection and Investigation

Skill Sheet 17: Public Safety Improvement Plan Development

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Identified and analyzed public safety problem				
2.	Developed goals and objectives				
3.	Developed appropriate intervention or program				
4.	Applied consensus-building techniques				
5.	Organized and documented plan effectively				
6.	Established measurable outcomes				
7.	Developed implementation strategy				
8.	Communicated plan and desired outcomes effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify the public safety problem
- ☐ Failed to analyze supporting data
- ☐ Failed to develop a viable solution or intervention
- ☐ Failed to use consensus-building techniques
- ☐ Failed to establish measurable outcomes
- ☐ Failed to organize and document the plan
- ☐ Failed to communicate plan elements and desired outcomes
- ☐ Recommendations are unsupported by available data

Final Determination:

- ☐ Plan Supports Approval and Implementation
- ☐ Plan Does Not Support Approval and Implementation

EVALUATOR NOTES:



SKILL SHEET #18: Accident Investigation Program

Development

Inspection and Investigation

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.3

NFPA OBJECTIVE	11.5.3 Develop an accident investigation program, given federal, provincial, state, tribal, or local laws and regulations, so that the results are evaluated and the effectiveness of the program is determined.
Core Purpose	Develop an accident investigation program that provides a systematic process for investigating accidents, identifying causal factors, evaluating trends, improving safety performance, and ensuring compliance with applicable laws and regulations.
SCENARIO	☐ SCENARIO 1 — Apparatus Accident Trend ☐ SCENARIO 2 — Firefighter Injury Reduction Program ☐ SCENARIO 3 — Near-Miss Reporting and Investigation Program
PERFORMANCE OUTCOME	Develop an accident investigation program, given federal, state, tribal, provincial, or local laws and regulations, so that the results are evaluated and the effectiveness of the program is determined.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Apparatus Accident Trend

Scenario

Local officials and department leadership have expressed concern regarding the recent increase in apparatus accidents and have requested recommendations to identify contributing factors and improve driver safety.

The department experienced:

- Four preventable apparatus accidents within 18 months
- Two backing incidents
- One intersection collision
- One fixed-object collision

Develop an accident investigation program designed to identify causes and reduce future apparatus accidents.

☐ SCENARIO 2 — Firefighter Injury Reduction Program

Scenario

Department leadership has identified a rise in firefighter injuries and workers' compensation claims and has requested recommendations to better understand injury trends and improve firefighter safety.

Department injury reports indicate:

- Increase in slip, trip, and fall injuries
- Multiple lifting-related injuries
- Increased workers' compensation claims

Develop an accident investigation program to evaluate injury trends and improve firefighter safety.

☐ SCENARIO 3 — Near-Miss Reporting and Investigation Program

Scenario

Department leadership is concerned that the near-miss reporting system is not producing meaningful data and has requested recommendations to improve reporting participation, incident analysis, and corrective action processes.

Concerns:

- Low participation rates
- Inconsistent reporting
- Lack of follow-up investigations
- Minimal trend analysis

Develop an accident investigation program that improves reporting, analysis, corrective action, and program effectiveness.



Inspection and Investigation

Skill Sheet 18: Accident Investigation Program Development

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.3

TASK	Program Review - Review accident, injury, and near-miss reports - Review applicable laws, regulations, and policies Program Development - Develop reporting and investigation procedures - Establish documentation requirements Data Analysis - Analyze accident and injury trends - Identify causes and contributing factors Program Improvement - Develop corrective actions - Establish program effectiveness measures Communication - Summarize findings and recommendations - Communicate program requirements and outcomes
Required Actions	- Review accident and injury data - Develop accident investigation procedures - Identify trends and contributing factors - Develop corrective actions - Establish effectiveness measures - Document findings and recommendations - Present and communicate the program
CANDIDATE RESPONSE NOTES TEMPLATE	
Program Purpose:	
Accident/Incident Data Reviewed:	
Reporting Procedures:	
Investigation Procedures:	
Trends and Causal Factors Identified:	
Corrective Actions:	
Program Effectiveness Measures:	
Recommended Improvements:	



Inspection and Investigation

Skill Sheet 18: Accident Investigation Program Development

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.5.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed accident and injury data				
2.	Developed accident investigation procedures				
3.	Established reporting and documentation requirements				
4.	Analyzed trends and contributing factors				
5.	Developed corrective action recommendations				
6.	Established program effectiveness measures				
7.	Documented findings and recommendations				
8.	Communicated program elements effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to develop accident investigation procedures
- ☐ Failed to identify reporting or documentation requirements
- ☐ Failed to analyze accident or injury data
- ☐ Failed to identify causal or contributing factors
- ☐ Failed to develop corrective action recommendations
- ☐ Failed to establish methods for measuring program effectiveness
- ☐ Failed to comply with applicable laws, regulations, or organizational policies
- ☐ Failed to communicate investigation findings or recommendations

Final Determination:

- ☐ Accident Investigation Program Meets Organizational Requirements
- ☐ Accident Investigation Program Does Not Meet Organizational Requirements

EVALUATOR NOTES:



Fire Officer 3

11.6 EMERGENCY SERVICES DELIVERY

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.1, 11.6.2, and 11.6.3

CANDIDATE INSTRUCTIONS

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

You will defend at random 1 of 3 independent skill stations:

- Skill Sheet 19: Multi-Unit Operational Plan Development (11.6.1)
- Skill Sheet 20: Post-Incident Analysis Policy Revision (11.6.2)
- Skill Sheet 21: Post-Incident Analysis Data Review (11.6.3)

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

- Policy compliance (AHJ SOP/SOG)
- NFPA 1021 / 1020 JPR alignment
- Officer-level decision making
- Leadership and management ability
- Incident management system knowledge
- Multi-unit emergency operations planning
- Resource allocation and personnel accountability
- Data analysis and evaluation skills
- Documentation accuracy
- Communication effectiveness

AUTOMATIC FAILURE CONDITIONS FOR ALL SKILLS

- Fail to satisfy the assigned JPR
- Fail to implement or apply an Incident Management System appropriately
- Fail to identify required resources or assignments necessary for incident mitigation
- Fail to maintain accountability of assigned personnel
- Fail to follow AHJ policies, procedures, or applicable NFPA standards
- Fail to identify critical operational, safety, or command deficiencies
- Fail to analyze post-incident information accurately
- Fail to provide required documentation, recommendations, or forms
- Make unsafe operational decisions that place personnel or the public at risk
- Fail to communicate plans, findings, recommendations, or corrective actions effectively



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



****THIS PAGE INTENTIONALLY LEFT BLANK****



SKILL SHEET #19: Multi-Unit Operational Plan Development

Emergency Service Delivery

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.1

NFPA OBJECTIVE	11.6.1 Produce operational plans, given an emergency incident requiring multi-unit operations; the current editions of NFPA 1660, NFPA 1700, NFPA 1710, and NFPA 1720 as applicable; and AHJ-approved safety procedures, so that the required resources and their assignments are obtained and plans are carried out in compliance with the cited NFPA standards and AHJ procedures, resulting in mitigation of the incident.
Core Purpose	Develop and communicate a multi-unit operational plan that effectively manages resources, personnel, and incident objectives while maintaining accountability, safety, and compliance with applicable NFPA standards and AHJ procedures.
SCENARIO	☐ SCENARIO 1 — Commercial Structure Fire ☐ SCENARIO 2 — Wildland Urban Interface Fire ☐ SCENARIO 3 — Multi-Vehicle Mass Casualty Incident
PERFORMANCE OUTCOME	Produce an operational plan that identifies resources, assignments, accountability measures, and command structure necessary to mitigate the incident while maintaining compliance with NFPA standards and AHJ procedures.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

❑ SCENARIO 1 — Commercial Structure Fire

Scenario

A two-story commercial building has heavy smoke showing from Division 1 and reports of occupants trapped.

Available Resources:

- 3 Engines
- 1 Ladder
- 1 Battalion Chief
- 1 Ambulance

Develop an operational plan including command structure, resource assignments, accountability measures, and safety considerations.

❑ SCENARIO 2 — Wildland Urban Interface Fire

Scenario

A wind-driven wildland fire is threatening multiple homes on the edge of the community.

Available Resources:

- 4 Brush Units
- 2 Engines
- 1 Water Tender
- Mutual Aid Resources En Route

Develop an operational plan to protect life and property while maintaining firefighter safety.

❑ SCENARIO 3 — Multi-Vehicle Mass Casualty Incident

Scenario

A highway collision involving a passenger bus and multiple vehicles has resulted in numerous injuries.

Available Resources:

- 3 Ambulances
- 2 Engines
- 1 Rescue Company
- 1 Battalion Chief

Develop an operational plan addressing incident command, triage, treatment, transport, resource assignments, and accountability.



Emergency Service Delivery

Skill Sheet 19: Multi-Unit Operational Plan Development

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.1

TASK	Incident Assessment • Evaluate incident conditions • Identify operational objectives Operational Planning • Establish incident command structure • Assign resources and personnel Personnel Accountability • Maintain accountability and supervision • Ensure responder safety Communication • Communicate the operational plan • Explain assignments and objectives
Required Actions	• Establish an Incident Management System (IMS) • Identify incident priorities and objectives • Assign resources and personnel • Maintain personnel accountability • Ensure compliance with AHJ safety procedures • Communicate the operational plan • Demonstrate command-level decision making
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Incident Objectives:	
Command Structure:	
Resource Assignments:	
Personnel Accountability Measures:	
Safety Considerations:	
Operational Plan Summary:	



Emergency Service Delivery

Skill Sheet 19: Multi-Unit Operational Plan Development

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Established an Incident Management System				
2.	Identified incident objectives and priorities				
3.	Assigned appropriate resources				
4.	Maintained personnel accountability				
5.	Incorporated safety procedures				
6.	Communicated operational plan clearly				
7.	Demonstrated command-level decision making				
8.	Developed a complete operational plan				

CRITICAL FAILURE ITEMS

- ☐ Failed to establish an Incident Management System
- ☐ Failed to identify incident priorities or objectives
- ☐ Failed to assign adequate resources
- ☐ Failed to maintain accountability of assigned personnel
- ☐ Failed to address firefighter safety
- ☐ Operational plan does not support incident mitigation
- ☐ Failed to communicate assignments or objectives
- ☐ Violated AHJ procedures or applicable NFPA standards

Final Determination:

- ☐ Operational Plan Meets Incident Objectives
- ☐ Operational Plan Does Not Meet Incident Objectives

EVALUATOR NOTES:



SKILL SHEET #20: Post-Incident Analysis Policy Revision

Emergency Service Delivery

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.2

NFPA OBJECTIVE	11.6.2 Recommend a change to a post-incident analysis policy, given a multi-unit incident and the need for a change, so that all required critical elements for the change are identified, and the change is communicated.
Core Purpose	Evaluate a multi-unit incident, identify deficiencies in the current post-incident analysis process, and develop recommendations for policy improvements that enhance organizational learning, operational effectiveness, and firefighter safety.
SCENARIO	☐ SCENARIO 1 — Commercial Structure Fire ☐ SCENARIO 2 — Multi-Agency Wildland Fire ☐ SCENARIO 3 — Mass Casualty Incident
PERFORMANCE OUTCOME	Recommend a change to a post-incident analysis policy, given a multi-unit incident and the need for a change, so that all required critical elements for the change are identified and the change is communicated.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

❑ SCENARIO 1 — Commercial Structure Fire

Scenario

Department leadership has expressed concerns regarding deficiencies identified during a post-incident review of a commercial structure fire and has requested recommendations to improve the department's post-incident analysis process and documentation practices.

A post-incident review of a commercial structure fire identified:

- Poor documentation of command decisions
- Incomplete accountability tracking
- No formal lessons-learned section

Recommend revisions to the department's post-incident analysis policy.

❑ SCENARIO 2 — Multi-Agency Wildland Fire

Scenario

Following a large multi-agency wildland fire, department leadership has requested recommendations to improve post-incident analysis procedures, interagency coordination, documentation consistency, and corrective action follow-up.

Following a large wildland fire involving multiple agencies, the department identified:

- Inconsistent documentation between agencies
- No standardized review process
- Limited follow-up on corrective actions

Recommend policy improvements that address these issues.

❑ SCENARIO 3 — Mass Casualty Incident

Scenario

Department leadership has identified several shortcomings during the review of a mass casualty incident and has requested recommendations to improve documentation, corrective action tracking, and participant feedback processes for future post-incident analyses.

A post-incident review of a mass casualty incident found:

- Limited documentation of triage decisions
- No process for tracking corrective actions
- Inconsistent participant feedback collection

Recommend revisions to improve future post-incident analyses.



Emergency Service Delivery

Skill Sheet 20: Post-Incident Analysis Policy Revision

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.2

TASK	Incident Review • Review incident information • Identify operational issues Policy Evaluation • Review current post-incident analysis policy • Identify deficiencies and areas for improvement Policy Revision • Recommend policy changes • Develop required documentation or forms Communication • Explain recommendations • Communicate desired improvements
Required Actions	• Review incident and post-incident analysis information • Identify deficiencies in current policy • Recommend policy improvements • Develop or revise required forms • Identify critical elements for future analyses • Communicate recommendations and expected outcomes
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Reviewed:	
Deficiencies Identified:	
Current Policy Concerns:	
Recommended Policy Changes:	
Required Forms/Documentation:	
Expected Improvements:	
Communication Plan:	



Emergency Service Delivery

Skill Sheet 20: Post-Incident Analysis Policy Revision

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.2

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed incident information				
2.	Identified deficiencies in current policy				
3.	Recommended appropriate policy changes				
4.	Identified critical elements of post-incident analysis				
5.	Developed appropriate forms or documentation				
6.	Identified improvement opportunities				
7.	Communicated recommendations clearly				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify deficiencies in the current post-incident analysis policy
- ☐ Failed to recommend policy improvements
- ☐ Failed to identify critical elements of a post-incident analysis
- ☐ Failed to develop required forms or documentation
- ☐ Recommendations do not address identified issues
- ☐ Failed to communicate recommendations effectively
- ☐ Violated AHJ policy or administrative procedures

Final Determination:

- ☐ Policy Revision Supports Organizational Improvement
- ☐ Policy Revision Does Not Support Organizational Improvement

EVALUATOR NOTES:



SKILL SHEET #21: Post-Incident Analysis Data Review

Emergency Service Delivery

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.3

NFPA OBJECTIVE	11.6.3. Analyze post-incident analysis data, given multiple multi-unit emergency incidents and post-incident analysis data, procedures, and forms, so that all required critical elements of the incidents are identified, constructive feedback is communicated, and the analysis is completed and submitted for peer review.
Core Purpose	Analyze post-incident analysis (PIA) data from multiple emergency incidents to identify trends, strengths, deficiencies, and opportunities for improvement while providing constructive feedback and preparing a completed analysis for peer review.
SCENARIO	☐ SCENARIO 1 — Structure Fire Review ☐ SCENARIO 2 — Wildland Fire Operations Review ☐ SCENARIO 3 — EMS and Mass Casualty Incident Review
PERFORMANCE OUTCOME	Analyze post-incident analysis data, given multiple multi-unit emergency incidents and post-incident analysis data, procedures, and forms, so that all required critical elements of the incidents are identified, constructive feedback is communicated, and the analysis is completed and submitted for peer review.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

☐ SCENARIO 1 — Structure Fire Review

Scenario

Department leadership has reviewed three recent structure fires and has requested a peer review summary that identifies operational strengths, prioritizes areas for improvement, and provides recommendations related to accountability, communications, and incident command documentation.

Findings include:

- Delayed accountability reports
- Inconsistent radio communications
- Strong fire attack performance
- Positive incident command documentation

Analyze the data, prioritize findings, and prepare a peer review summary.

☐ SCENARIO 2 — Wildland Fire Operations Review

Scenario

Department leadership has identified repeated operational concerns during several large wildland incidents and has requested constructive recommendations to improve resource ordering, personnel tracking, communications, and continued interagency coordination.

Several large wildland incidents revealed:

- Resource ordering delays
- Excellent interagency coordination
- Inconsistent personnel tracking
- Repeated communication issues

Analyze the incidents and provide constructive recommendations.

☐ SCENARIO 3 — EMS and Mass Casualty Incident Review

Scenario

Department leadership has reviewed multiple EMS and mass casualty incidents and has requested a peer review summary that prioritizes key findings, recognizes operational strengths, and recommends improvements related to patient transportation coordination and documentation consistency.

Post-incident analyses from multiple EMS and mass casualty incidents identified:

- Strong triage performance
- Delays in patient transportation coordination
- Documentation inconsistencies
- Positive mutual aid integration

Analyze the information, prioritize key findings, and prepare recommendations for peer review.



Emergency Service Delivery

Skill Sheet 21: Post-Incident Analysis Data Review

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.3

TASK	Data Review • Review post-incident analysis reports • Identify critical incident findings Data Analysis • Analyze trends and performance issues • Prioritize key findings Recommendations • Develop constructive feedback • Identify opportunities for improvement Communication • Complete analysis summary • Present findings for peer review
Required Actions	• Review post-incident analysis data • Identify critical elements of the incidents • Analyze trends and operational performance • Prioritize key findings • Develop constructive feedback • Complete a post-incident analysis summary • Prepare findings for peer review • Communicate recommendations
CANDIDATE RESPONSE NOTES TEMPLATE	
Incidents Reviewed:	
Critical Elements Identified:	
Operational Strengths:	
Operational Deficiencies:	
Key Findings Prioritized:	
Constructive Feedback:	
Recommended Improvements:	
Peer Review Summary:	



Emergency Service Delivery

Skill Sheet 21: Post-Incident Analysis Data Review

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.6.3

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Reviewed post-incident analysis data				
2.	Identified critical incident elements				
3.	Analyzed trends and performance issues				
4.	Prioritized key findings appropriately				
5.	Developed constructive feedback				
6.	Identified improvement opportunities				
7.	Completed analysis for peer review				
8.	Communicated findings effectively				

CRITICAL FAILURE ITEMS

- ☐ Failed to identify critical elements of the incidents
- ☐ Failed to analyze incident data accurately
- ☐ Failed to identify operational deficiencies
- ☐ Failed to prioritize key findings
- ☐ Failed to provide constructive feedback
- ☐ Failed to complete the analysis for peer review
- ☐ Recommendations are not supported by incident data
- ☐ Failed to communicate findings effectively

Final Determination:

- ☐ Analysis Complete and Ready for Peer Review
- ☐ Additional Review Required

EVALUATOR NOTES:



Fire Officer 3

11.7 HEALTH AND SAFETY

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.7.1

CANDIDATE INSTRUCTIONS

You are a Fire Officer III candidate completing the Health and Safety practical examination.

You will defend at random 1 of 3 independent skill stations:

- Skill Sheet 22: Injury Prevention Program Development (11.7.1)

Each station is:

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

You may NOT consult outside materials other than your AHJ's policies, procedures, and approved health and safety documents.

GENERAL EVALUATION RULES

- Policy compliance (AHJ SOP/SOG)
- NFPA 1021 / 1020 JPR alignment
- Officer-level decision making
- Leadership and management ability
- Health and safety program knowledge
- Data analysis and evaluation skills
- Program development and implementation strategies
- Documentation accuracy
- Communication effectiveness

AUTOMATIC FAILURE CONDITIONS FOR ALL SKILLS

- Fail to satisfy the assigned JPR
- Fail to identify significant injury trends or contributing factors
- Fail to analyze provided injury or safety data accurately
- Fail to develop an injury prevention program that addresses identified risks
- Fail to establish measurable program metrics
- Fail to identify methods for evaluating program effectiveness
- Make unsafe recommendations that increase firefighter risk
- Fail to provide required documentation or recommendations
- Fail to communicate program elements, metrics, or expected outcomes effectively



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



****THIS PAGE INTENTIONALLY LEFT BLANK****



SKILL SHEET #22: Injury Prevention Program Development

Health and Safety

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.7.1

NFPA OBJECTIVE	11.7.1 Develop an injury prevention program, given relevant local and national data, so that the results are evaluated to determine the effectiveness of the program.
Core Purpose	Develop an injury prevention program that utilizes local and national injury data to identify risks, reduce firefighter injuries, improve safety performance, and establish methods to evaluate program effectiveness.
SCENARIO	☐ SCENARIO 1 — Slip, Trip, and Fall Injuries ☐ SCENARIO 2 — Apparatus-Related Injuries ☐ SCENARIO 3 — Overexertion and Musculoskeletal Injuries
PERFORMANCE OUTCOME	Develop an injury prevention program, given relevant local and national data, so that the results are evaluated to determine the effectiveness of the program.

Evaluator/candidate comments:

IFSAC Evaluator's signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator's signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate's signature



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

❑ SCENARIO 1 — Slip, Trip, and Fall Injuries

Scenario

Department leadership has expressed concern regarding the frequency of slip, trip, and fall injuries occurring during emergency operations and has requested recommendations to improve firefighter safety and reduce injury rates.

Department injury reports indicate:

- 35% of all firefighter injuries involve slips, trips, and falls
- Most injuries occur during emergency operations
- National data reflects a similar trend

Develop an injury prevention program to reduce these incidents and measure effectiveness.

❑ SCENARIO 2 — Apparatus-Related Injuries

Scenario

Department leadership has identified an increase in apparatus-related injuries, vehicle incidents, and near misses and has requested recommendations to improve apparatus safety and reduce the risk of future injuries.

The department has experienced:

- Multiple backing incidents
- Several injuries during apparatus mounting and dismounting
- Increased vehicle-related near misses

Develop an injury prevention program designed to improve apparatus safety.

❑ SCENARIO 3 — Overexertion and Musculoskeletal Injuries

Scenario

Department leadership has identified a growing trend of overexertion and musculoskeletal injuries resulting in increased workers' compensation costs and lost work time and has requested recommendations to improve firefighter wellness and injury prevention efforts.

Department data indicates:

- Increased lifting-related injuries
- Higher workers' compensation costs
- Significant lost work time

National data shows similar injury patterns throughout the fire service.

Develop an injury prevention program designed to reduce musculoskeletal injuries and improve firefighter wellness.



Health and Safety

Skill Sheet 22: Injury Prevention Program Development

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.7.1

TASK	Program Assessment • Review local and national injury data • Identify injury trends and risk factors Program Development • Develop injury prevention strategies • Establish program goals and objectives Program Evaluation • Develop performance metrics • Establish methods for measuring effectiveness Communication • Present program elements • Communicate metrics and expected outcomes
Required Actions	• Analyze local and national injury data • Identify injury trends and contributing factors • Develop an injury prevention program • Establish measurable program objectives • Develop performance metrics • Establish methods for evaluating effectiveness • Document recommendations • Present and communicate the program
CANDIDATE RESPONSE NOTES TEMPLATE	
Injury Data Reviewed:	
Injury Trends Identified:	
Contributing Risk Factors:	
Program Goals and Objectives:	
Injury Prevention Strategies:	
Program Metrics:	
Program Evaluation Method:	
Expected Outcomes:	



Health and Safety

Skill Sheet 22: Injury Prevention Program Development

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.7.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Analyzed local and national injury data				
2.	Identified injury trends and risk factors				
3.	Developed appropriate injury prevention strategies				
4.	Established measurable program objectives				
5.	Developed program metrics				
6.	Established methods for evaluating effectiveness				
7.	Documented recommendations appropriately				
8.	Communicated program elements, metrics, and effectiveness measures				

CRITICAL FAILURE ITEMS

- ☐ Failed to analyze injury data
- ☐ Failed to identify significant injury trends or risk factors
- ☐ Failed to develop an injury prevention program
- ☐ Failed to establish measurable program metrics
- ☐ Failed to establish methods for evaluating effectiveness
- ☐ Recommendations do not address identified injury trends
- ☐ Failed to communicate program elements, metrics, or effectiveness measures
- ☐ Made unsafe recommendations that increase firefighter risk

Final Determination:

- ☐ Program Meets Organizational Needs
- ☐ Program Does Not Meet Organizational Needs

EVALUATOR NOTES:



Fire Officer 3

11.8 EMERGENCY MANAGEMENT

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.8.1

CANDIDATE INSTRUCTIONS

You are a Fire Officer III candidate completing the Emergency Management practical examination.

You will defend at random 1 of 3 independent skill stations:

- Skill Sheet 23: Emergency Management Operational Plan (11.8.1)

Each station is:

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

You may NOT consult outside materials other than your AHJ's policies, procedures, emergency operations plan, and approved emergency management documents.

GENERAL EVALUATION RULES

- Policy compliance (AHJ SOP/SOG)
- NFPA 1021 / 1020 JPR alignment
- Officer-level decision making
- Leadership and management ability
- Emergency management principles
- Incident Management System (IMS) implementation
- Resource management and allocation
- Personnel accountability
- Documentation accuracy
- Communication effectiveness
- Compliance with applicable NFPA standards and AHJ procedures

AUTOMATIC FAILURE CONDITIONS FOR ALL SKILLS

- Fail to satisfy the assigned JPR
- Fail to establish or apply an Incident Management System
- Fail to identify required resources or assignments necessary for incident mitigation
- Fail to maintain accountability of assigned personnel
- Fail to incorporate AHJ-approved safety procedures
- Fail to develop an operational plan capable of mitigating the incident
- Make unsafe operational decisions that place responders or the public at risk
- Fail to communicate assignments, objectives, or operational priorities effectively
- Fail to identify command staff or supervisory functions within the Incident Management System



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



****THIS PAGE INTENTIONALLY LEFT BLANK****



SKILL SHEET #23: Emergency Management Operational Plan

Emergency Management

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.8.1

NFPA OBJECTIVE	11.8.1 Manage operational plans, given an emergency incident requiring multi-unit operations; the current editions of NFPA 1660, NFPA 1700, NFPA 1710, and NFPA 1720 as applicable; and AHJ-approved safety procedures, so that the required resources and their assignments are obtained and plans are carried out in compliance with the cited NFPA standards and AHJ procedures, resulting in mitigation of the incident.
Core Purpose	Develop and manage an operational plan for a complex emergency incident utilizing the Incident Management System (IMS), ensuring resource accountability, personnel safety, and effective incident mitigation.
SCENARIO	☐ SCENARIO 1 — Tornado Impact Incident ☐ SCENARIO 2 — Hazardous Materials Release ☐ SCENARIO 3 — “Regional Wildland Fire
PERFORMANCE OUTCOME	Manage operational plans, given an emergency incident requiring multi-unit operations, so that required resources and assignments are identified, personnel are supervised and accounted for, and incident objectives are achieved in accordance with NFPA standards and AHJ procedures.

Evaluator/candidate comments:

IFSAC Evaluator’s signature

IFSAC EVALUATORS NAME - PRINTED

IFSAC Evaluator’s signature- RETEST

IFSAC EVALUATORS NAME – PRINTED

Final Determination:		PASS		FAIL
-----------------------------	--	-------------	--	-------------

☐ I acknowledge **NOT** passing this skill station. _____

Candidate’s signature



SCENARIOS FOR INSTRUCTOR/EVALUATORS TO CHOOSE FROM SKILL SHEET #23:

☐ SCENARIO 1 — Tornado Impact Incident

Scenario

A tornado has caused significant damage throughout the community.

Operational Needs:

- Multiple structure collapses
- Utility hazards
- Search and rescue operations
- Mass casualty management
- Multi-agency coordination

Develop and manage an operational plan.

☐ SCENARIO 2 — Hazardous Materials Release

Scenario

A railcar carrying anhydrous ammonia has derailed near a populated area.

Operational Needs:

- Evacuation operations
- Hazardous materials mitigation
- Unified Command
- Public information management

Develop and manage an operational plan.

☐ SCENARIO 3 — Regional Wildland Fire

Scenario

A fast-moving wildland fire threatens multiple communities.

Operational Needs:

- Structure protection
- Evacuation support
- Mutual aid coordination
- Extended operational periods

Develop and manage an operational plan.



Emergency Management

Skill Sheet 23: Emergency Management Operational Plan

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.8.1

TASK	Incident Management • Establish an Incident Management System • Identify incident priorities and objectives Operational Planning • Develop an operational plan • Assign resources and personnel Personnel Accountability • Maintain accountability and supervision • Ensure responder safety Communication • Communicate assignments and objectives • Coordinate command and support functions
Required Actions	• Establish an Incident Management System • Identify incident objectives and priorities • Assign resources and personnel • Maintain accountability of assigned personnel • Incorporate AHJ-approved safety procedures • Coordinate command staff and supervisory positions • Communicate the operational plan • Demonstrate incident mitigation strategy
CANDIDATE RESPONSE NOTES TEMPLATE	
Incident Type:	
Incident Objectives:	
Command Structure:	
Operational Assignments:	
Resource Requests:	
Personnel Accountability Measures:	
Safety Considerations:	
Operational Plan Summary:	



Emergency Management

Skill Sheet 23: Emergency Management Operational Plan

Standard: NFPA 1020, 2025 Edition – Chapter 11 (NFPA 1021)

Objective: 11.8.1

	EVALUATOR CHECKLIST	1st Attempt		2nd Attempt	
		Pass	Fail	Pass	Fail
1.	Established an Incident Management System				
2.	Identified incident objectives and priorities				
3.	Assigned appropriate resources and personnel				
4.	Maintained personnel accountability				
5.	Incorporated safety procedures into the plan				
6.	Identified command staff and supervisory roles				
7.	Communicated operational assignments effectively				
8.	Developed a complete operational plan				

CRITICAL FAILURE ITEMS

- ☐ Failed to establish an Incident Management System
- ☐ Failed to identify incident objectives
- ☐ Failed to assign required resources
- ☐ Failed to maintain personnel accountability
- ☐ Failed to address responder safety
- ☐ Failed to identify command staff or supervisory functions
- ☐ Operational plan does not support incident mitigation
- ☐ Failed to communicate assignments and objectives
- ☐ Violated AHJ procedures or applicable NFPA standards

Final Determination:

- ☐ Operational Plan Supports Incident Mitigation
- ☐ Operational Plan Does Not Support Incident Mitigation

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:



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



- 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:



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



- 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



IDAHO FIRE SERVICE TRAINING – FIRE OFFICER 3 SKILLS



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