

NFPA 1021
Standard for
Fire Officer Professional Qualifications
2003 Edition

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Chapter 1 Administration

1.1* Scope.

This standard shall identify the performance requirements necessary to perform the duties of a fire officer and specifically identifies four levels of progression.

1.2 Purpose.

The purpose of this standard shall be to specify the minimum job performance requirements for service as a fire officer.

1.2.1 The intent of the standard is to define progressive levels of performance required at the various levels of officer responsibility. The authority having jurisdiction has the option to combine or group the levels to meet its local needs and to use them in the development of job descriptions and specifying promotional standards.

1.2.2 It is not the intent of this standard to restrict any jurisdiction from exceeding these minimum requirements.

1.2.3 This standard shall cover the requirements for the four levels of progression — Fire Officer I, Fire Officer II, Fire Officer III, and Fire Officer IV.

1.3* General.

1.3.1 All of the standards for any level of fire officer shall be performed in accordance with recognized practices and procedures or as defined by an accepted authority.

1.3.2 It is not required for the objectives to be mastered in the order in which they appear. The local or state/provincial training program shall establish both the instructional priority and the program content to prepare individuals to meet the performance objectives of this standard.

1.3.3 The Fire Fighter II shall meet all the objectives for Fire Officer I before being certified at the Fire Officer I level, and the objectives for each succeeding level in the progression shall be met before being certified at the next higher level.

Chapter 4 Fire Officer I

4.1* General.

For certification at Fire Officer Level I, the candidate shall meet the requirements of Fire Fighter II as defined in [NFPA 1001](#), Fire Instructor I as defined in [NFPA 1041](#), and the job performance requirements defined in Sections 4.2 through 4.7 of this standard.

4.1.1 General Prerequisite Knowledge. The organizational structure of the department; geographical configuration and characteristics of response districts; departmental operating procedures for administration, emergency operations, incident management systems, and safety; departmental budget process; information management and recordkeeping; the fire prevention and building safety codes and ordinances applicable to the jurisdiction; current trends, technologies, and socioeconomic and political factors that impact the fire service; cultural diversity; methods used by supervisors to obtain cooperation within a group of subordinates; the rights of management and members; agreements in force between the organization and members; generally accepted ethical practices, including a professional code of ethics; and policies and procedures regarding the operation of the department as they involve supervisors and members.

4.1.2 General Prerequisite Skills. The ability to effectively communicate in writing utilizing technology provided by the AHJ; write reports, letters, and memos utilizing word processing and spreadsheet programs; operate in an information management system; and effectively operate at all levels in the incident management system utilized by the AHJ.

4.2 Human Resource Management.

This duty involves utilizing human resources to accomplish assignments in accordance with safety plans and in an efficient manner. This duty also involves evaluating member performance and supervising personnel during emergency and nonemergency work periods, according to the following job performance requirements.

4.2.1 Assign tasks or responsibilities to unit members, given an assignment at an emergency operation, so that the instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed.

(A) Requisite Knowledge. Verbal communications during emergency situations, techniques used to make assignments under stressful situations, and methods of confirming understanding.

(B) Requisite Skills. The ability to condense instructions for frequently assigned unit tasks based on training and standard operating procedures.

4.2.2 Assign tasks or responsibilities to unit members, given an assignment under nonemergency conditions at a station or other work location, so that the

instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed.

(A) Requisite Knowledge. Verbal communications under nonemergency situations, techniques used to make assignments under routine situations, and methods of confirming understanding.

(B) Requisite Skills. The ability to issue instructions for frequently assigned unit tasks based on department policy.

4.2.3 Direct unit members during a training evolution, given a company training evolution and training policies and procedures, so that the evolution is performed in accordance with safety plans, efficiently, and as directed.

(A) Requisite Knowledge. Verbal communication techniques to facilitate learning.

(B) Requisite Skills. The ability to distribute issue-guided directions to unit members during training evolutions.

4.2.4 Recommend action for member-related problems, given a member with a situation requiring assistance and the member assistance policies and procedures, so that the situation is identified and the actions taken are within the established policies and procedures.

(A)* Requisite Knowledge. The signs and symptoms of member-related problems, causes of stress in emergency services personnel, and adverse effects of stress on the performance of emergency service personnel.

(B) Requisite Skills. The ability to recommend a course of action for a member in need of assistance.

4.2.5* Apply human resource policies and procedures, given an administrative situation requiring action, so that policies and procedures are followed.

(A) Requisite Knowledge. Human resource policies and procedures.

(B) Requisite Skills. The ability to communicate orally and in writing and to relate interpersonally.

4.2.6 Coordinate the completion of assigned tasks and projects by members, given a list of projects and tasks and the job requirements of subordinates, so that the assignments are prioritized, a plan for the completion of each assignment is developed, and members are assigned to specific tasks and supervised during the completion of the assignments.

(A) Requisite Knowledge. Principles of supervision and basic human resource management.

(B) Requisite Skills. The ability to plan and to set priorities.

4.3 Community and Government Relations.

This duty involves dealing with inquiries of the community and projecting the role of the department to the public and delivering safety, injury, and fire prevention education programs, according to the following job performance requirements.

4.3.1 Initiate action on a community need, given policies and procedures, so that the need is addressed.

(A) Requisite Knowledge. Community demographics and service organizations, as well as verbal and nonverbal communication.

(B) Requisite Skills. Familiarity with public relations and the ability to communicate verbally.

4.3.2 Initiate action to a citizen's concern, given policies and procedures, so that the concern is answered or referred to the correct individual for action and all policies and procedures are complied with.

(A) Requisite Knowledge. Interpersonal relationships and verbal and nonverbal communication.

(B) Requisite Skills. Familiarity with public relations and the ability to communicate verbally.

4.3.3 Respond to a public inquiry, given policies and procedures, so that the inquiry is answered accurately, courteously, and in accordance with applicable policies and procedures.

(A) Requisite Knowledge. Written and oral communication techniques.

(B) Requisite Skills. The ability to relate interpersonally and to respond to public inquiries.

4.3.4 Deliver a public education program, given the target audience and topic, so that the intended message is conveyed clearly.

(A) Requisite Knowledge. Contents of the fire department's public education program as it relates to the target audience.

(B) Requisite Skills. The ability to communicate to the target audience.

4.4 Administration.

This duty involves general administrative functions and the implementation of departmental policies and procedures at the unit level, according to the following job performance requirements.

4.4.1 Recommend changes to existing departmental policies and/or implement a new departmental policy at the unit level, given a new departmental policy, so that the policy is communicated to and understood by unit members.

(A) Requisite Knowledge. Written and oral communication.

(B) Requisite Skills. The ability to relate interpersonally.

4.4.2 Execute routine unit-level administrative functions, given forms and record-management systems, so that the reports and logs are complete and files are maintained in accordance with policies and procedures.

(A) Requisite Knowledge. Administrative policies and procedures and records management.

(B) Requisite Skills. The ability to communicate orally and in writing.

4.4.3 Prepare a budget request, given a need and budget forms, so that the request is in the proper format and is supported with data.

(A) Requisite Knowledge. Policies and procedures and the revenue sources and budget process.

(B) Requisite Skill. The ability to communicate in writing.

4.5* Inspection and Investigation.

This duty involves performing a fire investigation to determine preliminary cause, securing the incident scene, and preserving evidence, according to the following job performance requirements.

4.5.1 Evaluate available information, given a fire incident, observations, and interviews of first-arriving members and other individuals involved in the incident, so that a preliminary cause of the fire is determined, reports are completed, and, if required, the scene is secured and all pertinent information is turned over to an investigator.

(A) Requisite Knowledge. Common causes of fire, fire growth and development, and policies and procedures for calling for investigators.

(B) Requisite Skills. The ability to determine basic fire cause, conduct interviews, and write reports.

4.5.2 Secure an incident scene, given rope or barrier tape, so that unauthorized persons can recognize the perimeters of the scene and are kept from restricted areas, and all evidence or potential evidence is protected from damage or destruction.

(A) Requisite Knowledge. Types of evidence, the importance of fire scene security, and evidence preservation.

(B) Requisite Skills. The ability to establish perimeters at an incident scene.

4.6* Emergency Service Delivery.

This duty involves supervising emergency operations, conducting pre-incident planning, and deploying assigned resources in accordance with the local emergency plan and according to the following job performance requirements.

4.6.1 Develop a pre-incident plan, given an assigned facility and preplanning policies, procedures, and forms, so that all required elements are identified and the approved forms are completed and processed in accordance with policies and procedures.

(A) Requisite Knowledge. Elements of the local emergency plan, a pre-incident plan, basic building construction, basic fire protection systems and features, basic water supply, basic fuel loading, and fire growth and development.

(B) Requisite Skills. The ability to write reports, to communicate orally, and to evaluate skills.

4.6.2 Develop an initial action plan, given size-up information for an incident and assigned emergency response resources, so that resources are deployed to control the emergency.

(A)* Requisite Knowledge. Elements of a size-up, standard operating procedures for emergency operations, and fire behavior.

(B) Requisite Skills. The ability to analyze emergency scene conditions; to activate the local emergency plan, including localized evacuation procedures; to allocate resources; and to communicate orally.

4.6.3* Implement an action plan at an emergency operation, given assigned resources, type of incident, and a preliminary plan, so that resources are deployed to mitigate the situation.

(A) Requisite Knowledge. Standard operating procedures, resources available for the mitigation of fire and other emergency incidents, an incident management system, scene safety, and a personnel accountability system.

(B) Requisite Skills. The ability to implement an incident management system, to communicate orally, to manage scene safety, and to supervise and account for assigned personnel under emergency conditions.

4.6.4 Develop and conduct a post-incident analysis, given a single unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated, and the approved forms are completed and processed in accordance with policies and procedures.

(A) Requisite Knowledge. Elements of a post-incident analysis, basic building construction, basic fire protection systems and features, basic water supply, basic fuel loading, fire growth and development, and departmental procedures relating to dispatch response tactics and operations and customer service.

(B) Requisite Skills. The ability to write reports, to communicate orally, and to evaluate skills.

4.7* Health and Safety.

This duty involves integrating safety plans, policies, and procedures into the daily activities as well as the emergency scene, including the donning of appropriate levels of personal protective equipment to ensure a work environment, in accordance with health and safety plans, for all assigned members, according to the following job performance requirements.

4.7.1 Apply safety regulations at the unit level, given safety policies and procedures, so that required reports are completed, in-service training is conducted, and member responsibilities are conveyed.

(A) Requisite Knowledge. The most common causes of personal injury and accident to members, safety policies and procedures, basic workplace safety, and the components of an infectious disease control program.

(B) Requisite Skills. The ability to identify safety hazards and to communicate orally and in writing.

4.7.2 Conduct an initial accident investigation, given an incident and investigation forms, so that the incident is documented and reports are processed in accordance with policies and procedures.

(A) Requisite Knowledge. Procedures for conducting an accident investigation and safety policies and procedures.

(B) Requisite Skills. The ability to communicate orally and in writing and to conduct interviews.

Chapter 5 Fire Officer II

5.1 General.

For certification at Level II, the Fire Officer I shall meet the requirements of Fire Instructor I as defined in [NFPA 1041](#) and the job performance requirements defined in Sections [5.2](#) through 5.7 of this standard.

5.1.1 General Prerequisite Knowledge. The organization of local government; enabling and regulatory legislation and the law-making process at the local, state/provincial, and federal levels; and the functions of other bureaus, divisions, agencies, and organizations and their roles and responsibilities that relate to the fire service.

5.1.2 General Prerequisite Skills. Intergovernmental and interagency cooperation.

5.2 Human Resource Management.

This duty involves evaluating member performance, according to the following job performance requirements.

5.2.1 Initiate actions to maximize member performance and/or to correct unacceptable performance, given human resource policies and procedures, so that member and/or unit performance improves or the issue is referred to the next level of supervision.

(A) Requisite Knowledge. Human resource policies and procedures, problem identification, organizational behavior, group dynamics, leadership styles, types of power, and interpersonal dynamics.

(B) Requisite Skills. The ability to communicate orally and in writing, to solve problems, to increase team work, and to counsel members.

5.2.2 Evaluate the job performance of assigned members, given personnel records and evaluation forms, so each member's performance is evaluated accurately and reported according to human resource policies and procedures.

(A) Requisite Knowledge. Human resource policies and procedures, job descriptions, objectives of a member evaluation program, and common errors in evaluating.

(B) Requisite Skills. The ability to communicate orally and in writing and to plan and conduct evaluations.

5.3 Community and Government Relations.

No additional requirements at this level.

5.4 Administration.

This duty involves preparing a project or divisional budget, news releases, and policy changes, according to the following job performance requirements.

5.4.1 Develop a policy or procedure, given an assignment, so that the recommended policy or procedure identifies the problem and proposes a solution.

(A) Requisite Knowledge. Policies and procedures and problem identification.

(B) Requisite Skills. The ability to communicate in writing and to solve problems.

5.4.2 Develop a project or divisional budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.

(A) Requisite Knowledge. The supplies and equipment necessary for ongoing or new projects; repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and appropriate budgeting system.

(B) Requisite Skill. The ability to allocate finances, to relate interpersonally, and to communicate orally and in writing.

5.4.3 Describe the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding.

(A) Requisite Knowledge. Purchasing laws, policies, and procedures.

(B) Requisite Skills. The ability to use evaluative methods and to communicate orally and in writing.

5.4.4 Prepare a news release, given an event or topic, so that the information is accurate and formatted correctly.

(A) Requisite Knowledge. Policies and procedures and the format used for news releases.

(B) Requisite Skills. The ability to communicate orally and in writing.

5.4.5 Prepare a concise report for transmittal to a supervisor, given fire department record(s) and a specific request for details such as trends, variances, or other related topics.

(A) Requisite Knowledge. The data processing system.

(B) Requisite Skills. The ability to communicate in writing and to interpret data.

5.5 Inspection and Investigation.

This duty involves conducting inspections to identify hazards and address violations and conducting fire investigations to determine origin and preliminary cause, according to the following job performance requirements.

5.5.1 Describe the procedures for conducting fire inspections, given any of the following occupancies, so that all hazards, including hazardous materials, are identified, approved forms are completed, and approved action is initiated:

- (1) Assembly
- (2) Educational
- (3) Health care
- (4) Detention and correctional
- (5) Residential
- (6) Mercantile
- (7) Business
- (8) Industrial

- (9) Storage
- (10) Unusual structures
- (11) Mixed occupancies

(A) Requisite Knowledge. Inspection procedures; fire detection, alarm, and protection systems; identification of fire and life safety hazards; and marking and identification systems for hazardous materials.

(B) Requisite Skills. The ability to communicate in writing and to apply the appropriate codes.

5.5.2 Determine the point of origin and preliminary cause of a fire, given a fire scene, photographs, diagrams, pertinent data and/or sketches, to determine if arson is suspected.

(A) Requisite Knowledge. Methods used by arsonists, common causes of fire, basic cause and origin determination, fire growth and development, and documentation of preliminary fire investigative procedures.

(B) Requisite Skills. The ability to communicate orally and in writing and to apply knowledge using deductive skills.

5.6 Emergency Service Delivery.

This duty involves supervising multi-unit emergency operations, conducting pre-incident planning, and deploying assigned resources, according to the following job requirements.

5.6.1 Produce operational plans, given an emergency incident requiring multi-unit operations, so that required resources and their assignments are obtained and plans are carried out in compliance with approved safety procedures resulting in the mitigation of the incident.

(A) Requisite Knowledge. Standard operating procedures; national, state/provincial, and local information resources available for the mitigation of emergency incidents; an incident management system; and a personnel accountability system.

(B) Requisite Skills. The ability to implement an incident management system, to communicate orally, to supervise and account for assigned personnel under emergency conditions; and to serve in command staff and unit supervision positions within the Incident Management System.

5.6.2 Develop and conduct a post-incident analysis, given multi-unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated and the approved forms are completed and processed.

(A) Requisite Knowledge. Elements of a post-incident analysis, basic building construction, basic fire protection systems and features, basic water supply, basic fuel loading, fire growth and development, and departmental procedures relating to dispatch response, strategy tactics and operations, and customer service.

(B) Requisite Skills. The ability to write reports, to communicate orally, and to evaluate skills.

5.7 Health and Safety.

This duty involves reviewing injury, accident, and health exposure reports, identifying unsafe work environments or behaviors, and taking approved action to prevent reoccurrence, according to the following job requirements.

5.7.1 Analyze a member's accident, injury, or health exposure history, given a case study, so that a report including action taken and recommendations made is prepared for a supervisor.

(A) Requisite Knowledge. The causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths.

(B) Requisite Skills. The ability to communicate in writing and to interpret accidents, injuries, occupational illnesses, or death reports.

Chapter 6 Fire Officer III

6.1 General.

For certification at Level III, the Fire Officer II shall meet the requirements of Fire Instructor II as defined in [NFPA 1041](#) and the job performance requirements defined in Sections [6.2](#) through 6.7 of this standard.

6.1.1 General Prerequisite Knowledge. Current national and international trends and developments related to fire service organization, management, and administrative principles; public and private organizations that support the fire and emergency services and the functions of each.

6.1.2 General Prerequisite Skills. The ability to research, to use evaluative methods, to analyze data, to communicate orally and in writing, and to motivate members.

6.2 Human Resource Management.

This duty involves establishing procedures for hiring, assigning, promoting, and encouraging professional development of members, according to the following job performance requirements.

6.2.1 Establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures.

(A) Requisite Knowledge. Minimum staffing requirements, available human resources, and policies and procedures.

(B) Requisite Skills. The ability to relate interpersonally and to communicate orally and in writing.

6.2.2 Develop procedures for hiring members, given policies of the AHJ and legal requirements, so that the process is valid and reliable.

(A) Requisite Knowledge. Applicable federal, state/provincial, and local laws; regulations and standards; and policies and procedures.

(B) Requisite Skills. The ability to communicate orally and in writing.

6.2.3 Develop procedures and programs for promoting members, given applicable policies and legal requirements, so that the process is valid and reliable, job-related, and nondiscriminatory.

(A) Requisite Knowledge. Applicable federal, state/provincial, and local laws; regulations and standards; and policies and procedures.

(B) Requisite Skills. The ability to communicate orally and in writing, to encourage professional development, and to mentor members.

6.2.4 Describe methods to facilitate and encourage members to participate in professional development to achieve their full potential.

(A) Requisite Knowledge. Interpersonal and motivational techniques.

(B) Requisite Skills. The ability to evaluate potential, to communicate orally, and to counsel members.

6.3 Community and Government Relations.

This duty involves developing programs that improve and expand service and build partnerships with the public, according to the following job performance requirements.

6.3.1 Prepare community awareness programs to enhance the quality of life by developing nontraditional services that provide for increased safety, injury prevention, and convenient public services.

(A) Requisite Knowledge. Community demographics, resource availability, community needs, and customer service principles.

(B) Requisite Skills. The ability to relate interpersonally and to communicate orally and in writing.

6.4 Administration.

This duty involves preparing a divisional or departmental budget, developing a budget management system, soliciting bids, planning for resource allocation, and working with information management systems, according to the following job performance requirements.

6.4.1 Develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.

(A) Requisite Knowledge. The supplies and equipment necessary for existing and new programs; repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and approved budgeting system.

(B) Requisite Skills. The ability to allocate finances, to relate interpersonally, and to communicate orally and in writing.

6.4.2* Develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.

(A) Requisite Knowledge. Revenue to date, anticipated revenue, expenditures to date, encumbered amounts, and anticipated expenditures.

(B) Requisite Skills. The ability to interpret financial data and to communicate orally and in writing.

6.4.3 Describe the process of soliciting and awarding bids, given established specifications, so that competitive bidding is ensured.

(A) Requisite Knowledge. Purchasing laws, policies, and procedures.

(B) Requisite Skills. The ability to use evaluative methods and to communicate orally and in writing.

6.4.4 Direct the development, maintenance, and evaluation of a department record-keeping system, given policies and procedures, so that completeness and accuracy are achieved.

(A) Requisite Knowledge. The principles involved in the acquisition, implementation, and retrieval of information by data processing as it applies to

the record and budgetary processes, capabilities, and limitations of information management systems.

(B) Requisite Skills. The ability to use evaluative methods, to communicate orally and in writing, and to organize data.

6.4.5 Analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended.

(A) Requisite Knowledge. The principles involved in the acquisition, implementation, and retrieval of information and data.

(B) Requisite Skills. The ability to use evaluative methods, to communicate orally and in writing, and to organize and analyze data.

6.4.6 Develop a model plan, given resources for an area to be protected, so that resource utilization is maximized.

(A) Requisite Knowledge. Policies and procedures; physical and geographic characteristics and hazards; demographics; community plan; staffing requirements; response time benchmarks; contractual agreements; and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to research, use evaluative methods, and analyze data, to communicate orally and in writing, and to organize.

6.4.7 Review current policies, then evaluate the need for and supervise the development of a new or revised policy or procedure, so that the recommended policy or procedure addresses the need.

(A) Requisite Knowledge. Policies and procedures and problem identification.

(B) Requisite Skills. The ability to communicate orally and in writing, to relate interpersonally, to delegate authority, to analyze data, and to solve problems.

6.4.8 Research, evaluate, and project training requirements, facilities, and buildings needs, given appropriate data that reflect community needs and resources, to meet departmental training goals.

(A) Requisite Knowledge. Policies and procedures, physical and geographic characteristics, building and fire codes, departmental plan, staffing requirements, training standards, needs assessment, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, and familiarity with fiscal analysis, forecasting, and analyzing.

6.5 Inspection and Investigation.

This duty involves evaluating inspection programs to determine effectiveness and developing public safety plans, according to the following job performance requirements.

6.5.1 Evaluate and identify construction, alarm, detection, and suppression features that contribute to or prevent the spread of fire, heat, and smoke throughout the building or from one building to another, given an occupancy, so that the development of a pre-incident plan for any of the following occupancies is evaluated:

- (1) Public assembly

- (2) Educational
- (3) Institutional
- (4) Residential
- (5) Business
- (6) Industrial
- (7) Manufacturing
- (8) Storage
- (9) Mercantile
- (10) Special properties

(A) Requisite Knowledge. Fire behavior; program evaluation; building construction; inspection and incident reports; detection, alarm, and suppression systems; and applicable codes, ordinances, and standards.

(B) Requisite Skills. The ability to use evaluative methods, to communicate orally and in writing, and to organize projects or programs.

6.5.2 Develop a plan, given an identified fire safety problem, so that the approval for a new program, piece of legislation, form of public education, or fire safety code is facilitated.

(A) Requisite Knowledge. Policies and procedures and applicable codes, ordinances, and standards and their development process.

(B) Requisite Skills. The ability to use evaluative methods, to use consensus-building techniques, to communicate orally and in writing, and to organize plans.

6.6 Emergency Service Delivery.

This duty involves managing multi-agency planning, deployment, and operations, according to the following job performance requirements.

6.6.1 Prepare an action plan, given an emergency incident requiring multiple agency operations, so that the required resources are determined and the resources are assigned and placed to mitigate the incident.

(A) Requisite Knowledge. Policies and procedures, resources, capabilities, roles, responsibilities, and authority of support agencies.

(B) Requisite Skills. The ability to use evaluative methods, to delegate authority, to communicate orally and in writing, and to organize plans.

6.6.2 Develop and conduct a post-incident analysis, given a multi-agency incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated, and the appropriate forms are completed and processed in accordance with policies and procedures.

(A) Requisite Knowledge. Elements of a post-incident analysis, emergency management plan, critical issues, involved agencies' resources and responsibilities, procedures relating to dispatch response, strategy tactics and operations, and customer service.

(B) Requisite Skills. The ability to write reports, to communicate orally, and to evaluate skills.


6.7 Health and Safety.

This duty involves developing, managing, and evaluating a departmental safety program, according to the following job performance requirements.

6.7.1 Develop a measurable accident and injury prevention program, given specific data, so that the results are evaluated to determine effectiveness.

(A) Requisite Knowledge. Policies and procedures, accepted safety practices, and applicable codes, standards, and laws.

(B) Requisite Skills. The ability to use evaluative methods, to analyze data, and to communicate orally and in writing.



Chapter 7 Fire Officer IV

7.1 General.

For certification at Level IV, the Fire Officer III shall meet the job performance requirements defined in Sections [7.2](#) through 7.7 of this standard.

7.1.1 General Prerequisite Knowledge. Advanced administrative, financial, communications, political, legal, managerial, analytical, and information management.

7.1.2 General Prerequisite Skill. The ability to effectively apply prerequisite knowledge.

7.2 Human Resource Management.

This duty involves administering job performance requirements and evaluating and improving the department, according to the following job performance requirements.

7.2.1 Appraise the department's human resource demographics, given appropriate community demographic data, to determine if the recruitment, selection, and placement of human resources is effective and consistent with law and current best practices.

(A) Requisite Knowledge. Policies and procedures; local, state/provincial, and federal regulations; community demographics; community issues; and formal and informal community leaders.

(B) Requisite Skills. The ability to communicate orally and in writing, to relate interpersonally, to delegate authority, to analyze issues, and to solve problems.

7.2.2 Evaluate current employee/management relations and initiate the development of a process that supports a positive and participative employee/management program.

(A) Requisite Knowledge. Policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, to negotiate, to analyze current status of employee relations, to relate interpersonally, to analyze the current employee/management relations; and to conduct program implementation.

7.2.3 Establish and evaluate a list of education and in-service training goals, given a summary of the job requirements for all positions within the department, so that all members can achieve and maintain required proficiencies.

(A) Requisite Knowledge. Training resources, community needs, internal and external customers, policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing and to organize data and resources.

7.2.4 Appraise a member-assistance program, given data, to determine if the program, when used, produces the desired results and benefits.

(A) Requisite Knowledge. Policies and procedures, available assistance programs, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, to relate interpersonally to members, and to analyze needs and results.

7.2.5 Evaluate an incentive program, given data, so that a determination is made regarding achievement of the desired results.

(A) Requisite Knowledge. Policies and procedures, available incentive programs, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, to relate interpersonally, and to analyze programs.

7.3 Community and Government Relations.

This duty involves projecting a positive image of the fire department to the community, according to the following job performance requirements.

7.3.1 Attend, participate in, and assume a leadership role in given community events in order to meet community needs and enhance the image of the fire department.

(A) Requisite Knowledge. Community demographics, community and civic issues, effective customer service methods, and formal and informal community leaders.

(B) Requisite Skills. The ability to communicate orally and familiarity with public relations.

7.3.2 Monitor, local, state and federal legislative activities, given fire service issues, in order to enhance the effectiveness of the fire department.

(A) Requisite Knowledge. Community demographics, issues, and needs; formal and informal community and legislative leaders; and familiarity with legislative processes.

(B) Requisite Skills. The ability to communicate orally and in writing.

7.4 Administration.

This duty involves long-range planning and fiscal projections, according to the following job performance requirements.

7.4.1 Develop a comprehensive long-range plan, given community requirements, current department status, and resources, so that the projected needs of the community are met.

(A) Requisite Knowledge. Policies and procedures, physical and geographic characteristics, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing and familiarity with fiscal analysis, public policy processes, forecasting resources, and analyzing current department status requirements.

7.4.2 Evaluate and project training requirements, facilities, and buildings needs, given data that reflect community needs and resources, to meet departmental training goals.

(A) Requisite Knowledge. Policies and procedures, physical and geographic characteristics, building and fire codes, departmental plan, staffing requirements, training standards, needs assessment, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing and familiarity with fiscal analysis, forecasting needs, and analyzing data.

7.5 Inspection and Investigation.

7.5.1 Definition of Duty. No additional job performance requirements at this level.

7.6 Emergency Services Delivery.

This duty involves developing plans for major disasters, according to the following job performance requirements.

7.6.1 Develop a comprehensive disaster plan that integrates other agencies' resources, given data, in order to rapidly and effectively mitigate the impact on a community.

(A) Requisite Knowledge. Major incident policies and procedures, physical and geographic characteristics, demographics, target hazards, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.

(B) Requisite Skills. The ability to communicate orally and in writing and to organize a disaster plan; and familiarity with inter-agency planning and coordination.

7.6.2 Develop a comprehensive plan, given data (including agency data), so that the agency operates at a civil disturbance, integrates with other agencies' actions, and provides for the safety and protection of members.

(A) Requisite Knowledge. Major incident policies and procedures, physical and geographic characteristics, demographics, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.

(B) Requisite Skills. The ability to communicate orally and in writing and to organize a plan; and familiarity with inter-agency planning and coordination.


7.7 Health and Safety.

This duty involves administering a comprehensive risk management program, according to the following job performance requirements.

7.7.1 Maintain, develop, and provide leadership for a risk management program, given specific data, so that injuries and property damage accidents are reduced.

(A) Requisite Knowledge. Risk management concepts, retirement qualifications, occupational hazards analysis, and disability procedures, regulations, and laws.

(B) Requisite Skills. The ability to communicate orally and in writing, to analyze data, and to use evaluative methods.



Annex A Explanatory Material

Annex A is not a part of the requirements of this NFPA document but is included for informational purposes only. This annex contains explanatory material, numbered to correspond with the applicable text paragraphs.

A.1.1 It is envisioned that in addition to the requirements of NFPA 1021, the authority having jurisdiction may require additional credentials. These can include fire degree programs and general education in business, management, science, and associated degree curricula.

A.1.3 Fire officers are expected to be ethical in their conduct. Ethical conduct includes being honest, doing “what’s right,” and performing to the best of one’s ability. For public safety personnel, ethical responsibility extends beyond one’s individual performance. In serving the citizens, public safety personnel are charged with the responsibility of ensuring the provision of the best possible safety and service.

Ethical conduct requires honesty on the part of all public safety personnel. Choices must be made on the basis of maximum benefit to the citizens and the community. The process of making these decisions must also be open to the public. The means of providing service, as well as the quality of the service provided, must be above question and must maximize the principles of fairness and equity as well as those of efficiency and effectiveness.

The International Association of Fire Chiefs Code of Ethics is just one example of general and professional codes of conduct available for reference.

A.3.1 Definitions of action verbs used within this document are based on the first definition of the word found in *Webster’s Dictionary*.

A.3.2.1 Approved. The National Fire Protection Association does not approve, inspect, or certify any installations, procedures, equipment, or materials; nor does it approve or evaluate testing laboratories. In determining the acceptability of installations, procedures, equipment, or materials, the authority having jurisdiction may base acceptance on compliance with NFPA or other appropriate standards. In the absence of such standards, said authority may require evidence of proper installation, procedure, or use. The authority having jurisdiction may also refer to the listings or labeling practices of an organization that is concerned with product evaluations and is thus in a position to determine compliance with appropriate standards for the current production of listed items.

A.3.2.2 Authority Having Jurisdiction (AHJ). The phrase “authority having jurisdiction,” or its acronym AHJ, is used in NFPA documents in a broad manner, since jurisdictions and approval agencies vary, as do their responsibilities. Where public safety is primary, the authority having jurisdiction may be a federal, state, local, or other regional department or individual such as a fire chief; fire marshal; chief of a fire prevention bureau, labor department, or health department; building official; electrical inspector; or others having statutory authority. For insurance purposes, an insurance inspection

department, rating bureau, or other insurance company representative may be the authority having jurisdiction. In many circumstances, the property owner or his or her designated agent assumes the role of the authority having jurisdiction; at government installations, the commanding officer or departmental official may be the authority having jurisdiction.

A.3.2.4 Listed. The means for identifying listed equipment may vary for each organization concerned with product evaluation; some organizations do not recognize equipment as listed unless it is also labeled. The authority having jurisdiction should utilize the system employed by the listing organization to identify a listed product.

A.3.3.1 Comprehensive Emergency Management Plan. In some jurisdictions, a comprehensive emergency management plan (CEMP) is also known as a disaster management plan or local emergency plan.

A.4.1 It is recognized that the job of Fire Officer may not be as physically demanding as that of a Fire Fighter. However, the physiological and emotional stress incurred by Fire Officers can still be significant. Therefore, it is recommended that physical fitness requirements for Fire Officer personnel be developed and validated by the AHJ.

A.4.2.4(A) Member-related problems could include substance abuse; acute, chronic, and delayed stress; and health, financial, personal, family, and other situations that adversely affect the member's job performance.

A.4.2.5 The Fire Officer I should be able to deal with administrative procedures that might include transfers, promotions, compensation/member benefits, sick leave, vacation, requests for pay or benefits while acting in a temporary position, change in member benefits, commendations, disciplinary actions, and grievances.

A.4.5 The committee's intent is to instill an awareness of those areas that officers might address in the performance of their duties. Organizations that desire higher levels of competency in these areas should refer to the applicable NFPA professional qualifications standards: [NFPA 1031](#) and [NFPA 1033](#).

A.4.6 Emergency service delivery is the component of fire department organization providing mitigation of responses to emergency incidents, such as those involving fires, emergency medical situations, mass casualties, hazardous materials, weapons of mass destruction, and terrorism, as well as other emergency events.

A.4.6.2(A) Size-up includes the many variables that the officer observes from the time of the alarm, during response, and upon arrival in order to develop an initial action plan to control an emergency incident. These observations can include building type and occupancy, fire involvement, number of occupants, mechanism of injury, materials spilled or involved in fire, wind direction, topography, and demographics, among others.

A.4.6.3 This requirement takes into consideration the officer's ability to give orders, direct personnel, evaluate information, and allocate resources to respond to the wide variety of emergency situations the fire service encounters.

A.4.7 One of the fire officer's primary responsibilities is safety both on the fire ground and during normal operations. The fire officer must be cognizant that these operations can include risks and threats of intentional harm to personnel. This standard defines the minimum requirements for the fire officer. [NFPA 1521](#) and applicable OSHA regulations define additional requirements for the officer who might be assigned those duties.

A.6.4.2 The following are some of the budgeting systems commonly used:

- (1) Planning programming budgeting system (PPBS)
- (2) Line item budgets
- (3) Zero-based budgeting (ZBB)
- (4) Program budgeting
- (5) Performance budgeting
- (6) Matrix budgets

Annex C Discussion of Methods of Evaluation

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only.

C.1 Methods.

It is evident that, given the complex nature of the fire officer standards, flexibility is needed when considering the qualifications of applicants for certification. In addition to exam-driven certification methods, accredited certifying organizations or AHJs can consider a variety of other methods of compliance with the job performance requirements. For example, when an applicant submits educational credentials, the actual course objectives should be matched to the JPRs. Furthermore, individuals might demonstrate proficiency through documented job-related experience. Finally, a “menu” approach through a combination of the above-referenced and other credible evaluations of proficiency (as outlined in steps 1 through 4) is encouraged. By adopting a flexible approach to certification, accredited agencies or AHJs will promote the Fire Officer Professional Qualifications Standard.

For purposes of clarification, an individual seeking Fire Officer II certification must meet the requirements of 5.4.2, in addition to the others.

5.4.2 Develop a project or divisional budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.

(A) Requisite Knowledge. The supplies and equipment necessary for ongoing or new projects; repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and appropriate budgeting system.

(B) Requisite Skills. The ability to allocate finances, to relate interpersonally, and to communicate orally and in writing.

The candidate can demonstrate proficiency by any one or a combination of the following methods:

- (1) Successful completion of an exam that is correlated to this section
- (2) Passage of a higher education course that has objectives that are correlated to this section
- (3) Passage of a continuing education course that has objectives that are correlated to this section
- (4) Submission, independent review, and approval of job-related experience that includes the following:
 - (a) Detailed schedule of the process
 - (b) Any statutory guidelines, laws, and procedures
 - (c) Detailed documentation of the applicant's involvement in the process
 - (d) Final product