

# **CDC 10213**

## **Fire Officer III**

### **Volume 1. Instructor Guide Sheets**



**Extension Course Program (A4L)**  
**Air University**  
**Air Education and Training Command**

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WELCOME to the Career Development Course (CDC) program, a vital element of the Department of Defense (DOD) Fire and Emergency Services Certification Program. If this is your first attempt at a CDC we recommend you read DOD Manual 6055.06-M, *Department of Defense (DOD) Fire and Emergency Services Certification Program*. If this is not your first CDC we're pleased that you are progressing well through the certification program and encourage you to continue your efforts to complete this CDC and obtain your certification for Fire Officer III. This course, CDC 10213, *Fire Officer III*, is designed to give you the requirements and references required to obtain this certification.

These requirements are based on NFPA 1021, *Standard for Fire Officer Professional Qualifications*, 2009 edition. The relevant NFPA standard is listed in each section of the certification materials. Each section is to be used in conjunction with the NFPA standard to ensure all information is covered. Due to the unique nature of the NFPA Job Performance Requirement (JPR) format, many topics appear to be or tend to be repeated. It is necessary to study the information once, but the candidate must realize that questions on such information may be given in any objective to which the NFPA or the Instructor Guide Sheets refer to that information where appropriate and applicable notes have been made to bring the repetition to the candidates' attention.

Throughout the certification materials, Department of Defense enhancements to the NFPA standards are underlined.

Instructor Guide Sheets briefly outline the information for each objective. The Guide Sheets are broken into three columns. Column one indicates both the learning objective and NFPA line item. Learning Objective (LO) numbers shown in the extreme left column of the Instructor Guide Sheets are primarily for Air University tracking purposes but may be used by candidates for correlation to the Certification Course Review Exercises used with CerTest (see the CerTest Procedural Guide for more information).

Column two contains the outline of information.

Column three provides reference notations indicating where additional information may be found (**test questions come from these references**). Instructors should develop their own lesson plans using the guide sheets as a starting point. Performance tests provide detailed performance checklist items for candidate testing.

Code numbers on figures are for preparing agency identification only.

The use of a name of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

To get a response to your questions concerning subject matter in this course, or to point out technical errors you find in the text, unit review exercises, or course examination call or write the author using the contact information on the inside front cover of this volume.

**NOTE: Do not use the IDEA Program to submit corrections for printing or typographical errors.**

Consult your education officer, training officer, or NCOIC if you have questions on course enrollment, administration, or irregularities (possible scoring errors, printing errors, etc.) on unit review exercises or course examination. For these and other administrative issues, you may also access the Air University e-Campus Support (helpdesk) at <https://www.auecampussupport.com> and do a search for your course number. You may find your question has already been answered. If not, submit a new question or request, and you will receive a response in four days or less.

This volume is valued at 12 hours and 4 points.

## **Acknowledgment**

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### **NOTE:**

In this volume, the subject matter is divided into self-contained units. A unit menu begins each unit, identifying the lesson headings and numbers. After reading and studying the references for each unit take the certification course review exercises (CCRE) provided in CerTest. Use of CerTest and the CCRE is explained in the CerTest Procedural Guide.

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**Unit 1. General Knowledge/Skills & Human Resource Management**

**Objectives: Obtain the necessary knowledge, skills, and abilities to effectively accomplish and establish procedures for human resource management.**

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<p><b>6.1</b></p> <p><b>LO 001/ 6.1.1-6.1.2</b></p>	<p><b>General</b></p> <p>A. NFPA Standard 1021, <i>Standard for Fire Officer Professional Qualifications</i></p> <ol style="list-style-type: none"> <li>1. Fire Officer III Prerequisites                             <ol style="list-style-type: none"> <li>a. NFPA requirements</li> <li>b. Department of Defense requirements</li> </ol> </li> <li>2. Fire service trends &amp; development                             <ol style="list-style-type: none"> <li>a. National</li> <li>b. International</li> <li>c. Accreditation</li> </ol> </li> <li>3. Public &amp; private organizations                             <ol style="list-style-type: none"> <li>a. Trade</li> <li>b. Federal</li> <li>c. State/Provincial</li> <li>d. Local</li> </ol> </li> </ol>	<p>NFPA Standard 1021, 2009 Ed, Paragraph 6.1</p> <p>DOD 6055.6-M, <i>DOD Fire and Emergency Services Certification Program</i>, 2006 Ed. Chapter 2, all pgs</p> <p>ICMA’s <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapter 1, pgs 3-6</p> <p>IFSTA’s <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 8, pgs 266-273</p> <p>IFSTA’s <i>Fire Service Orientation and Terminology</i>, 4<sup>th</sup> Ed. Chapters 3 &amp; 8, all pgs</p>
<p><b>6.2</b></p> <p><b>LO 002/6.2.1</b></p>	<p><b>Human Resource Management</b></p> <p>B. Establishing Personnel Assignments</p> <ol style="list-style-type: none"> <li>1. Personnel Assignments                             <ol style="list-style-type: none"> <li>a. Work environment</li> <li>b. Duty assignments</li> <li>c. Levels of staffing</li> </ol> </li> <li>2. Roles of Fire Service Personnel                             <ol style="list-style-type: none"> <li>a. Fire companies</li> <li>b. Fire suppression</li> <li>c. Training department</li> <li>d. Administration</li> <li>e. Special operations</li> <li>f. Fire prevention</li> </ol> </li> </ol>	<p>IFSTA’s <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 6, pgs 189-191</p> <p>DOD Instruction 6055.06, <i>DOD Fire and Emergency Services (F&amp;ES) Program</i>, 2006 Ed. Table E3.T1 and Enclosure 6</p> <p>IFSTA’s <i>Fire Service Orientation and Terminology</i>, 4<sup>th</sup> Ed. Chapters 2 and 9, all pgs</p>

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<p><b>LO 003/ 6.1.2 – 6.7.1</b></p> <p><b>Performance</b></p>	<ul style="list-style-type: none"> <li>g. Emergency medical service</li> <li>h. Other fire department personnel</li> <li>i. Equipment and facilities</li> <li>j. Fire department apparatus</li> </ul> <p>3. Communication</p> <ul style="list-style-type: none"> <li>a. Interpersonal communication</li> <li>b. Oral communication</li> <li>c. Written communication</li> </ul> <p>Demonstrate the administration of personnel and assignments for a two month period by preparing duty/shift rosters. Write a narrative description of how and why personnel were selected for assignment positions.</p>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 2, all pgs, and Appendices B-E</p> <p>ICMA's <i>Effective Supervisory Practices</i>, 4<sup>th</sup> Ed. Chapter 8, all pgs</p> <p><b>Skills Station #1.1 HRM: Personnel Assignments</b></p>
<p><b>LO 004/6.2.2</b></p> <p><b>Performance</b></p>	<p>C. Develop Hiring Procedures</p> <ul style="list-style-type: none"> <li>1. Human resource management <ul style="list-style-type: none"> <li>a. Demographics</li> <li>b. Diversity</li> <li>c. Employment practices</li> </ul> </li> <li>2. Selecting the employee <ul style="list-style-type: none"> <li>a. Preparing for the interview</li> <li>b. Interviewing the applicants</li> </ul> </li> <li>3. Hiring laws, regulations, and standards <ul style="list-style-type: none"> <li>a. Local</li> <li>b. State</li> <li>c. Federal</li> <li>d. Agency / AHJ policies &amp; procedures</li> </ul> </li> </ul> <p>Demonstrate your administration of a civilian recruiting program by developing procedures and writing a report for hiring members so the process is valid and reliable.</p>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 6, pgs 169-188</p> <p>IFSTA's <i>Fire Service Orientation/ Terminology</i>, 4<sup>th</sup> Ed. Chapter 1, pgs 7-12</p> <p>ICMA's <i>Effective Supervisory Practices</i>, 4<sup>th</sup> Ed. Chapter 6, pgs 62-66</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapter 5, pgs 139-152</p> <p>NFPA's <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 9, pgs 332-345</p> <p><b>Skills Station #1.2 HRM: Hiring Personnel</b></p>

LO/OBJ	CONTENT	REFERENCE
<p><b>LO 005/6.2.3</b></p>	<p>D. Develop a Promotion Program</p> <ol style="list-style-type: none"> <li>1. Human resource management                             <ol style="list-style-type: none"> <li>a. Internal personnel relations</li> <li>b. Labor/Management relations</li> </ol> </li> </ol>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 6, pgs 197-200 and 207-213</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapter 5, pgs 153-164</p> <p>NFPA's <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 9, pgs 343-352</p>
<p><b>Performance</b></p>	<p>Demonstrate your administration of a civilian promotion program by developing procedures and writing a report for promoting members so the process is valid, reliable and nondiscriminatory.</p>	<p><b>Skills Station #1.3 HRM: Promoting Personnel</b></p>
<p><b>LO 006-008 /6.2.4</b></p>	<p>E. Create a Professional Development Program</p>	
<p><b>LO 006</b></p>	<ol style="list-style-type: none"> <li>1. Professional development programs                             <ol style="list-style-type: none"> <li>a. Continuing education</li> <li>b. Professional organizations</li> <li>c. Officer accreditation</li> <li>d. Other forms / methods</li> </ol> </li> </ol>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 1, pgs 11-23; 4, all pgs; and 6, pgs 195-197 and 213-217</p>
<p><b>LO 007</b></p>	<ol style="list-style-type: none"> <li>2. Leadership and motivating employees                             <ol style="list-style-type: none"> <li>a. Supervising methods and styles</li> <li>b. Managing methods and styles</li> <li>c. Motivating employees</li> </ol> </li> </ol>	<p>ICMA's <i>Effective Supervisory Practices</i>, 4<sup>th</sup> Ed. Chapters 7, 9 and 10, all pgs</p>
<p><b>LO 008</b></p>	<ol style="list-style-type: none"> <li>3. Evaluating employees                             <ol style="list-style-type: none"> <li>a. Personnel evaluation programs</li> <li>b. Evaluating performance</li> <li>c. Appraisal pitfalls</li> </ol> </li> </ol>	<p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 5, pg 153; and 8, all pgs</p>
<p><b>Performance</b></p>	<p>Demonstrate your administration of a professional development program by establishing methods and procedures to develop and motivate members. Write a report on the process.</p>	<p><b>Skills Station #1.4 HRM: Professional Development</b></p>

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<p><b>LO 009/6.2.5</b></p> <p><b>Performance</b></p>	<p>F. Develop a proposal to improve an employee benefit</p> <ol style="list-style-type: none"> <li>1. Employee benefit programs           <ol style="list-style-type: none"> <li>a. Wages and fringe benefits</li> <li>b. Incentives in career &amp; volunteer depts</li> </ol> </li> </ol> <p>Demonstrate your administration by developing a proposal to improve a fire department employee benefit program with strong justification. Write a report on the proposal.</p>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 6, pgs 197-198</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 5, pg 147</p> <p>NFPA's <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapters 9, pgs 351-352; and 10, pgs 384-385</p> <p><b>Skills Station #1.5</b> <b>HRM: Benefit Programs</b></p>
<p><b>LO 010/6.2.6</b></p> <p><b>Performance</b></p>	<p>G. Create a plan for employee accommodation</p> <ol style="list-style-type: none"> <li>1. Employment practices and accommodation           <ol style="list-style-type: none"> <li>a. Legal requirements</li> <li>b. Legal accountability</li> <li>c. Service &amp; career</li> <li>d. NFPA Standard 1582</li> </ol> </li> </ol> <p>Demonstrate your administration by developing a plan with justification to accommodate an employee's special needs. Write a report on the proposal.</p>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 6, pgs 176-177 and 205-207</p> <p>ICMA's <i>Effective Supervisory Practices</i>, 4<sup>th</sup> Ed. Chapters 1, pgs 4-5</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 1, pgs 14-16; 5, pgs 150-152, and 13, pgs 405-408</p> <p>NFPA's <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 9, pgs 332-347</p> <p><b>Skills Station #1.6</b> <b>HRM: Employee Accommodation</b></p>

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<b>LO 011/6.2.7</b>	<p>H. Develop a continuing education training program</p> <ol style="list-style-type: none"> <li>1. Needs assessment                             <ol style="list-style-type: none"> <li>a. Evaluation of requirements</li> <li>b. Outcome evaluation</li> <li>c. Reoccurring proficiency training</li> <li>d. One-time certification training</li> </ol> </li> <li>2. Education and training programs                             <ol style="list-style-type: none"> <li>a. Continuing education</li> <li>b. Program development</li> <li>c. How we learn</li> <li>d. Training sources</li> </ol> </li> </ol>	<p>IFSTA’s <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 6, pgs 213-216; and 10, pgs 333-347</p> <p>ICMA’s <i>Effective Supervisory Practices</i>, 4<sup>th</sup> Ed. Chapter 6, pgs 68-74</p> <p>ICMA’s <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapter 9, pgs 267-289</p> <p>NFPA’s <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 11, all pgs</p>
<b>Performance</b>	<p>Demonstrate your administration by developing a continuing education training program for your department. Write a report on the proposal.</p>	<p><b>Skills Station #1.7 HRM: Education Program</b></p>

## Unit 2. Community and Government Relations

**Objectives: Obtain the necessary knowledge, skills, and abilities to establish and improve customer services and build partnerships in the community.**

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<p><b>6.3</b></p> <p><b>LO 012-013</b> <b>/6.3.1</b></p> <p><b>LO 012</b></p> <p><b>LO 013</b></p> <p><b>Performance</b></p>	<p><b>Community and Government Relations</b></p> <p>A. Develop Community Awareness Programs</p> <ol style="list-style-type: none"> <li>1. Community demographics and needs               <ol style="list-style-type: none"> <li>a. Community risk analysis</li> <li>b. Planning necessary resources</li> </ol> </li> <li>2. Community programs               <ol style="list-style-type: none"> <li>a. Comprehensive fire prevention</li> <li>b. Public fire and life safety education</li> <li>c. Fire investigation considerations</li> </ol> </li> <li>3. Customer service               <ol style="list-style-type: none"> <li>a. Quality customer concepts &amp; service</li> <li>b. Awareness programs</li> <li>c. Relation strategies</li> <li>d. Community involvement</li> </ol> </li> <li>4. Government relations               <ol style="list-style-type: none"> <li>a. Leadership strategies in a political arena</li> <li>b. Political decision making</li> <li>c. Legislation</li> <li>d. Accreditation programs</li> </ol> </li> </ol> <p>Write a report that demonstrates your administration of a community awareness program by developing public services that increase fire &amp; life safety and prevention. The program must be convenient and customer service oriented.</p>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 7, 8 and 11, all pgs</p> <p>IFSTA's <i>Fire Service Orientation &amp; Terminology</i>, 4<sup>th</sup> Ed. Chapter 4, all pgs</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 2, 3 and 12, all pgs</p> <p>ICMA's <i>Effective Supervisory Practices</i>, 4<sup>th</sup> Ed. Chapter 16, all pgs</p> <p>NFPA's <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 5, all pgs</p> <p><b>Skills Station #2.1</b> <b>Community &amp; Government Relations:</b> <b>Community Awareness Programs</b></p>

**Unit 3. Administration**

**Objectives: Obtain the necessary knowledge, skills, and abilities to administer departmental budget, preservation of resources, the bid process and working with information management systems.**

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<p><b>6.4</b></p> <p><b>LO 014-015 /6.4.1</b></p> <p><b>LO 014</b></p> <p><b>LO 015</b></p> <p><b>Performance</b></p> <p><b>LO 016/6.4.2</b></p>	<p><b>Administration</b></p> <p>A. Develop Divisional/Departmental Budget</p> <p>1. Administrative Structures and Processes</p> <p>a. Organizational structure</p> <p>b. Strategic planning process</p> <p>c. Operational planning process</p> <p>d. Performance measurement and organizational improvement</p> <p>2. Budget Development</p> <p>a. Budget types</p> <p>b. Development process</p> <p>c. Budgeting</p> <p>d. Capital resources</p> <p>Develop a comprehensive budget that addresses and justifies capital, operating, and personnel cost.</p> <p>B. Develop a Budget Management System</p> <p>1. Fiscal Management</p> <p>a. Management systems of government</p> <p>b. Business planning</p> <p>c. Financial risk management</p> <p>d. Managing financial information</p> <p>e. Monitoring and reporting</p> <p>2. Fiscal Outflow and Funding</p> <p>a. Revenue</p> <p>b. Expenditures</p> <p>c. Maintenance</p>	<p>IFSTA’s <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 9, all pgs; and 10, pgs 301-313</p> <p>ICMA’s <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 6, 7 and 10, all pgs</p> <p>ICMA’s <i>Effective Supervisory Practices</i>, 4<sup>th</sup> Ed. Chapter 15, all pgs</p> <p>NFPA’s <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 8, all pgs</p> <p><b>Skills Station #3.1 Administration: Budget Development</b></p> <p>IFSTA’s <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 9 &amp; 10, all pgs</p> <p>ICMA’s <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 6, all pgs; and 7, pgs 224-228</p>

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<p><b>Performance</b></p> <p><b>LO 017/6.4.3</b></p>	<p>Develop a comprehensive budget management system so that the department stays within the financial plan of the AHJ and remains in good standing for future budget cycles.</p> <p>C. Soliciting and Awarding Bids</p> <ol style="list-style-type: none"> <li>1. Purchasing Process               <ol style="list-style-type: none"> <li>a. Determine needs</li> <li>b. Conduct research</li> <li>c. Evaluate equipment</li> <li>d. Review product data</li> </ol> </li> <li>2. Conduct Purchasing Process               <ol style="list-style-type: none"> <li>a. Determine funding sources</li> <li>b. Create bid specification</li> <li>c. Evaluate and score proposals</li> <li>d. Award purchase contract</li> <li>e. Procurement</li> <li>f. Evaluate and revise process</li> </ol> </li> </ol>	<p><b>Skills Station #3.2 Administration: Budget Management</b></p> <p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 10, pgs 312-321</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapter 7, all pgs</p>
<p><b>Performance</b></p> <p><b>LO 018/6.4.4-6.4.5</b></p>	<p>Develop a comprehensive system for soliciting &amp; awarding bids ensuring competitive bidding.</p> <p>D. Create &amp; Analyze Record-Keeping Systems</p> <ol style="list-style-type: none"> <li>1. Technology in Administration               <ol style="list-style-type: none"> <li>a. Computer hardware</li> <li>b. Computer software</li> <li>c. Communications/Office equipment</li> </ol> </li> <li>2. Record-Keeping Function               <ol style="list-style-type: none"> <li>a. Record types</li> <li>b. Development, evaluation &amp; revision</li> <li>c. Legal requirements</li> <li>d. Data interpretation</li> <li>e. Evaluate and revise process</li> </ol> </li> <li>3. Information Management               <ol style="list-style-type: none"> <li>a. National Fire Incident Reporting System</li> <li>b. Uses of data</li> <li>c. Data quality, analysis, and presentation</li> <li>d. Designing &amp; purchasing information management systems</li> </ol> </li> </ol>	<p><b>Skills Station #3.3 Administration: Bidding</b></p> <p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 10, pgs 326-333 and 347-349</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapter 14, all pgs</p>

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<p><b>Performance</b></p> <p><b>LO 019/6.4.6</b></p>	<p>Develop records management system policies &amp; procedures that are valid, complete and accurate; that include timely review and continuous improvement.</p> <p>D. Conduct an organizational evaluation and develop a plan for continuous improvement</p> <ol style="list-style-type: none"> <li>1. Community Hazards and Needs               <ol style="list-style-type: none"> <li>a. Community risk analysis</li> <li>b. Community needs identification</li> <li>c. Community required services</li> <li>d. Accreditation programs</li> </ol> </li> <li>2. Strategic Leadership and Improvement               <ol style="list-style-type: none"> <li>a. Evaluating local risks and planning for necessary resource utilization</li> <li>b. Organizing and deploying resources</li> <li>c. Leadership strategies for the political process</li> <li>d. Strategic planning</li> <li>e. Continuous improvement</li> </ol> </li> </ol>	<p><b>Skills Station #3.4 Administration: Records Keeping System</b></p> <p>IFSTA’s <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 3, all pages; 8, pgs 266-273, 9 and 11, all pgs; and 12, pgs 387-401</p> <p>ICMA’s <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 2-4 and 10, all pgs</p> <p>DOD Instruction 6055.06, <i>DOD Fire and Emergency Services (F&amp;ES) Program</i>, 2006 Ed.</p> <p>NFPA’s <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 7, all pgs</p>
<p><b>Performance</b></p>	<p>Conduct an evaluation of your Fire Emergency Services organization and develop a comprehensive model plan addressing continuous improvement.</p>	<p><b>Skills Station #3.5 Administration: Response Evaluation</b></p>

## Unit 4. Inspection and Investigation

**Objectives: Obtain the necessary knowledge, skills, and abilities to administer a new fire prevention program and evaluate the department's inspection program.**

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<b>6.5</b>	<b>Inspection and Investigation</b>	
<b>LO 020/6.5.1</b>	<p>A. Evaluate Departmental Inspection Program</p> <ol style="list-style-type: none"> <li>1. Fire Prevention and Code Enforcement               <ol style="list-style-type: none"> <li>a. Community needs identification</li> <li>b. Program creation/organization</li> <li>c. Standards and codes</li> <li>d. Inspections</li> </ol> </li> </ol>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 11, pgs 358-368</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 2 and 12, all pgs</p> <p>NFPA's <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 4, all pgs</p>
<b>Performance</b>	Evaluate department's inspection program utilizing AHJ goals, objectives, performance data, and resources to determine effectiveness.	<b>Skills Station #4.1 Inspections/Investigations: Fire Inspection Program</b>
<b>LO 021/6.5.2</b>	<p>B. Develop a plan for new code, public education or ordinance facilitation</p> <ol style="list-style-type: none"> <li>1. Public Fire Education               <ol style="list-style-type: none"> <li>a. Community awareness programs</li> <li>b. Fire and life safety education</li> </ol> </li> <li>2. Community Relations               <ol style="list-style-type: none"> <li>a. Community relation strategies</li> <li>b. Community involvement</li> <li>c. Leadership strategies &amp; politics</li> </ol> </li> </ol>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 7, pgs 229-247; and 11, pgs 376-383</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 3 and 12, all pgs</p> <p>NFPA's <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 5, all pgs</p>
<b>Performance</b>	Develop a plan identifying a community problem and facilitation of a new code or public education program.	<b>Skills Station #4.2 Inspections/Investigations: Community Facilitation</b>

**Unit 5. Emergency Services Delivery**

**Objectives: Obtain the necessary knowledge, skills, and abilities to administer an emergency services delivery program and response scenario.**

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
6.6	<b>Emergency Services Delivery</b>	
LO 022/6.6.1	<p>A. Prepare an Incident Action Plan</p> <ol style="list-style-type: none"> <li>1. Supervision &amp; Management                             <ol style="list-style-type: none"> <li>a. Supervising methods &amp; styles</li> <li>b. Managing methods &amp; styles</li> <li>c. Organization on the fire ground</li> <li>d. Communicating at an emergency</li> </ol> </li> <li>2. Emergency Services Delivery                             <ol style="list-style-type: none"> <li>a. Strategy and tactics</li> <li>b. Incident Command System</li> <li>c. Commanding the response</li> </ol> </li> </ol>	<p>IFSTA’s <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 4, all pgs; and 12, pgs 398-414</p> <p>NFPA’s <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 3, all pgs</p> <p>NFPA 1600, 2007 Edition, all pgs</p>
<b>Performance</b>	Develop incident action plan from an emergency incident requiring multiple agency response with the resources assigned properly to mitigate the emergency incident.	<b>Skills Station #5.1 Emergency Services Delivery: Incident Action Plan</b>
LO 023/6.6.2	<p>B. Conduct a Post-Incident Analysis</p> <ol style="list-style-type: none"> <li>1. Post-Incident Analysis                             <ol style="list-style-type: none"> <li>a. Conducting a Post-Incident Analysis</li> <li>b. Lessons-Learned</li> </ol> </li> <li>2. Emergency Scene Stress                             <ol style="list-style-type: none"> <li>a. Critical incident stress</li> <li>b. Debriefings</li> </ol> </li> </ol>	<p>IFSTA’s <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 6, pgs 216-217; 12, pgs 424-426; and 13, pgs 435-436</p> <p>ICMA’s <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 9, pgs 276-277</p> <p>NFPA’s <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 3, pgs 101-102</p>
<b>Performance</b>	Conduct a Post-Incident Analysis for a multi-agency response so that all aspects are addressed, communicated and processed.	<b>Skills Station #5.2 Emergency Services Delivery: Conduct a PIA</b>

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<b>LO 024/6.6.3</b>	<p>C. Develop a Mutual Aid Plan</p> <ol style="list-style-type: none"> <li>1. Needs Assessment and Planning               <ol style="list-style-type: none"> <li>a. Community-required services</li> <li>b. Evaluating local risk</li> </ol> </li> <li>2. Mutual Aid Agreements               <ol style="list-style-type: none"> <li>a. Inter-governmental cooperation</li> <li>b. Planning for the necessary resources</li> <li>c. Types of mutual aid</li> </ol> </li> </ol>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapters 12, pgs 387-398</p> <p>ICMA's <i>Managing Fire &amp; Rescue Services</i>, 2002 Ed. Chapters 2 &amp; 16, pgs all pgs</p> <p>IFSTA's <i>Fire Service Orientation and Terminology</i>, 4<sup>th</sup> Ed. Chapter 10, pgs 220-222</p> <p>IFSTA's <i>Emergency Management Handbook</i>, 1<sup>st</sup> Ed. Chapter 9, all pgs</p>
<b>Performance</b>	Develop a plan for mutual aid request procedures and create a mutual aid agreement with outside agencies for additional resources when needs exceed capability.	<p><b>Skills Station #5.3</b>  <b>Emergency Services</b>  <b>Delivery:</b>  <b>Mutual Aid</b></p>



## Unit 7. Emergency Management

**Objectives: Obtain the necessary knowledge, skills, and abilities to administer the organizations role in the Emergency Management Plan for the local community.**

<i>LO/OBJ</i>	<i>CONTENT</i>	<i>REFERENCE</i>
<b>6.8</b>	<b>Emergency Management</b>	
<b>LO 026/6.8.1</b>	<p>A. Develop an Emergency Management Plan</p> <ol style="list-style-type: none"> <li>1. Community Partnerships               <ol style="list-style-type: none"> <li>a. Roles of Emergency Manager</li> <li>b. Relationships w/ Emergency Partners</li> </ol> </li> <li>2. Emergency Management Plan               <ol style="list-style-type: none"> <li>a. Comprehensive Disaster Plan</li> <li>b. Continuity of Operations</li> <li>b. National Response Plan</li> </ol> </li> </ol>	<p>IFSTA's <i>Chief Officer</i>, 2<sup>nd</sup> Ed. Chapter 12, pgs 414-423</p> <p>NFPA's <i>Management in the Fire Service</i>, 3<sup>rd</sup> Ed. Chapter 12, pgs 458-461</p> <p>IFSTA's <i>Emergency Management Handbook</i>, 1<sup>st</sup> Ed. Chapters 2 &amp; 10, all pgs</p>
<b>Performance</b>	Develop a plan for integration of Fire Emergency resources into the local community emergency management plans.	<b>Skills Station #8.1 Emergency Management: Emergency Management Plan</b>

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## Student Notes

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