

CDC 10214

Fire Officer IV

Instructor Guide Sheets



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

**10214 01 1003, Edit Code 02
AFSC 10214**

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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 IV. This course, CDC 10214, *Fire Officer IV* 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 final exam 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 9 hours and 3 points.

Acknowledgment

Preparation of this volume was aided through the cooperation and courtesy of the International Fire Service Training Association, (IFSTA). The Association furnished technical materials for the Fire Fighter Certification training materials.

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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/Human Resource Management

Objectives: Administer job performance requirements and evaluate and improve the department.

LO/OBJ	CONTENT	REFERENCE
7.1	<p>General</p> <p>A. NFPA Standard 1021, <i>Standard for Fire Officer Professional Qualifications</i> establishes the minimum qualifications required for the Fire Officer IV</p>	<p>NFPA Standard 1021, 2009 Ed, Chapters 1 and 7</p>
7.2	<p>Human Resource Management</p>	
LO 001/7.2.1	<p>B. Appraise the department’s human resource demographics</p> <ol style="list-style-type: none"> 1. Human Resource Demographics <ol style="list-style-type: none"> a. External: Community b. Internal: Organization 2. Diversity <ol style="list-style-type: none"> a. Fire and Emergency Services Diversity b. Diversity Barriers <ol style="list-style-type: none"> 1. Affirmative Action Programs 2. Workplace Diversity Initiative c. WDI Model Elements 3. Employment Practices <ol style="list-style-type: none"> a. Human Resource Unit/Program b. Legal Requirements c. Strategic Planning <ol style="list-style-type: none"> 1. Projecting Needs 2. Identifying Unforeseen Obstacles 3. Conducting Job Analyses d. Prospective Personnel Recruitment 	<p>IFSTA’s <i>Chief Officer</i>, 2nd Ed, Pages 169 – 182</p>
Performance	<p>Appraise the department’s human resource demographics, given appropriate community demographic data, to determine if the recruitment, selection, and placement of human resources are effective and consistent with law and current best practices.</p>	<p>Skills Station #1.1 HRM: Human Resource Demographics</p>

LO/OBJ	CONTENT	REFERENCE
LO 002/7.2.2	<p>C. Evaluate current employee/management relations</p> <ol style="list-style-type: none"> 1. Labor/Management Relations <ol style="list-style-type: none"> a. Negotiations <ol style="list-style-type: none"> 1. Negotiations 2. Open communications 3. Negotiation process b. Employee involvement and participation 2. Labor Relations <ol style="list-style-type: none"> a. Labor relations in fire departments b. Collective bargaining c. Mutual gains bargaining d. Relations by objective: Action plans and teams e. Committees and teams 	<p>IFSTA's <i>Chief Officer</i>, 2nd Ed, Pages 207 – 213</p> <p><i>Managing Fire and Rescue Services</i>, 2nd Ed, Pages 158 – 164</p>
Performance	Evaluate current employee/management relations and initiate the development of a process that supports a positive and participative employee/management program	Skills Station #1.2 HRM: Employee / Management Relations
LO 003/7.2.3	<p>D. Establish and evaluate a list of education and in-service training goals</p> <ol style="list-style-type: none"> 1. Professional development programs <ol style="list-style-type: none"> a. Continuing education b. Professional organizations c. Officer accreditation program d. Other forms and methods 2. Training for fire and emergency response services <ol style="list-style-type: none"> a. Elements of a successful training process b. Elements of the training program itself c. Training facilities, personnel, and sources of assistance 	<p>IFSTA's <i>Chief Officer</i>, 2nd Ed, Pages 213 – 216</p> <p><i>Managing Fire and Rescue Services</i>, 2nd Ed, Pages 267 – 164</p>
Performance	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	Skills Station #1.3 HRM: Education & In-Service Training Goals

LO/OBJ	CONTENT	REFERENCE
<p>LO 004/7.2.4</p>	<p>E. Appraise a member-assistance program</p> <ol style="list-style-type: none"> 1. Employee assistance Services <ol style="list-style-type: none"> a. Critical incident stress management program b. Employee assistance programs 2. Employee physical-fitness and wellness program <ol style="list-style-type: none"> a. Physical-fitness considerations <ol style="list-style-type: none"> 1. Task analysis 2. Exercise plans and equipment 3. Plan effectiveness b. Wellness considerations <ol style="list-style-type: none"> 1. Nutrition 2. Back care 3. Heart and lung diseases 4. Stress recognition and control 5. Critical incident stress management 6. Employee assistance program 3. The content of the health and wellness program <ol style="list-style-type: none"> a. Physical health: Annual examinations/evaluations b. Physical fitness c. Mental health d. Tobacco and nutrition e. Heat, cold, and environmental stress management f. Physical fitness staff, equipment, and facilities 3. A state-of-the-art program 	<p>IFSTA's <i>Chief Officer</i>, 2nd Ed, Pages 216-217, 453 - 463</p> <p><i>Managing Fire and Rescue Services</i>, 2nd Ed, Pages 350 – 354</p>
<p>Performance</p>	<p>Appraise a member-assistance program, given data, to determine if the program, when used, produces the desired results and benefits</p>	<p>Skills Station #1.4 HRM: Member Assistance Program</p>

Unit 2: Community and Government Relations

Objectives: Project a positive image of the fire department to the community

LO/OBJ	CONTENT	REFERENCE
<p>7.3</p> <p>LO 006/7.3.1 and 7.3.2</p>	<p>Community and Government Relations</p> <p>A. Attend, participate in, and assume a leadership role in community events and monitor local, state, and federal legislative activities</p> <ol style="list-style-type: none"> 1. Customer service concept <ol style="list-style-type: none"> a. Customer base b. Customer needs, wants, and desires <ol style="list-style-type: none"> 1. Internal customers 2. External customers 3. Stakeholders 4. Information-gathering methods c. Service delivery monitoring 2. Service-area infrastructure safety concerns 3. Community-awareness programs <ol style="list-style-type: none"> a. Public relations <ol style="list-style-type: none"> 1. Public Information Officer 2. Media relations b. Public fire and life safety education <ol style="list-style-type: none"> 1. Purpose and scope 2. Group presentations 3. Media programs c. Concerns, complaints, and inquiries <ol style="list-style-type: none"> 1. Concern/complaint resolution 2. Employee act/omission resolutions 3. Public inquiry resolution 4. Customer service element 4. Community relations strategies <ol style="list-style-type: none"> a. Language b. Cultural customs c. Cultural values d. International relations 	<p>IFSTA's <i>Chief Officer</i>, 2nd Ed, Pages 222-247</p>

<p>Performance</p> <p>Performance</p>	<ul style="list-style-type: none"> 5. Community involvement <ul style="list-style-type: none"> a. Decision-making and goals-setting functions b. Partnerships and programs <ul style="list-style-type: none"> 1. Partnerships 2. Programs 6. Fire and Rescue Services in the context of communities 7. Government Relations <ul style="list-style-type: none"> a. Political arena participation b. Political decision-making process c. Legislation Monitoring d. Accreditation programs e. Community and government relationship evaluations <p>See Supplemental Material: Performance Tests</p> <p>Monitor, local, state, and federal legislative activities, given fire service issues, in order to enhance the effectiveness of the fire department</p>	<p><i>Managing Fire and Rescue Services, 2nd Ed,</i> Pages 69 – 79</p> <p>IFSTA's <i>Chief Officer, 2nd Ed,</i> Pages 251 - 273</p> <p>Skills Station #2.1 C & G Relations: Community Events/Needs</p> <p>Skills Station #2.2 C & G Relations: Legislative Activities</p>
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<p>Performance</p> <p>LO 008/7.4.2</p>	<p>Develop a comprehensive long-range plan, given community requirements, department status, and resources, so that the projected needs are met</p> <p>B. Evaluate and project training requirements</p> <ol style="list-style-type: none"> 1. Training function <ol style="list-style-type: none"> a. Evaluation of requirements <ol style="list-style-type: none"> 1. Legal mandates 2. Community or service area needs 3. Hazards assessment 4. Risk analysis b. Program development <ol style="list-style-type: none"> 1. Program design 2. Course selection 3. Facility types 4. Personnel 5. Schedules c. Sources of funding d. External training sources <ol style="list-style-type: none"> 1. Colleges and universities 2. North American fire training associations 3. Regional training programs 4. Seminars 5. National courses/curriculum 6. Private sources e. Program evaluation 2. Elements of a successful training process <ol style="list-style-type: none"> a. Planning b. Safety c. Standards and requirements d. Training-in-context e. Formats for delivering training 3. Elements of the training program itself <ol style="list-style-type: none"> a. Training for incoming personnel b. In-service training c. Staff development d. Learning from incidents e. Training for special operations 	<p>Skills Station #3.1 Administration: Comprehensive Long Range Planning</p> <p>IFSTA's <i>Chief Officer</i>, 2nd Ed, Pages 333 – 347</p> <p><i>Managing Fire and Rescue Services</i>, 2nd Ed, Pages 268 – 289</p>
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<p>Performance</p>	<ul style="list-style-type: none"> 4. Training facilities, personnel, and sources of assistance <ul style="list-style-type: none"> a. Fire service training centers b. Staff resources for training c. Sources of assistance <p>Evaluate and project training requirements, facilities, and building needs, given data that reflect community needs and resources, to meet departmental training goals</p>	<p>Skills Station #3.2 Administration: Training Requirements</p>
<p>LO 009/7.4.3</p>	<p>C. Complete a written comprehensive risk, hazard, and value analysis of the community</p> <ul style="list-style-type: none"> 1. Hazard identification, risk assessment, and impact analysis <ul style="list-style-type: none"> a. Definitions and programs b. Hazard identification <ul style="list-style-type: none"> 1. Hazard types and characteristics 2. Vulnerability c. Risk assessment <ul style="list-style-type: none"> 1. Security vulnerability assessment 2. Hazard mapping d. Impact analysis e. Risk management <ul style="list-style-type: none"> 1. Process tasks 2. Basic business model 3. Private sector considerations 4. Lessons learned and recommendations 	<p>IFSTA's, <i>Emergency Management Handbook</i>, 1st Ed., Pages 135 - 158</p>
<p>Performance</p>	<p>Complete a written comprehensive risk, hazard, and value analysis of the community, given the appropriate features of the service area of the organization, so that an accurate evaluation is made for services delivery decision-making</p>	<p>Skills Station #3.3 Administration: Risk, Hazard, and Value Analysis</p>
<p>LO 010/7.4.4</p>	<p>D. Develop a plan for a capital improvement project or program</p> <ul style="list-style-type: none"> 1. Capital resource management <ul style="list-style-type: none"> a. Capital resources defined b. Procurement of capital equipment 	<p><i>Managing Fire and Rescue Services</i>, 2nd Ed, Chapter 7, Pages 203 – 228</p>

<p>Performance</p>	<ol style="list-style-type: none"> 1. Establishing the need for purchase or replacement 2. Assessing existing equipment 3. Complying with standards 4. Seeking input from local and other users 5. Weighing costs 6. Evaluating safety 7. Considering various funding sources <p>c. Procurement of emergency vehicles</p> <ol style="list-style-type: none"> 1. Establishing the need for purchase or replacement 2. Assessing existing vehicles 3. Complying with standards 4. Seeking input from local and other users 5. Developing specifications 6. Weighing costs 7. Evaluating safety and obsolescence 8. Considering various funding sources <p>d. Procurement of capital facilities</p> <ol style="list-style-type: none"> 1. Physical condition and serviceability 2. Acceptability of other sites 3. Funding and community interest 4. Specifications, working with architects, and safety <p>e. Maintenance and accountability</p> <ol style="list-style-type: none"> 1. For capital equipment 2. For emergency vehicles 3. For capital facilities <p>Develop a plan for a capital improvement project or program, given an unmet need in the community, so that there is adequate information to educate citizens about the needs of the department</p>	<p>Skills Station #3.4 Administration: Capital Improvement Project or Program</p>
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Unit 4. Emergency Services Delivery

Objectives: Develop plans for major disasters

LO/OBJ	CONTENT	REFERENCE
<p>7.6</p> <p>LO 011/7.6.1 through 7.6.2</p>	<p>Emergency Services Delivery</p> <p>A. Develop a comprehensive disaster plan that integrates other agencies' resources and develop a comprehensive plan</p> <ol style="list-style-type: none"> 1. Comprehensive disaster management <ol style="list-style-type: none"> a. Disaster types <ol style="list-style-type: none"> 1. Natural 2. Human-caused 3. Technological b. Interagency relations c. Judicial authority d. Emergency operations center e. Resource allocation f. Plan implementation g. Incident termination h. Recovery and rehabilitation <ol style="list-style-type: none"> 1. Security 2. Debris removal 3. Restoration of services 2. Command and management <ol style="list-style-type: none"> a. Incident Command System <ol style="list-style-type: none"> 1. Concepts and principles 2. Management characteristics 3. ICS organization and operations 4. Area command b. Multiagency coordination systems <ol style="list-style-type: none"> 1. Definition 2. System elements 3. Public c. The incident command system <ol style="list-style-type: none"> 1. ICS organization 2. The operations section 3. The planning section 4. The logistics section 5. The finance/administration section 6. Establishing an area command 	<p>IFSTA's <i>Chief Officer</i>, 2nd Ed, Pages 414 – 424</p> <p><i>National Incident Management System</i>, December 2008, Chapter 4 – Command and Management, Pages 45 – 74, Appendix B and applicable tabs</p>

Performance	Develop a comprehensive disaster plan that integrates other agencies resources, given data, in order to rapidly and effectively mitigate the impact on a community	Skills Station #4.1 Emergency Services Delivery: Comprehensive Disaster Plan
Performance	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	Skills Station #4.2 Emergency Services Delivery: Comprehensive Plan

Unit 5. Health and Safety

Objectives: Administer a comprehensive risk management plan.

LO/OBJ	CONTENT	REFERENCE
7.7	Health and Safety	
LO 012/7.7.1	<p>A. Maintain, develop, and provide leadership for a risk management program</p> <ol style="list-style-type: none"> 1. Comprehensive safety and health program <ol style="list-style-type: none"> a. Safety and health program creation <ol style="list-style-type: none"> 1. Occupational safety and health committee 2. HSO roles and responsibilities b. Risk-management plan <ol style="list-style-type: none"> 1. Personnel-risk analysis 2. Plan-implementation procedures 3. System safety program c. Accident-, injury-, and illness-prevention program <ol style="list-style-type: none"> 1. Hazards/Corrective measures identification 2. Program implementation 3. Program monitorship, evaluation, and revision 	<p>IFSTA's <i>Chief Officer</i>, 2nd Ed, Pages 429 – 452</p>
Performance	<p>Maintain, develop, and provide leadership for a risk management program, given specific data, so that injuries and property damage accidents are reduced</p>	<p>Skills Station #5.1 Health & Safety: Risk Management Plan</p>

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Student Notes

AFSC 10214
10214 01 1003
Edit Code 02