

Fire Officer III CERTIFICATION WORKBOOK

Revised April 2005



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Revised August 2005

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Workbooks must meet all the prerequisites prior to submission. Workbooks will not be reviewed if the application is not attached or prerequisites have not been met. Workbooks will not be returned.



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INTRODUCTION

The North Carolina Fire & Rescue Commission established the Fire Officer III Program January 1, 2005 in accordance with NFPA 1021 (Standard for Fire Officer Professional Qualification; most current edition) A Pilot Program was conducted in 2004 by random selection of various fire departments throughout the state. Candidates were given the program workbook for completion and later tested according to North Carolina Fire & Rescue Commission Certification Testing Guidelines.

The enclosed workbook is the first step toward meeting the requirements for Fire Officer III in North Carolina. The candidate shall complete the activities accurately and thoroughly according to their department guidelines. Documentation of knowledge and abilities may be allowed, provided that complete documentation in the form of college transcript, course descriptions with verification of attendance, and individual resume are attached to the workbook. The workbook will then be evaluated by the Fire Officer Review Committee established by the North Carolina Fire & Rescue Commission. The candidate will be notified in writing regarding the results of the Committee Review. An approved candidate will also be notified of testing dates and sites of the next Fire Officer III Exam. Candidates not meeting the requirements in the workbook will be allowed to re-submit after correction of the document.

The instructional design for this course is self paced with a maximum time frame of 12 months to completion. Original applicants identified program consisted of approximately 80 – 100 hours to complete workbook. The scope of training includes all specific competencies outlined in NFPA 1021, Standard for Fire Officer Professional Qualification, Chapter 4; most current edition. These competencies include: identify current fire protection trends and support organizations; identify and develop policies and procedures for hiring, assigning, promoting and encouraging professional development; develop a personnel staffing plan; develop a non-traditional service in the community; identify the elements of budgeting and soliciting and awarding bids; identify the elements of information management systems and planning for resource allocation; analyze department record system data; analyze case study in relation to inspection and investigation plan; and identify the management duties and responsibilities of a multi-agency incident response; develop an action plan to mitigate a multi-agency incident.

Portions of the Fire Officer III Program Objectives are not easily covered in a traditional examination format. Therefore, the workbook gives the Fire Officer III Candidate an opportunity to demonstrate mastery of skills needed to perform in the role of an executive level fire officer.

**FIRE OFFICER III WORKBOOK
EVALUATION**

(DO NOT WRITE ON THIS PAGE – FOR REVIEW COMMITTEE USE ONLY)

Applicant's Name: _____

Social Security No.: _____

Yes/No	Points	Requirement	Page
<input type="checkbox"/>		Candidate Resume <u>and</u> Personal Data Sheet	IV
<input type="checkbox"/>	10	Staffing Scenario (4-2.1)	1
<input type="checkbox"/>	20	Hiring/Promotional (4-2.2 – 4-2.4)	2
<input type="checkbox"/>	10	Alternative Program (4-3.1)	3
<input type="checkbox"/>	10	Budgeting/Purchasing (4-4)	4
<input type="checkbox"/>	10	Hamlet Case Study (4-5.1)	5
<input type="checkbox"/>	10	Natural Disaster Event (4-6.1)	6
<input type="checkbox"/>	10	WMD/Terrorism Event (4-6.1)	7
<input type="checkbox"/>	20	Fitness/Accident Prevention (4-7.1)	8

Evaluation Complete: Yes No

Required Additional Information/Documentation Needed: _____

Evaluated By: _____

Review Date: _____

**North Carolina Fire and Rescue Commission
Data Sheet for Fire Officer III**

Please Print or Type

Name _____

Last 4 Digits SS# _____

Date of Birth _____/_____/_____
(mm/dd/yyyy)

Mailing Address _____

Email Address _____

City _____ State _____ Zip Code _____

Fire Service Affiliation _____ Volunteer _____ Paid _____ Combination _____

I certify that I am:

- 21 years of age
- Firefighter Level II certified for 7 years
- Level I Instructor certified
- Fire Officer II certified
- have a High School Education or GED

Applicant's Printed Name

Applicant's Signature

Agency Confirmation

The applicant is a member in good standing with the:

Name of Fire Department

Dept. Address

City _____ State _____ Zip Code _____

Signature of Chief

_____/_____/_____
Date

North Carolina Fire and Rescue Commission

Fire Officer III
WORKBOOK ENTRIES

HUMAN RESOURCE MANAGEMENT: STAFFING

(Objective 4-2.1)

The Fire Officer III Candidate shall demonstrate knowledge of making personnel assignments based on required standards. Discuss the following items in relation to your department. Include current demographics of your department.

The Fire Officer III Candidate shall:

- Provide an updated roster of your department including all shifts, ranks, and assignments.
- Provide any and all guidelines or regulations your department uses to determine staffing levels. The Fire Officer III Candidate will develop a plan if none is in place.
- Describe the purpose and intent of NFPA 1710 and/or NFPA 1720 (depending on which affects your department).
- Develop a plan showing how your department meets or plans to meet NFPA 1710 or NFPA 1720.
- Provide a check off sheet showing the objectives your department currently meets under NFPA 1710 or NFPA 1720.
- Provide a check-off sheet showing the objectives your department is not meeting under NFPA 1710 or NFPA 1720. Establish a time frame to meet these objectives.
- Develop a guideline showing how your department fills open positions due to leave or other reasons.
- Describe your department's present minimum staffing level for a single story family structure, for a multi-vehicle accident with multiple patients? Why?
- Describe how implementing NFPA 1710/1720 would impact your department in relation to staffing, budget, etc.

The Fire Officer III Candidate may provide a statement of attestation if previously involved in a similar scenario as above. Provide documentation from the Authority Having Jurisdiction in your department, i.e. President of the Board of Directors, City/Town Manager, Fire Chief or the like. A thorough description will be required to validate previous knowledge.

ALTERNATIVE METHOD COURSE COMPLETION

Course Name: _____

Course Number: _____

Documentation must be included. Specific course details/descriptions are required.

HUMAN RESOURCE MANAGEMENT: HIRING/CAREER DEVELOPMENT

(Objective 4-2.2; 4-2.3; 4-2.4)

The Fire Officer III Candidate will describe in detail hiring/staffing policies utilized for volunteers or paid staff, or both if applicable. This description will detail how the Authority Having Jurisdiction meets all local, State, and Federal laws. The Fire Officer III Candidate will develop a hiring policy if the Authority Having Jurisdiction does not have a written policy.

The Fire Officer III Candidate will develop a career development program that encompasses the entire organization within the Authority Having Jurisdiction. This will be a detailed program providing explicit reasons and objectives that must be completed in developing a candidate's career. The career development shall include a promotion process for all positions within the Authority Having Jurisdiction. These promotional procedures will meet all applicable local, State and Federal laws. A career development program and a promotional program must be submitted as documents for this objective.

The Fire Officer III Candidate shall:

- Develop a career development program (plan) for the Authority Having Jurisdiction which includes, but is not limited to the following: method of development for the plan, implementation schedule, educational requirements, and time in grade requirements. This program must show a plan for each rank within the Authority Having Jurisdiction.
- Develop a promotional program (plan) to assist an individual in preparing for the process. Establish eligibility criteria and describe in detail the program specifics.
- Develop a hiring policy that the Authority Having Jurisdiction will use for hiring or establishing new members.
- The Fire Officer III Candidate will provide documentation supporting all laws that must be met for hiring and promotional processes within the Authority Having Jurisdiction.
- The Fire Officer III Candidate will provide documentation of research. Include contact names, addresses, and phone numbers of a minimum of three other departments of same size or larger to validate the program the Fire Officer III Candidate has developed.
- If the Authority Having Jurisdiction already has the above documents in place then the Fire Officer III Candidate will provide a detailed summary of how each is meeting or not meeting the expectations of the Authority Having Jurisdiction.

The Fire Officer III Candidate may provide a statement of attestation if previously involved in a similar scenario as above. Provide documentation from the Authority Having Jurisdiction in your department, i.e. President of the Board of Directors, City/Town Manager, Fire Chief or the like. A thorough description will be required to validate previous knowledge.

ALTERNATIVE METHOD COURSE COMPLETION

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Course Number: _____

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COMMUNITY AND GOVERNMENT RELATIONS: ALTERNATIVE PROGRAM

(Objective 4-3.1)

Your department is looking for ways to serve the citizens more efficiently. The Fire Chief/City Officials have decided to implement a full paramedic and transport program response (emergency and non emergency). The current medical transport service is unable to keep up with the increasing demand for service which has caused excessive response times. The local medical director approached the Fire Chief with the idea. It appears all the “key players” believe this service is needed by your community but want your input. You are the highest level chief officer in your department next to the Fire Chief. He has asked you to research the program models currently being used in the US and report back to him and the City/Town officials in one month. You need to make a recommendation to support or reject the EMS Program suggested by the Fire Chief. However, he has made it very clear to you that he wants the program implemented.

At the minimum, the Fire Officer III Candidate shall:

- Describe the demographics of your community.
- Describe the current Emergency Medical Service in your community.
- Discuss the Commission on Accreditation of Ambulance Services (CAAS).
- Discuss NFPA 450 in relation to the program.
- Determine the cost of the program.
- Project cost, Insurance liabilities, fuel, and additional equipment.
- Discuss personnel/staffing issues.
- Will the employee role be single/dual.
- Address pay scale and FLSA issues.
- Address Department of Labor regulations.
- Billing procedures/fees/revenues produced.
- Address HIPAA regulations.
- Will a subscription service be used and explain?
- Do local laws/ordinances allow the fire department to provide the service?
- Dispatching procedures.
- Will EMD be used?
- Will dispatchers be locally/nationally certified and explain.
- Discuss your training plan.
- Hour requirements.
- Clinical requirements.
- How will you operate the department during training implementation?
- Address requirements for EMS Educational Facility (required).
- What are your response time goals and why?
- Discuss “OPALS” trial and the current benchmarks.
- Implementation timeline.

Your sources should be supported in a bibliography or resource page. Meeting with local EMS Director is strongly encouraged to meet objective.

The Fire Officer III Candidate may provide a statement of attestation if previously involved in a similar scenario as above. Provide documentation from the Authority Having Jurisdiction in your department, i.e. President of the Board of Directors, City/Town Manager, Fire Chief or the like. A thorough description will be required to validate previous knowledge.

ALTERNATIVE METHOD COURSE COMPLETION

Course Name: _____

Course Number: _____

Documentation must be included. Specific course details/descriptions are required.

ADMINISTRATION: BUDGET/PURCHASING

(Objective 4-4)

The Fire Officer III Candidate using the Authority Having Jurisdiction's budget shall develop a plan that will justify the purchase of a record keeping system (or an upgrade to the present system). This system(s), at a minimum, will provide recording keeping for finances, incidents, inventory, hydrants, and training (productivity tracking). The Fire Officer III Candidate may use a budget from the Authority Having Jurisdiction of no more than two years ago (fiscal or physical) as the base of all budget decisions in this objective.

The Fire Officer III Candidate shall:

- Explain and describe in detail the current budget system in use by your department. (Provide a recent copy of Department Budget)
- Justify your reasons for a new record keeping system.
- Provide the means of purchasing the system, i.e. grant, tax increase, bonds, etc. Show justification of why this method was utilized.
- Detail what type of information/reports will be needed from the system and provide samples of this information and why these reports are needed within your jurisdiction. (At a minimum, a financial report, incident report, standards of coverage, training, and water supply – hydrants/rural). Others may include: response time analysis, personnel productivity tracking, pre-incident planning, equipment inventories, apparatus maintenance, and administrative reports.
- Provide and describe the bidding process utilized by the Authority Having Jurisdiction.

The final plan must include how the Authority Having Jurisdiction will provide maximum utilization of resources using present staffing and equipment levels as if no budget increase was allowed. Include all budget items that would be affected in providing this maximum utilization.

The Fire Officer III Candidate may provide a statement of attestation if previously involved in a similar scenario as above. Provide documentation from the Authority Having Jurisdiction in your department, i.e. President of the Board of Directors, City/Town Manager, Fire Chief or the like. A thorough description will be required to validate previous knowledge.

ALTERNATIVE METHOD COURSE COMPLETION

Course Name: _____

Course Number: _____

Documentation must be included. Specific course details/descriptions are required.

**INSPECTIONS AND INVESTIGATIONS:
HAMLET, NC CASE STUDY**

(Objective 4-5.1)

The Fire Officer III Candidate will evaluate the Chicken Processing Plant fire in Hamlet, North Carolina (September 3, 1991) and address each of the items below. Downloadable technical reports are available from NFPA and NFA websites.) The Fire Officer III Candidate will evaluate and identify construction, alarm, detection, and suppression features that contributed to the spread of fire, heat, and smoke throughout the building. The Fire Officer III Candidate shall also identify the necessity of pre-incident planning and the effectiveness of inspection programs. The Fire Officer III Candidate shall also describe how the behavior of the fire attributed to the deaths of the employees. Further research will be needed to completely address the issues. Thorough documentation is needed to validate research.

Required areas to address:

Building Structure/Construction

- Origin and Cause
- Fire Spread
- Evacuation
- Fire Detection/Suppression systems
- Code Enforcement
- Strategy evaluation and improvements desired
- Incident command structure
- Lessons learned

Identify how the following programs may have changed the outcome of the fire incident:

- Fire Inspection Programs
- Pre-Incident Planning

Explain current Pre-Incident Planning Program used by your department or jurisdiction. Show a plan of action to handle emergencies in target hazards in your community according to NFPA 1620.

ALTERNATIVE METHOD COURSE COMPLETION

Course Name: _____

Course Number: _____

Documentation must be included. Specific course details/descriptions are required.

EMERGENCY SERVICES DELIVERY

(Objective 4-6.1)

The Fire Officer III Candidate will manage two multi-agency complex emergency scenarios. Planning, deployment, and operations will be addressed in support with the Authority Having Jurisdiction. The Fire Officer III candidate will develop an action plan so that the required resources are determined and the assignment and placement of the resources are designated in order to mitigate the incident.

- Natural Disaster Scenario
- WMD Scenario

Note: For these exercises, utilize your department's standard staffing, equipment and dispatch procedures. Describe your response in detail, including additional resources you would request (at all levels), why you would request them, and how they would be integrated into your Incident Command System. Discuss how a Unified Command Structure might be utilized and include a copy of the Incident Command chart you would use for this incident. Identify key positions established to handle the overall emergency. The Fire Officer III Candidate should include current ICS Worksheets applicable to each incident. Forms are available from <http://response.restoration.noaa.gov/oilands/ICS/ICS.html>

ALTERNATIVE METHOD COURSE COMPLETION

Course Name: _____

Course Number: _____

Documentation must be included. Specific course details/descriptions are required.

NATURAL DISASTER SCENARIO

Date

December 24

Weather

28° F, winds 10mph from the NE
Sleet & freezing rain for the last 18 hours

Time

1742 hours

The incident

For the last 18 hours, a steady precipitation of sleet and freezing rain has been falling with accumulations of ice ranging from 1/4" – 1". Staffing is at minimum levels due to Christmas vacations and advance preparations were not made due to the sudden nature of the storm. The storm seems most severe in your jurisdiction as neighboring companies have yet to see an increase in their number of calls. The latest information from the National Weather Service indicates that this is a localized weather event, centered on and affecting only your jurisdiction. The forecast for the next 24 hours calls for no freezing precipitation during the upcoming night but possible snow and ice the following day. Your call volume is up accordingly with a backlog growing larger by the minute. Your task is to create a plan that will enable your department to prioritize the following:

- One engine company has slid off the road and into a ditch. Two firefighters receive minor injuries.
- One station has lost power and the emergency generator is out of service.
- There is one working structure fire in a residential occupancy.
- The following calls are pending:
 - 10 calls for wires down (three of these are arcing)
 - 15 calls for fire alarms
 - 3 calls for medical assistance (slips on the ice)
 - 1 CPR call
 - 1 tree down on a car with people trapped
 - 1 tree down on a house with potential injuries
- Power is out to approximately 1/3 of the community. Some homes have been without power for four hours. The temperature overnight is expected to drop below 10° F. The 911 Dispatch Center is receiving numerous calls from people wanting to use propane and charcoal grills inside for heat.

Also, address handling firefighter families during this winter storm. You may call upon any resources available to you, but they must be justifiable. In your plan, prioritize the calls as to how you would respond to them and why you would respond in that order. Identify how an Emergency Operations Center would assist with handling this event. Include the development of an operations plan for the imminent/ongoing event. Identify how your department will put additional apparatus/staffing in service (Recall Policy). Develop an organizational chart using an Incident Command structure. Develop a Storm Plan for future weather related events (or include an existing copy from your department and explain the plan).

WMD – TERRORISM SCENARIO

Date

July 10

Time

1014 hours

The incident

Your 911 Dispatch Center receives a call from the local post office for a person experiencing difficulty breathing. EMS is dispatched along with an engine company as the First Responder. Upon arrival, the crew discovers a 42-year-old female complaining of difficulty breathing, chest discomfort and fatigue. The patient has no previous medical history and has been getting progressively worse over the past two days. As the crew attends to the patient, the officer asks for information from the Postmaster. The Postmaster states that several other employees are also experiencing similar symptoms, but not as severe. Two employees called in sick the same morning of this incident, also complaining of similar symptoms. The Postmaster suspected a possible problem with the building's HVAC system and had Building Maintenance check it out, but nothing out of the ordinary was found. When pressed for any additional information that might be helpful, she can only think of two letters that came through last week addressed to the Governor's Office in Raleigh. The envelopes were crudely written and contained no return address. One of the employees that called in sick had direct contact with the envelopes. The Postmaster remembers one of the letters having some sort of powdery substance on the outside, but didn't think it was relevant since there had been so many false calls. She filed the proper reports with the Postal Inspector and turned the letters over to that office.

Possible Concerns to Address:

- What could be causing the problems and what do you base your decision on?
- Medical monitoring of all postal employees, anyone who might have come in contact with the letters and the engine company crew. How would you accomplish this?
- Decontamination of the post office. How would you address this or whom would you call? Explain your current method of decontamination or your plan of action.
- What additional agencies would you contact? Why? How would you use them? Identify the method of requesting a NC State Regional Response Team. What equipment is available for testing the site? (Document State Regional Team Representative communications)
- What happened to the letters from last week?
- Contacting anyone who may have come into contact with any mail processed by the post office since the two suspicious letters were processed.
- What kind of importance should be placed on the original letters and why?
- Describe the use of a local Emergency Management agency during this event.
- Show an organizational chart using an Incident Command structure.

SAFETY: FITNESS PROGRAM/ACCIDENT PREVENTION

(Objective 4-7.1)

Part I:

The Fire Officer III Candidate shall develop a fitness program that addresses the common cause of death among fire fighters according to NIOSH and National Fire Academy (NFA) reports.

This program should include:

- Justification for or against a fitness policy.
- Training that would be required for instructors of the program.
- Types of fitness equipment that would be suited for the Authority Having Jurisdiction.
- Describe how the medical physicals will be utilized in the fitness program.
- Describe in detail (Address each chapter) the NFPA 1582 Standard as it relates to the program and what the Authority Having Jurisdiction will do to meet the standard.
- Develop a regulation, rule or guideline for the Authority Having Jurisdiction that addresses the implementation of the fitness program.
- How will the program if implemented affect the Authority Having Jurisdiction's budget? Identify cost of medical physicals and fitness equipment.
- Identify possible alternative sources of funding.
- Identify examples of three medical fitness programs currently in use (document resources) and develop/explain your program.

Note: If a fitness program already exists, provide that documentation and how it could be improved.

Part II:

The Fire Officer III Candidate shall review three NIOSH reports on fire fighter fatalities and describe in detail what the Authority Having Jurisdiction can do to prevent such events from occurring.

The Fire Officer III Candidate shall provide:

- A summary of each of the three NIOSH reports to include type of fatality, and NIOSH's recommendation (Include Bibliography/Resource list for documentation).
- What the Authority Having Jurisdiction is doing now to prevent these types of fatalities?
- Develop a plan to include specific steps that can be taken over the next five years for prevention.
- Summary report of all injuries with the Authority Having Jurisdiction over the last three years and what actions were taken or should had been taken for prevention. This summary will include type of injury, number of fire fighters involved, time of day, type of activity being performed, lost days of work, and actions taken by the Authority Having Jurisdiction.

Finally, the Fire Officer III Candidate will provide a procedure/policy that will be used to follow up on the progress of the fitness program and if the injury prevention program is working.

ALTERNATIVE METHOD COURSE COMPLETION

Course Name: _____

Course Number: _____

Documentation must be included. Specific course details/descriptions are required.