

NFPA 1020: 2025 Edition, Chapter 9 Fire Officer I

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The spaces identified below with an “X” must be replaced with the appropriate cognitive test item numbers (e.g. Questions 1,4,6,7,9, etc.) or the score sheet numbers under Product, Psychomotor/Process methods as score sheet numbers (e.g.- SS 101, 202, and 304, etc.).

If an asterisk (*) appears next to an **X**, this indicates the JPR, RK, or RS on that line may be fulfilled by either method.

	Knowledge-Based Assessments		Performance-Based Assessments	
	(graded after submission)		(graded in real-time as they are performed)	
Section	Cognitive (e.g. Multiple Choice, Short Answer, Discretionary Time with Resources)	Product (e.g., document or develop a budget, proposal, lesson plan)	Psychomotor (Primarily an observable physical task. e.g., don, doff)	Process (Primarily a mental or verbalized task. e.g., inspect)
For qualification at Fire Officer Level I, the candidate shall meet the requirements of Firefighter II as defined in NFPA 1010, the requirements of Fire and Emergency Services Instructor I, and the job performance requirements defined in Sections 9.3 through 9.8 .				
(FOR THIS LINE ONLY- PLEASE INPUT "ACKNOWLEDGE" IN THE "OTHER" COLUMN OF THE MATRIX.)				
9.3				
9.3.1				
Direct the completion of assigned tasks and responsibilities by unit members, given an assignment at an emergency incident, so that the desired outcomes are conveyed.				
9.3.1				X

(A) Requisite Knowledge.

Oral communications during emergency incidents, characteristics of leadership, techniques used to make assignments under stressful situations, procedures and policies concerning communications at emergency incidents, departmental standard operating procedures, and methods of confirming understanding.

9.3.1 (A)

X

(B)* Requisite Skills.

The ability to condense and orally communicate complete, clear, and concise instructions for frequently assigned unit tasks based on training and standard operating procedures.

9.3.1 (B)

X

9.3.2*

Direct the completion of assigned tasks and responsibilities by members, given a list of tasks and responsibilities and the job requirements of subordinates in nonemergency situations, so that the assignments are prioritized and a plan for the completion of each assignment is developed.

9.3.2

X

(A) Requisite Knowledge.

Principles of human resource management, closed loop communication, and requirements for documentation and compliance.

9.3.2 (A)

X

(B) Requisite Skills.

The ability to issue instructions for frequently assigned unit tasks based on AHJ policy.

9.3.2 (B)

X

9.3.3

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.

9.3.3

X

(A) Requisite Knowledge.

Verbal communication techniques to facilitate learning.

9.3.3 (A)	X		
(B) Requisite Skills.			
The ability to issue directions to unit members during training evolutions.			
9.3.3 (B)			X
9.3.4			
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.			
9.3.4			X
(A)* Requisite Knowledge.			
The signs and symptoms of member-related problems (e.g., behavioral health issues), causes of stress in emergency services personnel, adverse effects of stress on the performance of emergency service personnel, and awareness of AHJ member assistance policies and procedures.			
9.3.4 (A)	X		
(B) Requisite Skills.			
The ability to recommend a course of action for a member in need of assistance.			
9.3.4 (B)			X
9.3.5*			
Apply human resource policies and procedures, given an administrative situation requiring action, so that policies and procedures are followed.			
9.3.5			X
(A) Requisite Knowledge.			
Human resource policies, procedures, applicable laws, progressive discipline, and legal concepts.			
9.3.5 (A)	X		
(B) Requisite Skills.			
The ability to communicate verbally human resource policies and procedures and relate interpersonally.			
9.3.5 (B)			X

9.4.1

Implement a CRR plan at the unit level, given an AHJ CRR plan, policies, and procedures, so that a community need is addressed.

[9.4.1](#)**X****(A) Requisite Knowledge.**

Community demographics and service organizations, verbal and nonverbal communication, and the role and mission of the department and its CRR plan.

[9.4.1 \(A\)](#)**X*****X*****(B) Requisite Skills.**

The ability to provide public relations and communicate the CRR plan with unit members.

[9.4.1 \(B\)](#)**X****9.4.2**

Determine a course of action to address 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 followed.

[9.4.2](#)**X****(A) Requisite Knowledge.**

AHJ policies and procedures and interpersonal dynamics.

[9.4.2 \(A\)](#)**X****(B) Requisite Skills.**

The ability to investigate complaints, determine the actions required, prepare a response to the concern, and produce documentation in accordance with AHJ requirements.

[9.4.2 \(B\)](#)**X****X****9.4.3**

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.

[9.4.3](#)**X****(A) Requisite Knowledge.**

Verbal communication techniques, departmental and municipal operations and insurance requirements for governmental or private reimbursement, patient privacy rights, and data protection requirements.

[9.4.3 \(A\)](#)

X

(B) Requisite Skills.

The ability to relate interpersonally and respond to public inquiries.

[9.4.3 \(B\)](#)

X

9.5.1

Implement a departmental policy at the unit level, given a departmental policy, so that the policy is communicated to unit members and issues or concerns are addressed.

[9.5.1](#)

X

(A) Requisite Knowledge.

Policies and procedures, protocols, scope of practice, quality assurance, and performance improvement.

[9.5.1 \(A\)](#)

X

(B) Requisite Skills.

The ability to relate interpersonally and communicate change.

[9.5.1 \(B\)](#)

X

[9.5.2*](#)

Prepare a unit-level report, given forms, record-management systems, information, and incident narratives, so that the reports, records, and documents are complete and maintained in accordance with policies and procedures.

[9.5.2](#)

X

(A) Requisite Knowledge.

Federal, provincial, state, tribal, local, and departmental policies and procedures and records management.

[9.5.2 \(A\)](#)

X

(B) Requisite Skills.

The ability to develop a complete narrative and verbally communicate the contents of a report within the AHJ requirements.

[9.5.2 \(B\)](#)

X

X

9.5.3

Prepare a budget request, given a unit-level need, so that the request is in the proper format and supported with data.

[9.5.3](#)

X

(A) Requisite Knowledge.

Policies and procedures, AHJ requirements, and budget process.

[9.5.3 \(A\)](#)

X*

X*

(B) Requisite Skill.

The ability to perform an equipment and needs analysis, identify the key issues, and develop a complete narrative within the AHJ requirements.

[9.5.3 \(B\)](#)

X

9.5.4

Interpret the purpose of each management component of the organization, given an organization chart, so that the explanation is current and accurate and clearly identifies the purpose and mission of the organization.

[9.5.4](#)

X

(A) Requisite Knowledge.

The structure of the organization and the functions of management.

[9.5.4 \(A\)](#)

X

(B) Requisite Skills.

The ability to describe the roles and functions of the organizational structure and communicate verbally tasks and responsibilities of each level of supervision.

[9.5.4 \(B\)](#)

X

9.5.5

Collect incident data, given the goals and mission of the organization, so that incident data is accurate, protected, and available for interpretation.

[9.5.5](#)

X

(A) Requisite Knowledge.

Methods of data collection, relevant data elements, patient privacy rights, data protection requirements, goals and mission of the organizational data systems, report writing, and AHJ policies and procedures.

[9.5.5 \(A\)](#)

X

(B) Requisite Skills.

The ability to complete a report using appropriate data elements.

[9.5.5 \(B\)](#)

X

9.6.1

Describe the procedures of the AHJ 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

[9.6.1](#)

X

X

(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.

9.6.1 (A)

X

(B) Requisite Skills.

The ability to communicate verbally elements of the cited code and approved actions for correction and apply the appropriate codes and standards.

9.6.1 (B)

X

X

9.6.2

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, and the policies and forms of the AHJ so that a preincident plan for any of the following occupancies is developed:

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

9.6.2

X

X

(A) Requisite Knowledge.

Fire behavior; building construction; inspection and incident reports; detection, alarm, and suppression systems; and applicable codes, ordinances, and standards.

9.6.2 (A)

X

(B) Requisite Skills.

The ability to use evaluative methods and to communicate verbally elements of the pre-incident plan.			
9.6.2 (B)			X
9.6.3			
Direct unit level personnel to 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.			
9.6.3			X
(A) Requisite Knowledge.			
Types of evidence, the importance of fire scene security, and evidence preservation.			
9.6.3 (A)	X		
(B) Requisite Skills.			
The ability to issue instructions for securing an incident scene.			
9.6.3 (B)			X
9.7.1			
Develop an initial action plan, given size-up information for an incident and assigned emergency response resources, so that resources are deployed to mitigate the emergency.			
9.7.1			X
(A)* Requisite Knowledge.			
Elements of a size-up, standard operating procedures for emergency operations, fire dynamics, and fire behavior.			
9.7.1 (A)	X*	X*	
(B)* Requisite Skills.			
The ability to analyze emergency scene conditions; activate the local emergency plan, including localized evacuation procedures; allocate resources; and communicate orally.			
9.7.1 (B)			X
9.7.2*			
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.			

9.7.2			X
(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.			
9.7.2 (A)	X		
(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.			
9.7.2 (B)			X
9.7.3*			
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.			
9.7.3		X	X
(A)* Requisite Knowledge.			
Elements of a fire or rescue-related 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; the source of any emergency operations controlling authority, if applicable; and customer service.			
9.7.3 (A)	X		
(B) Requisite Skills.			
The ability to write reports and communicate the critical elements of a post-incident analysis at the unit level.			
9.7.3 (B)		X	X
9.8.1			
Apply safety regulations at the unit level, given safety policies, procedures, and standards, so that required reports are completed, in-service training is conducted, and member responsibilities are conveyed.			
9.8.1		X	X

(A) Requisite Knowledge.

The most common causes of personal injury and accident to members; safety policies and procedures; basic workplace safety; the components of an infectious disease control program; and the selection, care, and maintenance of personal protective equipment in accordance with NFPA 1851.

[9.8.1 \(A\)](#)

X

(B) Requisite Skills.

The ability to identify safety hazards and exposures, identify risks to behavioral and physical health, complete documentation necessary for exposure reporting and tracking, and communicate safety regulations in accordance with AHJ policy.

[9.8.1 \(B\)](#)

X

X

9.8.2

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

[9.8.2](#)

X

X

(A) Requisite Knowledge.

Procedures for conducting an accident investigation and safety policies and procedures.

[9.8.2 \(A\)](#)

X

(B) Requisite Skills.

The ability to conduct interviews, document findings, and complete comprehensive accident reports.

[9.8.2 \(B\)](#)

X

X

9.8.3*

Advise the unit members of the AHJ's health and wellness program, given current trends, agency policies, and an AHJ health and wellness program, so that the need to participate in wellness and fitness programs is explained to members.

[9.8.3](#)

X

(A) Requisite Knowledge.

National death and injury statistics, suicide prevention initiatives, safety and wellness initiatives, and AHJ health and wellness policies.

9.8.3 (A)	X		
(B) Requisite Skills. The ability to communicate verbally the need to participate in wellness and fitness programs and identify trends.			
9.8.3 (B)			X

NFPA 1020: 2025 Edition, Chapter 10 Fire Officer II

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The Fire Officer II shall meet the requirements of Fire Officer I and the job performance requirements defined in Sections 10.2 through 10.7 .				
(FOR THIS LINE ONLY- PLEASE INPUT "ACKNOWLEDGE" IN THE "OTHER" COLUMN OF THE MATRIX.)				
10.1				
10.2.1	Evaluate a formal, written disciplinary notice, given a notice, disciplinary policy, and administrative procedures, so that the notice is complete, complies with policy and procedures, and is presented to a supervisor.			
10.2.1		X		X
(A) Requisite Knowledge.				

Human resource policies and procedures, applicable laws and legal concepts, and behavior management.

10.2.1 (A)

X

(B) Requisite Skills.

The ability to communicate verbally human resource policies and procedures and compare disciplinary action with appropriate AHJ policy.

10.2.1 (B)

X

10.2.2

Create a personnel evaluation program for an individual, given the requirements for job performance, so that the evaluation program has clear direction on how to meet or exceed minimum job expectations.

10.2.2

X

X

(A) Requisite Knowledge.

Professional evaluation programs and minimum job performance requirements.

10.2.2 (A)

X

(B) Requisite Skills.

The ability to communicate verbally elements of a personnel evaluation program and minimum job performance requirements.

10.2.2 (B)

X

10.2.3

Create a professional development plan for an individual, given the requirements for promotion, so that the plan includes the necessary knowledge, skills, and abilities to be eligible for examination for the position.

10.2.3

X

X

(A) Requisite Knowledge.

Professional development plans or models and requirements for promotion.

10.2.3 (A)

X

(B) Requisite Skills.

The ability to communicate verbally elements of a professional development guide and the requirements for promotion.

10.2.3 (B)			X
10.3.1*			
Evaluate the community demographics, given community demographic data, so that the ability of the organization to provide life safety outreach programs to at- risk populations is determined and recommendations are made.			
10.3.1			X
(A) Requisite Knowledge.			
Community demographics, resource availability, community needs, community partners, customer service principles, and program evaluation.			
10.3.1 (A)	X		
(B) Requisite Skills.			
The ability to interpret demographic data, analyze data, and communicate verbally the data, recommendations, and the evaluation of the program.			
10.3.1 (B)			X
10.3.2*			
Explain to the organization the benefits of cooperating with external stakeholders, given a specific problem or issue in the community, so that the purpose for establishing external agency relationships is clear.			
10.3.2			X
(A) Requisite Knowledge.			
Agency mission and goals and the types and functions of external agencies in the community.			
10.3.2 (A)	X		
(B) Requisite Skills.			
The ability to develop interpersonal relationships and communicate the benefits of interagency cooperation.			
10.3.2 (B)			X
10.4.1			
Develop a policy or procedure, given an assignment, so that the recommended policy or procedure identifies the problem and proposes a solution.			

10.4.1		X	X
(A) Requisite Knowledge.			
Policies and procedures and problem identification.			
10.4.1 (A)	X		
(B) Requisite Skills.			
The ability to communicate in writing an identified problem, a proposed policy or procedure, and solutions.			
10.4.1 (B)		X	
10.4.2			
Compile a written budget proposal for a specific activity, given budgetary guidelines, program needs, and delivery expense projections, so that all guidelines are met and the budget identifies all program needs.			
10.4.2		X	X
(A) Requisite Knowledge.			
Budget types and procedures, deadlines, budget preparation, accounting procedures, operating costs, and organizational purchasing policies.			
10.4.2 (A)	X		
(B) Requisite Skills.			
The ability to estimate project costs, complete purchase requests, organize and format budget information, and communicate verbally elements of a budget proposal, expense projections, and program needs.			
10.4.2 (B)			X
10.4.3			
Document the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding so that the needs of the organization are met within the applicable federal, provincial, state, tribal, and local laws and regulations.			
10.4.3		X	
(A) Requisite Knowledge.			
Purchasing laws, policies, and procedures.			
10.4.3 (A)	X		

(B) Requisite Skills.

The ability to use evaluative methods and to communicate the requirements of a purchasing process, the applicable laws and regulations, and the needs of an organization.

[10.4.3 \(B\)](#)**X****10.4.4**

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

[10.4.4](#)**X****(A) Requisite Knowledge.**

Policies and procedures and the format used for media releases by various media outlets, including the use of social media in accordance with AHJ policies and procedures.

[10.4.4 \(A\)](#)**X****(B) Requisite Skills.**

The ability to communicate information in a format specified by the AHJ.

[10.4.4 \(B\)](#)**X****10.4.5**

Prepare a concise report for transmittal to a supervisor, given fire department records and a specific request for details such as trends, variances, or other related topics, so that the information required for the AHJ is accurate and documented.

[10.4.5](#)**X****(A) Requisite Knowledge.**

The data processing system.

[10.4.5 \(A\)](#)**X****(B) Requisite Skills.**

The ability to communicate in writing a concise report and to interpret data.

[10.4.5 \(B\)](#)**X****10.4.6**

Develop a plan to accomplish change in the organization, given an agency's change of policy or procedures, so that effective change is implemented in a supportive manner.			
10.4.6		X	
(A) Requisite Knowledge.			
Interpersonal dynamics, and planning and implementing change.			
10.4.6 (A)	X		
(B) Requisite Skills.			
The ability to clearly communicate a desired change and the steps to accomplish that change within the policies or procedures of the AHJ.			
10.4.6 (B)		X	
10.5.1			
Determine the area of origin and preliminary cause of a fire, given a fire scene, photographs, diagrams, pertinent data, and sketches, so that, if indicated, additional investigation can be conducted.			
10.5.1			X
(A) Requisite Knowledge.			
Indications of origin and cause of fire, methods to preserve and protect the general area of origin, basic origin and cause determination, fire growth and development, and documentation of preliminary fire investigative procedures.			
10.5.1 (A)	X		
(B) Requisite Skills.			
The ability to investigate a fire scene and identify the general area of origin, to implement procedures to preserve and protect potential sources of ignition within that general area of origin, and to communicate information about the fire scene to fire investigators.			
10.5.1 (B)			X
10.6.1			
Coordinate multiple units, given an emergency incident requiring multi-unit operations; the current editions of NFPA 1660, NFPA 1700, NFPA 1710, and NFPA 1720 as applicable; and AHJ-approved safety procedures, so that the required units and their assignments are clear, concise, and adjusted as required, and plans are carried out in compliance with cited NFPA standards and AHJ procedures.			
10.6.1			X

(A) Requisite Knowledge.

Standard operating procedures; federal, provincial, state, tribal, and local information sources for the mitigation of incidents; an incident management system; and a personnel accountability system.

10.6.1 (A)

X

(B) Requisite Skills.

The ability to function in an incident management system, communicate an operational plan, supervise and account for assigned personnel under emergency conditions, and serve in branch and unit supervision positions within an incident management system.

10.6.1 (B)

X

10.6.2*

Conduct a post-incident analysis, given a multi-unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements of the incident are identified, constructive feedback is communicated, and approved forms are completed.

10.6.2

X

X

(A)* Requisite Knowledge.

Elements of a fire, EMS, or rescue related post-incident analysis; emergency scene hazards; and departmental procedures relating to dispatch response, strategy, tactics, operations, and response times.

10.6.2 (A)

X

(B) Requisite Skills.

The ability to communicate verbally the elements of a post-incident analysis, emergency scene hazards, departmental procedures, and constructive feedback.

10.6.2 (B)

X

10.6.3

Prepare a written report, given incident reporting data from the jurisdiction, so that the major causes of service demands are identified for various planning areas within the service area of the organization.

10.6.3

X

(A) Requisite Knowledge.

Data analysis.

10.6.3 (A)	X		
(B) Requisite Skills.			
The ability to communicate incident response data in writing and interpret response data to identify the reasons for service demands.			
10.6.3 (B)		X	X
10.7.1*			
Analyze the organization's accident or injury history, given departmental data, so that a report including actions taken and recommendations made is prepared for the organization.			
10.7.1		X	X
(A) Requisite Knowledge.			
The causes of unsafe acts; health exposures or conditions that result in accidents, injuries, occupational illnesses, or deaths; and requirements for reporting and receiving information related to injuries and accidents.			
10.7.1 (A)	X		
(B) Requisite Skills.			
The ability to interpret accident, injury, occupational illness, or death reports and communicate verbally the data, recommendations, and summation of the reports.			
10.7.1 (B)			X
10.7.2*			
Analyze the organization's health exposure history, given departmental data, so that a report including actions taken and recommendations made is prepared for the organization.			
10.7.2		X	X
(A) Requisite Knowledge.			
The causes of unsafe acts; health exposures or conditions that result in accidents, injuries, occupational illnesses, or deaths; and requirements for reporting and receiving information related to health exposures.			
10.7.2 (A)	X		
(B) Requisite Skills.			

The ability to interpret accident, injury, occupational illness, or death reports and communicate verbally the data, recommendations, and summation of the reports.

[10.7.2 \(B\)](#)

X

NFPA 1020: 2025 Edition, Chapter 11 Fire Officer III

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11.1 General.				
The Fire Officer III shall meet the requirements of Fire Officer II and the job performance requirements defined in Sections 11.2 through 11.8 .				
(FOR THIS LINE ONLY- PLEASE INPUT "ACKNOWLEDGE" IN THE "OTHER" COLUMN OF THE MATRIX.)				
11.1				
11.2.1				
Manage staffing assignment across multiple units or areas, given the need to adjust staffing and a list of personnel and their capabilities, so that the staffing needs of the organization are met.				
11.2.1				X

(A) Requisite Knowledge.

Staffing policies and procedures, personnel capabilities, and organizational needs.

11.2.1 (A)

X

(B) Requisite Skills.

The ability to produce an emergency services deployment plan based on available staffing and organizational needs.

11.2.1 (B)

X

11.2.2

Develop recruitment programs for determining the prequalifications of applicants, given a set of potential applicants, the membership needs of the organization, and recruitment procedures and policies, so that the applicant pool meets the needs of the department.

11.2.2

X

(A) Requisite Knowledge.

The knowledge, skills, and abilities (KSAs) of applicants needed by an organization based on a given job description; the KSAs of the current applicant pool; recruitment program; current recruiting trends; applicable federal, state, provincial, and local laws; regulations and standards; and human resources policies and procedures.

11.2.2 (A)

X

(B) Requisite Skills.

The ability to relate interpersonally, analyze and interpret data, and communicate prerequisites and standards for recruitment.

11.2.2 (B)

X

11.2.3

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

11.2.3

X

(A) Requisite Knowledge.

Applicable federal, state, provincial, and local laws; regulations and standards; and policies and procedures.

11.2.3 (A)	X		
(B) Requisite Skills.			
The ability to verbally communicate applicable federal, provincial, state, tribal, local, and AHJ policies and procedures.			
11.2.3 (B)			X
11.2.4*			
Develop procedures and programs for promoting members, given succession management best practices and applicable policies and legal requirements, so that the process is valid, reliable, job-related, and nondiscriminatory.			
11.2.4		X	
(A) Requisite Knowledge.			
Succession management best practices; applicable federal, state, provincial, and local laws; regulations and standards; and policies and procedures.			
11.2.4 (A)	X		
(B) Requisite Skills.			
The ability to determine succession needs, validate KSAs, interpret and apply the succession management program within the organization, communicate promotional requirements and procedures, encourage professional development, and mentor members.			
11.2.4 (B)			X
11.2.5			
Document methods to facilitate and encourage members to participate in professional development, given a professional development model, so that members achieve their personal and professional goals in alignment with the needs of the organization.			
11.2.5		X	
(A) Requisite Knowledge.			
Interpersonal and motivational techniques, professional development model, goal setting, and personal and organizational goals.			
11.2.5 (A)	X		
(B) Requisite Skills.			

The ability to evaluate potential, communicate verbally a professional development plan, mentor individuals, relate interpersonally, and coach members.

[11.2.5 \(B\)](#)

X

11.2.6

Develop a proposal for improving a member benefit or a new member benefit, given a need in the organization, so that adequate information is included to justify the requested benefit improvement.

[11.2.6](#)

X

(A) Requisite Knowledge.

Organization's benefit program.

[11.2.6 \(A\)](#)

X

(B) Requisite Skills.

The ability to analyze current and proposed employee benefits and communicate the elements and benefits of the proposal.

[11.2.6 \(B\)](#)

X

11.2.7

Develop a plan for providing a member accommodation, given a member need, the requirements, and applicable law, so that adequate information is included to justify the requested change(s).

[11.2.7](#)

X

(A) Requisite Knowledge.

Organization's policies and procedures, and legal requirements or reasonable accommodations.

[11.2.7 \(A\)](#)

X

(B) Requisite Skills.

The ability to conduct research and communicate elements of the plan.

[11.2.7 \(B\)](#)

X

11.2.8

Develop an ongoing continuing education and training program, given organizational training requirements, so that members of the organization are given appropriate training to meet the mission of the organization.

11.2.8		X	
(A) Requisite Knowledge.			
Organizational mission and goals, training program development, and needs assessment.			
11.2.8 (A)	X		
(B) Requisite Skills.			
The ability to perform a needs assessment, identify gaps in training and education, and communicate elements of the program.			
11.2.8 (B)		X	X
11.3.1*			
Develop a community risk reduction (CRR) program based on NFPA 1300, given risk assessment data, so that program outcomes are met.			
11.3.1		X	
(A) Requisite Knowledge.			
Principles and components of NFPA 1300, community demographics, resource availability, community needs, customer service principles, and program development.			
11.3.1 (A)	X		
(B) Requisite Skills.			
The ability to relate interpersonally, analyze and interpret data, and communicate elements of the CRR program and desired outcomes.			
11.3.1 (B)			X
11.4.1			
Prepare a departmental budget proposal, given budgetary guidelines, program needs, emergency services provided, and delivery expense projections, so that all guidelines are followed and the budget identifies all program needs.			
11.4.1		X	
(A) Requisite Knowledge.			
Budget types and processes, deadlines, budget preparation, accounting procedures, operating costs, and organization purchase requests.			
11.4.1 (A)	X		

(B) Requisite Skills.

The ability to estimate project costs, complete purchase requests, organize and format budget information, and communicate verbally elements of a budget proposal, expense projections, and program needs.

11.4.1 (B)

X

11.4.2*

Develop a budget management system, given fiscal and financial policies, and federal, provincial, state, tribal, and local laws, so that the division or department stays within the budgetary authority.

11.4.2

X

(A) Requisite Knowledge.

Revenue to date, anticipated revenue, expenditures to date, encumbered amounts, and anticipated expenditures.

11.4.2 (A)

X

(B) Requisite Skills.

The ability to interpret financial data and communicate elements of the budget management system.

11.4.2 (B)

X

11.4.3

Direct the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding so that the needs of the organization are met within the applicable federal, provincial, state, tribal, or local laws and regulations.

11.4.3

X

(A) Requisite Knowledge.

Purchasing laws; federal, provincial, state, tribal, and local laws and regulations; request for proposals (RFPs); policies and procedures.

11.4.3 (A)

X

(B) Requisite Skills.

The ability to communicate verbally the process of purchasing and the elements of an RFP; interpret specifications; and apply applicable federal, provincial, state, tribal, and local laws and regulations.

11.4.3 (B)

X

11.4.4

Evaluate the department's records management program, given organizational run reports, emergency response records, report storage and retrieval methods, and access to records, so that the program is assessed for compliance with all federal, provincial, state, tribal, or local laws.

[11.4.4](#)**X****(A) Requisite Knowledge.**

Record management systems; mandatory reporting requirements; patient privacy rights; and federal, provincial, state, tribal, or local laws.

[11.4.4 \(A\)](#)**X*****X*****(B) Requisite Skills.**

The ability to use evaluative data, analyze data, determine program compliance, and communicate verbally the results of the evaluation.

[11.4.4 \(B\)](#)**X****11.4.5**

Analyze and interpret records and data, given records systems, so that validity is determined and improvements are recommended.

[11.4.5](#)**X****(A) Requisite Knowledge.**

The principles involved in the acquisition, retrieval, and application of information and data.

[11.4.5 \(A\)](#)**X****(B) Requisite Skills.**

The ability to use retrieval and evaluative methods; organize and analyze data; and communicate validity, trends, and identified improvements in data.

[11.4.5 \(B\)](#)**X****[11.4.6*](#)**

Create a quality assurance (QA) program, given a need for the program, so that emergency incident outcomes are measured, deficiencies are identified, and a program is created to address the deficiencies.

[11.4.6](#)**X**

(A) Requisite Knowledge.

QA programs, program development, and methods of improving emergency incident outcomes.

[11.4.6 \(A\)](#)

X

(B) Requisite Skills.

The ability to communicate verbally the elements of a QA program, data analysis, deficiencies, and a method of improving emergency incident outcomes.

[11.4.6 \(B\)](#)

X

11.5.1

Evaluate the inspection program of the AHJ, given current program goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness.

[11.5.1](#)

X

(A) Requisite Knowledge.

Policies and procedures; accepted inspection practices; program evaluation; resources needed for the inspection program; and applicable codes, standards, and laws.

[11.5.1 \(A\)](#)

X

(B) Requisite Skills.

The ability to use evaluative methods, analyze data, and communicate the goals of the program.

[11.5.1 \(B\)](#)

X

11.5.2

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

[11.5.2](#)

X

(A) Requisite Knowledge.

Policies and procedures; public education concepts; and applicable codes, ordinances, standards, and legislative processes and their development process.

[11.5.2 \(A\)](#)

X

(B) Requisite Skills.

The ability to use evaluative methods, use consensus-building techniques, organize plans, and communicate verbally elements of the plan and desired outcomes.			
11.5.2 (B)			X
11.5.3			
Develop an accident investigation program, given federal, provincial, state, tribal, or local laws and regulations, so that the results are evaluated and the effectiveness of the program is determined.			
11.5.3		X	
(A) Requisite Knowledge.			
Policies and procedures; accepted safety practices; NFPA 1550; and applicable codes, standards, regulations, and local laws.			
11.5.3 (A)	X		
(B) Requisite Skills.			
The ability to use evaluative methods, analyze data, interpret accident and injury reports, and communicate verbally the summation of the data.			
11.5.3 (B)			X
11.6.1*			
Produce operational plans, given an emergency incident requiring multi-unit operations; the current editions of NFPA 1660, NFPA 1700, NFPA 1710, and NFPA 1720 as applicable; and AHJ-approved safety procedures, so that the required resources and their assignments are obtained and plans are carried out in compliance with the cited NFPA standards and AHJ procedures, resulting in mitigation of the incident.			
11.6.1		X	X
(A)* Requisite Knowledge.			
Standard operating procedures; federal, provincial, state, tribal, or local information sources for the mitigation of incidents; an incident management system; and a personnel and patient accountability system.			
11.6.1 (A)	X		
(B) Requisite Skills.			
The ability to implement an incident management system, communicate elements of the plan, supervise and account for assigned personnel under emergency conditions, and serve in command staff and unit supervision positions within an incident management system.			

11.6.1 (B)			X
11.6.2			
Recommend a change to a post-incident analysis policy, given a multi-unit incident and the need for a change, so that all required critical elements for the change are identified, and the change is communicated.			
11.6.2		X	X
(A) Requisite Knowledge.			
Elements of a fire, EMS, or rescue related post-incident analysis; forms; policies; procedures; communication methods; and means of improvement.			
11.6.2 (A)	X		
(B) Requisite Skills.			
The ability to communicate verbally the elements of a post-incident analysis, the elements for improvement, and the ability to develop appropriate forms.			
11.6.2 (B)		X	X
11.6.3*			
Analyze post-incident analysis data, given multiple multi-unit emergency incidents and post-incident analysis data, procedures, and forms, so that all required critical elements of the incidents are identified, constructive feedback is communicated, and the analysis is completed and submitted for peer review.			
11.6.3		X	X
(A) Requisite Knowledge.			
Elements of a fire, EMS, or rescue related post-incident analysis; emergency scene hazards; and departmental procedures relating to dispatch response, strategy, tactics, operations, response times, EMS protocols, and customer service.			
11.6.3 (A)	X		
(B) Requisite Skills.			
The ability to communicate verbally the elements of a post-incident analysis, data analysis, and prioritization of key points of the analysis.			
11.6.3 (B)			X
11.7.1*			

Develop an injury prevention program, given relevant local and national data, so that the results are evaluated to determine the effectiveness of the program.

11.7.1

X

(A) Requisite Knowledge.

The causes of unsafe acts; health exposures or conditions that result in injuries, occupational illnesses, or deaths; requirements for reporting and receiving information related to injuries; policies and procedures; accepted safety practices; NFPA 1550; and applicable codes, standards, and laws.

11.7.1 (A)

X

(B) Requisite Skills.

The ability to use evaluative methods, analyze data, and communicate verbally the elements of the program, the metrics of the program, and the effectiveness of the program.

11.7.1 (B)

X

11.8.1*

Manage operational plans, given an emergency incident requiring multi-unit operations; the current editions of NFPA 1660, NFPA 1700, NFPA 1710, and NFPA 1720 as applicable; and AHJ-approved safety procedures, so that the required resources and their assignments are obtained and plans are carried out in compliance with the cited NFPA standards and AHJ procedures, resulting in mitigation of the incident.

11.8.1

X

(A) Requisite Knowledge.

Standard operating procedures; federal, provincial, state, tribal, or local information sources for the mitigation of incidents; an incident management system; and a personnel and patient accountability system.

11.8.1 (A)

X

(B) Requisite Skills.

The ability to implement an incident management system, communicate elements of the plan, supervise and account for assigned personnel under emergency conditions, and serve in command staff and unit supervision positions within an incident management system.

11.8.1 (B)

X

NFPA 1020: 2025 Edition, Chapter 12 Fire Officer IV

Below please find what has been previously approved by the Committee on Accreditation (COA) for this level of certification. This example does not take into consideration “Document Review”, “Portfolio”, or “Other testing methods.”

If your agency selects completing their online Assessment Methodology Matrix (AMM) utilizing these test methods, our Technical Analysts may place your application under a COA meeting consent agenda bypassing the usual COA review.

The spaces identified below with an “X” must be replaced with the appropriate cognitive test item numbers (e.g. Questions 1,4,6,7,9, etc.) or the score sheet numbers under Product, Psychomotor/Process methods as score sheet numbers (e.g.- SS 101, 202, and 304, etc.).

	Knowledge-Based Assessments		Performance-Based Assessments	
	(graded after submission)		(graded in real-time as they are performed)	
Section	Cognitive (e.g. Multiple Choice, Short Answer, Discretionary Time with Resources)	Product (e.g., document or develop a budget, proposal, lesson plan)	Psychomotor (Primarily an observable physical task. e.g., don, doff)	Process (Primarily a mental or verbalized task. e.g., inspect)
The Fire Officer IV shall meet the requirements of Fire Officer III and the job performance requirements defined in Sections 12.2 through 12.7 .				
(FOR THIS LINE ONLY- PLEASE INPUT "ACKNOWLEDGE" IN THE "OTHER" COLUMN OF THE MATRIX.)				
12.1				
12.2.1*	Evaluate the department’s human resource demographics, given appropriate community and departmental demographic data and federal, provincial, state, tribal, and local laws, so that a recruitment, selection, and placement plan is developed.			
12.2.1		X		X
(A) Requisite Knowledge.				

Policies and procedures; local, state, provincial, and federal regulations; community demographics; community issues; and formal and informal community leaders.

12.2.1 (A)

X

(B) Requisite Skills.

The ability to relate interpersonally, analyze departmental human resources data and community representation, and communicate verbally departmental recruitment strategies.

12.2.1 (B)

X

12.2.2*

Develop a plan to initiate a new member benefit, given the need for the benefit; a collective bargaining agreement (CBA), where applicable; and federal, provincial, state, tribal, and local laws, so that the plan incorporates input from all levels of the organization and has measures for its participation and effectiveness.

12.2.2

X

X

(A) Requisite Knowledge.

Policies and procedures; contractual agreements; and federal, provincial, state, tribal, and local regulations.

12.2.2 (A)

X

(B) Requisite Skills.

The ability to negotiate, analyze current status of member relations, relate interpersonally, analyze the current member/management relations, conduct program implementation, and communicate verbally elements of the plan.

12.2.2 (B)

X

12.2.3

Evaluate the organization's education and in-service training program, given a summary of the job requirements for all positions within the department, so that all members can achieve and maintain required proficiencies.

12.2.3

X

X

(A) Requisite Knowledge.

Training resources; community needs; internal and external customers; policies and procedures; contractual agreements; and local, state, provincial, and federal regulations.

12.2.3 (A)	X		
(B) Requisite Skills.			
The ability to analyze and organize data and resources and communicate verbally deficiencies and needs of the program.			
12.2.3 (B)			X
12.2.4*			
Evaluate the organization's member assistance program, given a member assistance program; stated outcomes; historic usage and referral data; and federal, provincial, state, tribal, and local laws, so that the usage is tracked and analyzed and stated goals are achieved.			
12.2.4		X	X
(A)* Requisite Knowledge.			
Policies and procedures; available assistance programs; contractual agreements; federal, provincial, state, tribal, and local regulations; and behavioral health issues as outlined in NFPA 1550.			
12.2.4 (A)	X		
(B) Requisite Skills.			
The ability to relate interpersonally to members, promote member utilization of member assistance programs, benchmark program outcome data, and communicate program data and trends.			
12.2.4 (B)		X	X
12.2.5*			
Evaluate an incentive program, given historical data, a trend line, and stated program goals, so that modifications to the plan are created, measured, and evaluated against the stated program goals.			
12.2.5		X	X
(A) Requisite Knowledge.			
Policies and procedures; available incentive programs; contractual agreements; and local, state, provincial, and federal regulations.			
12.2.5 (A)	X		
(B) Requisite Skills.			
The ability to relate interpersonally, and to analyze data, evaluate programs, and communicate modifications and desired outcomes.			

12.2.5 (B)			X
12.3.1*			
Facilitate a community function that addresses a community need, given a community function and identified needs, so that a community need is met.			
12.3.1			X
(A) Requisite Knowledge.			
Community demographics and socioeconomics, community and civic issues, effective customer service methods, public relations, and formal and informal community leaders.			
12.3.1 (A)	X		
(B) Requisite Skills.			
The ability to verbally communicate identified community needs and goals and outcomes of community functions.			
12.3.1 (B)			X
12.3.2			
Develop a media relations program, given AHJ policies and procedures, so that disseminated information is accurate and accessible, and its access complies with federal, provincial, state, tribal, and local laws.			
12.3.2		X	
(A) Requisite Knowledge.			
AHJ policies and procedures for information dissemination; applicable laws, rules, and regulations governing information release; fundamentals of media relations; public relations techniques; and social media platforms.			
12.3.2 (A)	X		
(B) Requisite Skills.			
The ability to verbally communicate applicable federal, provincial, state, tribal, and local laws and requested information and develop and oversee programs.			
12.3.2 (B)			X
12.4.1			

Develop a comprehensive long-range plan for service delivery, given community needs, current department capabilities, and resources, so that the projected needs of the community are met.

[12.4.1](#)

X

(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.

[12.4.1 \(A\)](#)

X

(B) Requisite Skills.

The ability to make public presentations, interpret fiscal analysis, comply with public policy processes, forecast resources, analyze current department status requirements, and communicate verbally elements of the long-range plan.

[12.4.1 \(B\)](#)

X

[12.4.2*](#)

Develop a comprehensive long-range plan for training needs, given departmental goals, facilities, buildings, and community needs, so that the plan includes metrics and timelines that measure the outcomes and fulfills the community and departmental needs.

[12.4.2](#)

X

(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.

[12.4.2 \(A\)](#)

X

(B) Requisite Skills.

The ability to communicate verbally elements of the long-range plan, make public presentations, interpret fiscal analysis, forecast needs, and analyze data.

[12.4.2 \(B\)](#)

X

12.4.3

Complete a written, comprehensive, all-hazard risk 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 service delivery decision making.

12.4.3		X	
(A) Requisite Knowledge.			
Risk, hazard, and value analysis methods and process; community development features, community demographics; and assessed valuation of properties in the community.			
12.4.3 (A)	X		
(B) Requisite Skills.			
The ability to conduct a needs assessment, identify community hazards, solve problems, and communicate verbally elements of the community assessment.			
12.4.3 (B)			X
12.4.4			
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.			
12.4.4		X	
(A) Requisite Knowledge.			
Strategic planning, capital improvement planning and budgeting, and facility planning.			
12.4.4 (A)	X		
(B) Requisite Skills.			
The ability to conduct a needs assessment, identify gaps or needs, solve problems, project needs, and verbally communicate identified project or program desired outcomes.			
12.4.4 (B)			X
12.4.5			
Develop a succession plan, given department resources, policies, and procedures, so that the future needs of the department are met.			
12.4.5		X	
(A) Requisite Knowledge.			
Strategic planning, member demographics, recruitment, and retention.			
12.4.5 (A)	X		
(B) Requisite Skills.			

The ability to forecast budgets, conduct a personnel needs assessment, solve problems, and communicate verbally elements of a succession plan.

[12.4.5 \(B\)](#)

X

12.6.1

Develop a comprehensive disaster plan, given organizational, neighboring, and regional resources; historical disaster data; and identified vulnerabilities, so that the plan addresses the impacts of disasters and identifies factors that mitigate risk to the community.

[12.6.1](#)

X

(A) Requisite Knowledge.

Major incident policies and procedures; physical and geographic characteristics; demographics; target hazards; incident management systems; communications systems; intelligence data; contractual and mutual-aid agreements; and local, state/provincial, and federal regulations and resources.

[12.6.1 \(A\)](#)

X

(B) Requisite Skills.

The ability to analyze data, communicate verbally elements of the disaster plan, develop a disaster plan, and coordinate interagency activity.

[12.6.1 \(B\)](#)

X

12.6.2*

Develop a comprehensive response plan, given the results of an active shooter hostile event (ASHE) risk assessment analysis, so that the agency operates at a hostile event, integrates with other agencies' actions, and provides for the safety and protection of members.

[12.6.2](#)

X

(A)* Requisite Knowledge.

Major incident plans; policies and procedures; physical and geographic characteristics; demographics; incident management systems; communications systems; contractual and mutual-aid agreements; local, state/provincial, and federal regulations and resources; interagency response communication; and NFPA 3000.

[12.6.2 \(A\)](#)

X

(B) Requisite Skills.

The ability to cooperate across agencies, interpret the results of an ASHE risk assessment, and construct a departmental response plan.

12.6.2 (B)		X	X
12.7.1			
Develop a risk management plan, given specific risks to the organization, so that the risks are evaluated, risk management options are identified, and the effectiveness of the plan is determined.			
12.7.1		X	
(A) Requisite Knowledge.			
Policies and procedures; risk management options; accepted safety practices; NFPA 1550; and applicable codes, standards, regulations, and local laws.			
12.7.1 (A)	X		
(B) Requisite Skills.			
The ability to use evaluative methods, analyze data, and communicate verbally the analysis of the program, the measures of the program, and the effectiveness of the program.			
12.7.1 (B)			X
12.7.2*			
Develop a health exposure program, given departmental data, program goals, and an identified exposure, so that mitigation of the exposure is incorporated into the program and the program contains metrics that identify progress toward the stated program goals.			
12.7.2		X	
(A) Requisite Knowledge.			
The causes of unsafe acts; health exposures or conditions that result in accidents, injuries, occupational illnesses, or deaths; requirements for reporting and receiving information related to health exposures; NFPA 1550.			
12.7.2 (A)	X		
(B) Requisite Skills.			
The ability to interpret accident, injury, occupational illness, or death reports and to communicate verbally the data, recommendations, and summation of the reports.			
12.7.2 (B)			X