



**Official Skill Sheets for Practical Skills
Ontario, Canada**

**FIRE OFFICER II
NFPA 1021, Chapter 5, 2014 Edition**

**National Fire Protection Association Standard for
Fire Officer Professional Qualifications**

**Enquiries regarding completion of this booklet should be directed to your Instructor
or Fire Chief.**

**Upon successful mastery of all practical skills, completed and signed pages 4 to 7 of
this document should be sent to:**

**Manager
Academic Standards and Evaluation Unit Ministry of
Community Safety and Correctional Services Office of
the Fire Marshal and Emergency Management
25 Morton Shulman Avenue, 2nd Floor
Toronto, Ontario
M3M 0B1**

OFMTestingandCertification@ontario.ca



Successful completion of all of the practical skills contained in this book is required for Ontario Office of the Fire Marshal and Emergency Management (OFMEM) Fire Officer II Certification.

Each skill will be evaluated using the standards and skill elements listed. Candidates will be allowed two attempts to successfully master each skill. First attempt will be evaluated by the Instructor. Second attempt will be evaluated by the Fire Chief or designate, if required.

The "Develop and Conduct a Post-Incident Analysis skill, NFPA 1021-2014, 5.6.2" is to be completed at an actual or simulated emergency incident involving a multi-company operation with the student serving in the role of the Fire Officer. Each remaining required skill may be performed during Real Time (RT) or as a Training Evolution (TE) to meet the job performance requirements. The Fire Chief of the Department or Officer assuming command of the incident shall complete the skills evaluation rating the student on each required element. A copy of the incident report for the incident and a memorandum from the Officer attesting that the student has completed all of the elements of the skills must be submitted with the completed skills sheet.

It is vital that both the course instructor and the OFMEM be able to read and understand all of the student's written documentation for each of the skills. Every effort must be taken to write or print legibly. If any documentation cannot be read, that skill will be failed.

It is mandatory that pages 4 to 7 be submitted to the OFMEM within three (3) months of completing the course. Failure to do so will result in failure of the skills portion of the Fire Officer II Certification requirement. It will also make the candidate ineligible to receive certificate with IFSAC seal and Pro Board application. Candidates should contact their Fire Chief in the event of any difficulties in meeting this requirement.



Suggested Readings:

Information for meeting NFPA 1021, 2014 Edition Job Performance Requirements (JPRs) for FIRE OFFICER II is found in the following suggested readings:

Publisher/Title/Edition

1. NFPA 1021, *Standard for Fire Officer Professional Qualifications*, 2014 Edition
 - Refer to Chapter 5 regarding Fire Officer II (pages 10 to 11)
2. IFSTA, *Fire and Emergency Services Company Officer*, 5th Edition
 - Refer to Fire Officer II material from Chapters 12 to 17 (pages 349 to 459)

OR

3. Jones and Bartlett, *Fire Officer: Principles and Practice*, 3rd Edition
 - Refer to Fire Officer II material in appropriate chapters/sections of this textbook if not using IFSTA resource



VERIFICATION OF SUCCESSFUL COMPLETION OF PRACTICAL SKILLS COURSE

The candidate shall complete all the skill sheets in this booklet and be signed off by the candidate's Fire Chief or designate. Upon success, the Fire Chief or designate will complete and sign this form and submit it to the Academic Standards and Evaluation Unit of the Ontario Office of the Fire Marshal and Emergency Management (OFMEM).

To be completed by the candidate:

Name: _____

Address: _____

City: _____ Prov: _____ Postal Code: _____

Department/Agency: _____

Fire Officer II Course Location: _____

Fire Officer II Course Start Date: _____

Fire Officer II Course End Date: _____

To be completed by the Designated Instructor:

As Designated Instructor for this course, I verify that the above candidate has been successfully introduced to all of the practical skills required for the level of:

Fire Officer II

Print Name: _____

Signature: _____ Date: _____



**VERIFICATION OF SUCCESSFUL COMPLETION OF PRACTICAL SKILLS
EVALUATION**

The candidate shall complete all the skill sheets in this booklet and be signed off by the candidate's Fire Chief or designate. Upon success, the Fire Chief or designate will complete and sign this form and submit it to the Academic Standards and Evaluation Unit of the Ontario Office of the Fire Marshal and Emergency Management (OFMEM).

To be completed for each of the practical skills for *FIRE OFFICER II*, and submitted to the Academic Standards and Evaluation Unit once all skills are passed:

STUDENT NAME:			
DEPARTMENT/AGENCY:			
COURSE DATES:		LOCATION:	
FIRE CHIEF OR DESIGNATE:		DATE:	

	<i>Pass/Fail</i>
Develop a Policy and Prepare Report with a Plan for Change NFPA 1021-2014, 5.4.1, 5.4.5, 5.4.6	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Develop a Project Budget NFPA 1021-2014, 5.4.2, 5.4.3	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Prepare a News Release NFPA 1021-2014, 5.4.4	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Analyze a Fire Fighter's Accident History NFPA 1021-2014, 5.7.1	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	



	<i>Pass/Fail</i>
Actions to Maximize Performance and Report to Supervisor NFPA 1021-2014, 5.2.1, 5.4.5	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Evaluate a Fire Fighter’s Job Performance and Create a Professional Development Plan NFPA 1021-2014, 5.2.2, 5.2.3	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Explain the Benefits of Cooperating with Allied Organizations NFPA 1021-2014, 5.3.1	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Fire Investigation NFPA 1021-2014, 5.5.1	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Produce Operational Plans NFPA 1021-2014, 5.6.1	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Develop and Conduct a Post-Incident Analysis NFPA 1021-2014, 5.6.2	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	
Prepare a Written Report Identifying Major Causes for Service Demands NFPA 1021-2014, 5.6.3	
<i>Evaluator signature:</i> _____ <i>Date:</i> _____	



To be completed by the *Fire Chief or designate*:

I verify that the above candidate has successfully completed all of the practical skills required for *FIRE OFFICER II*:

Print Name: _____

Signature: _____ *Date:* _____



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DEVELOP A POLICY AND PREPARE REPORT WITH A PLAN FOR CHANGE

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

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

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

5.4.6 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 positive manner.



ADMINISTRATION – NFPA 1021-2014, 5.4.1, 5.4.5, 5.4.6

DEVELOP A POLICY AND PREPARE REPORT WITH A PLAN FOR CHANGE

STUDENT NAME:

SKILL SHEET # 1

DEVELOP A POLICY AND PREPARE REPORT WITH A PLAN FOR CHANGE

Assignment:

The student shall develop a new policy or procedure on a topic of his or her choice. The policy or procedure must involve a situation, circumstance, or operation within the student's department. The recommended policy or procedure must identify the problem and propose a solution.

Sample policy or procedure topics:

1. Seatbelt use in department apparatus.
2. Rapid intervention crew deployment and operations.
3. Personnel accountability.
4. Smoking policy.

The student shall also prepare a memorandum to the Fire Chief explaining the need and justifications for the new policy. This memorandum must include a description of a plan to accomplish the change in the organization due to the new policy, and how the change is to be implemented.

Definition of POLICY

Merriam-Webster's Collegiate Dictionary, 11th Edition
NFPA 1021, 2014 Edition, 3.1

1

a: prudence or wisdom in the management of affairs

b: management or procedure based primarily on material interest

2

a: a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions

b: a high-level overall plan embracing the general goals and acceptable procedures especially of a governmental body



ADMINISTRATION – NFPA 1021-2014, 5.4.1, 5.4.5, 5.4.6

DEVELOP A POLICY AND PREPARE REPORT WITH A PLAN FOR CHANGE

STUDENT NAME:

SKILL SHEET # 1

Skill Procedure: The student will prepare a new policy or procedure and memorandum to the Fire Chief, describing the new policy or procedure with details such as trends, variances, and justifications.

Table with 2 columns: Items to be checked, Pass/Fail. Rows include criteria for interpreting data, developing policies, and writing reports.

Candidate MUST successfully master each step listed to pass this skill.

Candidate's Grade: [] Pass [] Fail

Evaluator's Signature: _____ Date: _____



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

ADMINISTRATION – NFPA 1021-2014, 5.4.1, 5.4.5, 5.4.6

DEVELOP A POLICY AND PREPARE REPORT WITH A PLAN FOR CHANGE

STUDENT NAME:

SKILL SHEET # 1

Memorandum

Date:

To:

From:

RE:



ADMINISTRATION – NFPA 1021-2014, 5.4.1, 5.4.5, 5.4.6

DEVELOP A POLICY AND PREPARE REPORT WITH A PLAN FOR CHANGE

STUDENT NAME:

SKILL SHEET # 1

POLICY TEMPLATE
(Example for Skill Sheet #1)

Policy #:

Effective Date:

Policy Title:

Policy Statement:



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

ADMINISTRATION – NFPA 1021-2014, 5.4.1, 5.4.5, 5.4.6

DEVELOP A POLICY AND PREPARE REPORT WITH A PLAN FOR CHANGE

STUDENT NAME:

SKILL SHEET # 1

Policy Title:



DEVELOP A PROJECT BUDGET

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

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

5.4.3 Describe 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, state/provincial, and local laws and regulations.



ADMINISTRATION – NFPA 1021-2014, 5.4.2, 5.4.3

DEVELOP A PROJECT BUDGET

STUDENT NAME:

SKILL SHEET # 2

PREPARE A BUDGET REQUEST

Scenario:

The Fire Chief has assigned you the task of developing a project budget for increasing the level of protection for fire fighters in emergency decontamination situations. The Fire Chief wants to have hazardous materials level B protective equipment available on all department apparatus to provide a higher level of protection for use when involved in emergency decontamination situations. All fire fighters are currently trained and certified to the Hazardous Materials Operations Level. The department has four personnel assigned to each of 10 engine companies, four ladder companies, and two rescue squads on each shift.

Other examples of equipment can be substituted utilizing the same documentation as this example.

Assignment:

The student will complete the enclosed “Fire Department Project Budget Worksheet” listing any new costs that will be incurred, any ongoing expenses for items that will be allocated to the project, any non-personnel costs, and any personnel costs. The “Fire Department Project Budget Narrative” must be completed to explain line items in the budget. The Budget Narrative must also describe a recommended purchasing process for the equipment needed.



ADMINISTRATION – NFPA 1021-2014, 5.4.2, 5.4.3

DEVELOP A PROJECT BUDGET

STUDENT NAME:

SKILL SHEET # 2

Skill Procedure: The candidate will develop a project budget based on the reference materials provided and complete the budget form enclosed including a budget narrative.

<u>Items to be checked</u>	<i>Pass/Fail</i>
<i>If the candidate:</i>	
1. Prepared a worksheet that included a list of all personnel and non-personnel expenses related to the project: [5.4.2 (B-1, B-4), 5.4.3 (B-1, B-3)]	
a. Capital costs.	
b. Operating costs.	
c. Personnel costs.	
2. Completed the budget narrative to explain line items in the budget: [5.4.2 (B-2)]	
a. Described a recommended purchasing process for the equipment.	
3. Wrote legibly. [5.4.2 (B-4), 5.4.3 (B-3)]	
4. Communicated orally how to develop a budget including capital, operating, and personnel costs and the process of purchasing, including soliciting and awarding bids. [5.4.2 (B-3), 5.4.3 (B-2)]	

Candidate MUST successfully master each step listed to pass this skill.

Candidate's Grade:

Pass

Fail

Evaluator's Signature: _____

Date: _____



ADMINISTRATION – NFPA 1021-2014, 5.4.2, 5.4.3

DEVELOP A PROJECT BUDGET

STUDENT NAME:

SKILL SHEET # 2

FIRE DEPARTMENT PROJECT BUDGET WORKSHEET

Project Title:

Prepared by:

Date:

Expenses

Capital Costs:

Cost

No.

Total Cost

Operating Costs:

Cost

No.

Total Cost

Personnel Costs:

• Travel Costs

• Professional Development & Training

Total Costs



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

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PRACTICAL SKILLS

ADMINISTRATION – NFPA 1021-2014, 5.4.2, 5.4.3

DEVELOP A PROJECT BUDGET

STUDENT NAME:

SKILL SHEET # 2

FIRE DEPARTMENT PROJECT BUDGET NARRATIVE



ADMINISTRATION – NFPA 1021-2014, 5.4.2, 5.4.3

DEVELOP A PROJECT BUDGET

STUDENT NAME:

SKILL SHEET # 2



Tychem® F Protective Coveralls

(Example Data for Skill Sheet #2)

Offer Protection Against Chemical Warfare Agents and a Variety of Industrial Chemicals

DuPont garments made with Tychem F provide strong, lightweight liquid splash protection for law enforcement, emergency medical services (EMS) technicians and military personnel responding to incidents that may involve chemical, biological or radioactive agents.

Specifications: These garments are easy to use and easy to wear, as well as being lightweight and flexible enough to be folded into small packages for storage and portability. Garments made of Tychem F offer protection against chemical warfare agents and a variety of industrial chemicals. Includes taped seams, respirator fit hood and storm flap with double-sided tape over the zipper. Garments are gray for low visibility and are intended for domestic preparedness situations where the potential for exposure to chemical, biological and radioactive agents exists.

Note: Tychem F is not flame-resistant and should not be used around heat, flame, sparks or in potentially flammable or explosive environments.

Please Specify Size: S, M, L, XL, XXL

1-5: \$44.60 each 6+: \$41.60

Item No. 92725XL

Product Tychem® F Protective Coverall w/ Hood, XLarge

Price 1-5: \$44.60 each, 6+: \$41.60

Type II Hard Hats

(Example Data for Skill Sheet #2)

A very economical choice for peripheral impact hard hats.

Specifications: Hard Hats offer limited protection for the front, back, sides and top of head. Available in two colors and either ratchet or pinlock suspensions.

Compliance: ANSI Z89.1-1997 Type II, Class E. CSA Z94.1-92, Class E.

Please Specify a Color: W (white), Y (yellow).





ADMINISTRATION – NFPA 1021-2014, 5.4.2, 5.4.3

DEVELOP A PROJECT BUDGET

STUDENT NAME:

SKILL SHEET # 2



SURVIVAIR Opti-Fit™ Full-Face Respirators

(Example Data for Skill Sheet #2)

Lightweight respirators with a contemporary look--designed to reduce stress on the head and neck for superior comfort, even during extended use.

Specifications: Minimal number of parts and a replaceable lens mean easy care and maintenance. Reusable silicone face piece is soft, lending exceptional comfort. A sturdy, distortion-free lens features a durable hard coat for anti-scratch protection and an anti-fog nose cup. Adjustable head straps provide an excellent fit. Cartridges sold separately; available with threaded (S) or bayonet (T) filter attachments. Compliance: NIOSH approved.

<u>Item No.</u>	<u>Product</u>	<u>Price</u>
124379L	RESP APR FF T-SERIES SURVIVAIR	\$86.80 each, 10+:\$79.80
41267	Organic Vapors/Acid Gases Filter Cartridge (PK. 4)	1-11: \$40.90, 12-23: \$36.90

ONGUARD Chemical-Resistant Over boots (Example Data)

Wear over most work shoes or boots for extra protection during response or chemical handling. Specifications: Injection-molded, one-piece waterproof protection. Made with chemical-resistant, high-visibility Hazmax™ compound. Nonabsorbent polyester lining for strength and easy cleaning. 17"H Overboots have a fully adjustable, non-conductive polyester strap with nonmetallic buckle and snaps.

<u>Item No.</u>	<u>Product</u>	<u>Price</u>
22024-8	Overboots	1-5: \$79.90, 6+: \$72.20

Ansell PVA™ Gloves (Example Data)

Durable, fabric-lined gloves present a new concept in safe organic compound handling. Specifications: PVA coating protects against aromatics, ketones and chlorinated solvents such as xylene, MIBK and trichloroethylene. Weighs only half as much as a neoprene-coated gauntlet glove. Curved, preflexed fingers and wing thumb fit your hand naturally.

<u>Product</u>	<u>Price</u>
PVA Gloves	1-11: \$27.10, 12+: \$25.90



PREPARE A NEWS RELEASE

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

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



ADMINISTRATION – NFPA 1021-2014, 5.4.4

PREPARE A NEWS RELEASE

STUDENT NAME:

SKILL SHEET # 3

PREPARE A NEWS RELEASE

Scenario:

The Valleyview Fire Department will be hosting an Open House for all members of the community at fire department headquarters, 120 Front Street, Valleyview, ON. The event will be held on October 5, 2017 from 1:00 to 5:00 p.m. There will be information booths, demonstrations, fire safety trailer tours, etc. You are coordinating the event.

Other scenarios involving different events or topics can be substituted utilizing the same documentation as this example.

Assignment:

Your news release should include:

- Key components headline
- Opening paragraph (the 5W's)
- Important Information
- Supporting quote from the Fire Chief (or other reliable, named source)
- Background information (interesting statistics and facts)
- Contact information for the media

On the back of the news release:

- List the media outlets to which you plan to send the release.

NOTE:

This skill sheet is also consistent with meeting the requirements of Fire and Life Safety Educator I JPR 5.4.5 in NFPA 1035, 2015 Edition.



ADMINISTRATION – NFPA 1021-2014, 5.4.4

PREPARE A NEWS RELEASE

STUDENT NAME:

SKILL SHEET # 3

Skill Procedure: The candidate will develop a written news release, given an assigned topic and information provided, so that the information is accurate and correctly formatted. Use of imagination is permitted to fill in any details not included in the scenario.

Table with 2 columns: Items to be checked, Pass/Fail. Contains 11 rows of criteria for the news release task.

Candidate MUST successfully master each step listed to pass this skill.

Candidate's Grade: [] Pass [] Fail

Evaluator's Signature: _____ Date: _____



ADMINISTRATION – NFPA 1021-2014, 5.4.4

PREPARE A NEWS RELEASE

STUDENT NAME:

SKILL SHEET # 3

NEWS RELEASE

(FORMAT EXAMPLE)

For Immediate Release

From the _____ Fire Department

Key Components Headline	
Opening Paragraph (Who, What, When, Where, Why)	
Important Information	
Quote from Fire Chief (or other reliable, named source)	
Background Information (interesting statistics and facts)	
Contact Information for Media	



ADMINISTRATION – NFPA 1021-2014, 5.4.4

PREPARE A NEWS RELEASE

STUDENT NAME:

SKILL SHEET # 3

FIRE DEPARTMENT/ORGANIZATION'S LETTERHEAD

(Example of News Release for Skill Sheet #3)

FOR IMMEDIATE RELEASE

(Month, Day, Year)

Key Components

Headline

OPEN AIR BURNING MAY REQUIRE FIRE PERMIT

Opening Paragraph
(Who, What When,
Where, Why)

TORONTO (April 28, 2017) – The Office of the Fire Marshal and Emergency Management is advising Ontario residents to check with their local fire department, municipal office or the Ministry of Natural Resources and Forestry for any restrictions governing open air burning, before starting campfires or burning brush this summer.

Important Information

Open air burning can include the use of outdoor fireplaces and cooking fires not involving the use of a barbeque. Some municipalities prohibit the use of various types of outdoor fireplaces, such as chimineas, because there is potential for personal injury, property damage and increased risk of a grass fire.

Quote from Fire Chief
(or other reliable,
named source)

“It’s the time of year where people are opening up their cottages and cleaning up the grass or brush,” explained Ross Nichols, Fire Marshal of Ontario. “In many municipalities, a permit may be required with specific conditions for burning. Open air burning, especially if left unattended can become difficult to control and can result in a serious widespread fire.”

Background
Information
(interesting statistics
and facts)

Open air burning is regulated by the Ontario Fire Code and is not permitted unless **approved** by the local **Chief Fire Official**. Local fire departments have the right to extinguish any open air burning that has not been approved and that does not meet required burning conditions.

###

Contact Information
for Media

For information contact: Pat Edwards, Mapleview Fire Department
555-555-5555
pat.edwards@mapleview.ca



ANALYZE A FIRE FIGHTER'S ACCIDENT HISTORY

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

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



HEALTH AND SAFETY – NFPA 1021-2014, 5.7.1

ANALYZE A FIRE FIGHTER’S ACCIDENT HISTORY

STUDENT NAME:

SKILL SHEET # 4

ANALYZE A FIRE FIGHTER’S ACCIDENT HISTORY

Scenario:

As a Fire Officer, you have been assigned to analyze an incident involving a member's accident where injuries were sustained in an apparatus accident.

Other examples of case histories can be substituted utilizing the same documentation as this example.

Assignment:

The candidate shall review a case study from local fire service accident reports (with names and personal information taken out), or research using data posted on the “firefighterclosecalls.com” or NFPA Annual Statistics Report websites. The candidate will prepare a memorandum to the Fire Chief or supervisor with an analysis of the accidental injury along with conclusions and recommendations. Any suggestions for any needed implementation of changes should be included in the memorandum.



HEALTH AND SAFETY – NFPA 1021-2014, 5.7.1

ANALYZE A FIRE FIGHTER’S ACCIDENT HISTORY

STUDENT NAME:

SKILL SHEET # 4

Skill Procedure: The candidate will review a case study from local fire service accident reports (with names and personal information taken out), or research using data posted on the “firefighterclosecalls.com” or NFPA Annual Statistics Report websites. The candidate will prepare a report for a supervisor on a member's accident, injury, or health exposure history. The report shall include action taken and recommendations.

<i>Items to be checked</i>	<i>Pass/Fail</i>
<i>If the candidate:</i>	
1. Reviewed a case study from local fire service accident reports or researched using data posted on the “firefighterclosecalls.com” or NFPA Annual Statistics Report websites. [5.7.1 (B-2)]	
2. Interpreted incident involving a fire service member's accident, injury, occupational illness, or death. [5.7.1 (B-2)]	
3. Completed a memorandum to the next line supervisor. [5.7.1 (B-1)]	
4. Suggested implementation of changes (if needed). [5.7.1 (B-1)]	
5. Provided conclusions and recommendations. [5.7.1 (B-1)]	
6. Wrote legibly. [5.7.1 (B-1)]	

Candidate MUST successfully master each step listed to pass this skill.

Candidate’s Grade:

Pass

Fail

Evaluator’s Signature: _____

Date: _____



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

HEALTH AND SAFETY – NFPA 1021-2014, 5.7.1

ANALYZE A FIRE FIGHTER'S ACCIDENT HISTORY

STUDENT NAME:

SKILL SHEET # 4

Memorandum

Date:

To:

From:

RE:



ACTIONS TO MAXIMIZE PERFORMANCE AND REPORT TO SUPERVISOR

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

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

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



HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION –
NFPA 1021-2014, 5.2.1, 5.4.5

ACTIONS TO MAXIMIZE PERFORMANCE AND REPORT TO SUPERVISOR

STUDENT NAME:

SKILL SHEET # 5

ACTIONS TO MAXIMIZE PERFORMANCE AND REPORT TO SUPERVISOR

Scenario:

As a Fire Officer, you have the responsibility of correcting inappropriate behavior and actions of your assigned personnel. You have discovered that Fire Fighter Chris Smith removed a reciprocating saw from the rescue truck and took it home to work on a renovation project over a three-day weekend. Although the saw was not damaged, it was unavailable for use at emergency incidents during that time. When you asked Smith about this, he/she replied that the saw wasn't needed for any calls while he/she had it. He/she also told you that it was none of your business because his/her tax-dollars helped pay for it and he/she could use it whenever they wanted. He/she then said that other individuals have taken equipment home in the past and no one had ever said anything to them about it. He/she said that you were just "picking" on them and should keep your mouth shut.

Other examples of disciplinary case studies can be substituted utilizing the same documentation as this example.

Please reference policies from your local department or the following attached "Rules of Conduct Policy" and "Employee Discipline Policy" for Skill Sheet #5 in this booklet,

Assignment:

The student shall review the materials furnished and complete the memorandum form provided recommending any actions deemed necessary to the Fire Chief. The memorandum should include recommendations to correct the situation with justifications and the member's improvement expected.



HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION –
NFPA 1021-2014, 5.2.1, 5.4.5

ACTIONS TO MAXIMIZE PERFORMANCE AND REPORT TO SUPERVISOR

STUDENT NAME:

SKILL SHEET # 5

Skill Procedure: The candidate shall prepare a memorandum to their supervisor, given applicable procedural guidance regarding personnel action. The student will be given a description of a fire fighter violating a written policy. The student must initiate actions to correct the unacceptable performance.

<u>Items to be checked</u>	<i>Pass/Fail</i>
<i>If the candidate:</i>	
1. Briefly stated purpose of the memo. [5.2.1 (B-2), 5.4.5 (B-1)]	
2. Detailed the facts of the situation involved through use of interpreted data to support one’s conclusions (if available). [5.2.1 (B-2), 5.4.5 (B-1, B-2)]	
3. Summarized the need for action. [5.2.1 (B-2), 5.4.5 (B-1)]	
4. Listed recommendations to correct situation. [5.2.1 (B-2, B-3), 5.4.5 (B-1)]	
5. Summarized member improvement expected. [5.2.1 (B-2, B-3), 5.4.5 (B-1)]	
6. Wrote legibly. [5.2.1 (B-2), 5.4.5 (B-1)]	
7. Orally counseled the offending firefighter using an established process on how to correct their actions (e.g. IFSTA, Fire Officer, 5 th Ed. - pgs. 377 to 383) [5.2.1 (B-1, B-3, B-4, B-5)]	

Candidate MUST successfully master each step listed to pass this skill.

Candidate’s Grade:

Pass

Fail

Evaluator’s Signature: _____

Date: _____



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

**HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION –
NFPA 1021-2014, 5.2.1, 5.4.5**

ACTIONS TO MAXIMIZE PERFORMANCE AND REPORT TO SUPERVISOR

STUDENT NAME:

SKILL SHEET # 5

Memorandum

Date:

To:

From:

RE:



**HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION –
NFPA 1021-2014, 5.2.1, 5.4.5**

ACTIONS TO MAXIMIZE PERFORMANCE AND REPORT TO SUPERVISOR

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RULES OF CONDUCT POLICY

(Example for Skill Sheet #5)

The following list of directives represents the philosophy and conduct standards for members of the Fire Department. The basis for these regulations is the following policy:

Every member of the Fire Department is expected to operate in a highly self-disciplined manner and is responsible to regulate his/her own conduct in a positive manner, productive and mature way. Failure to do so may result in disciplinary action ranging from counseling to dismissal.

ALL MEMBERS SHALL:

1. Follow Operation Manuals and written directives of the Fire Department.
2. Use their training and capabilities to protect the public at all times, both on and off duty.
3. Work competently in their positions to cause all department programs to operate effectively.
4. Always display conduct reflecting credit on the Department.
5. Supervisors will manage in an effective, considerate manner; subordinates will follow instructions in a positive, cooperative manner.
6. Always display conduct in a manner that creates good order, inside the Department.
7. Keep informed of doing their jobs effectively.
8. Show concern for each member's welfare.
9. Operate safely and use good judgment.
10. Keep physically fit.
11. Observe the work hours of their position.
12. Obey the law.
13. Carefully use Department equipment and property.

MEMBERS SHALL NOT:

14. Engage in any activity that is detrimental to the Department.
15. Engage in a conflict of interest to the Department or use their position with the Department for personal gain or influence.
16. Fight.
17. Abuse their sick leave.
18. Steal.
19. Use alcoholic beverages, debilitating drugs, or any substance which could impair their physical or mental capacities while on duty.
20. Engage in any sexual activity while on duty.



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EMPLOYEE DISCIPLINE POLICY

(Example for Skill Sheet #5)

PURPOSE

Fire Department members are required to conduct themselves in a highly self-disciplined manner, obeying the Fire Department Rules of Conduct, and Departmental Standard Operating Procedures. In situations where members do not adhere to these expectations, supervisors will take the necessary action to correct the problem.

This procedure will guide Fire Department supervisors in dealing with disciplinary problems, which they encounter. If supervisors have any questions concerning employee discipline, they should be directed to the Department's Personnel Section.

GENERAL INFORMATION

It is the policy of the Fire Department that supervisors administer discipline in a corrective, progressive, and lawful manner.

Corrective in the sense that the supervisor and member come to an understanding about the causes and/or reasons for a member's deficiencies in order to correct those deficiencies and restore the member to a productive and positive employment status.

Progressive in that discipline will normally begin with a verbal reprimand or warning and, when circumstances of separate or related incidents warrant, proceed to written reprimand(s), suspension without pay, demotion, and finally to dismissal. An incident of misconduct may require any of these forms of disciplinary action whether or not a lesser form has preceded the action. This would depend upon the severity of the offense.

Lawful in that discipline and the procedure by which it is administered does not violate Departmental Rules of Conduct, Departmental Standard Operating Procedures, or the member's constitutional rights.

The principle objective of disciplinary action is to improve (or correct) performance, efficiency and morale of the member receiving discipline as well as that of the Department. Disciplinary proceedings and the results thereof are confidential. The supervisor is responsible for maintaining this confidentiality. All media inquiries pertaining to disciplinary actions shall be directed to the Fire Chief. Contents of a reprimand or separation notice are public record and subject to disclosure.



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Supervisors should keep in mind that all disciplinary actions imposed are reviewed by their superiors, as well as being subject to either the grievance process or Civil Service Appeal. It is mandatory that supervisors seek support from their superiors prior to taking disciplinary action, and feel comfortable that they can support their actions in a formal review or appeal process. Support from supervisors is extremely important when disciplinary action beyond a verbal reprimand is being considered. Also, the Director of Training shall be notified of all disciplinary action involving a probationary Firefighter or Firefighter Trainee.

EMPLOYEE ASSISTANCE PROGRAM

Occasionally supervisors will be approached by members who are having personal problems and require assistance. Many times just listening and helping the members reason through the problem will be all that is needed. Other times, particularly with serious alcohol, drug, stress, marital or financial problems, the member may require professional assistance. This help is available through the Employee Assistance Program. Supervisors must be aware that when a member's personal problems involve violations of Departmental Rules or Policies, disciplinary action may be necessary in addition to entering the Employee Assistance Program.

LEGAL REPRESENTATION

Supervisors MAY allow legal counsel for the member in disciplinary actions resulting from alleged criminal activity. Legal counsel's function would be to advise the member, not to answer for him/her.

PROGRAMS FOR IMPROVING JOB PERFORMANCE

In most cases minor job performance problems can be resolved by the supervisor bringing the problem to the attention of the employee, and the employee making the proper modification in his/her performance. When a serious job performance problem is identified, the supervisor must decide whether to solve it through:

- Training
- Employee Assistance Services
- Non-Disciplinary Counseling or
- Disciplinary Action

Each situation will be considered separately, and it will be the supervisor's responsibility to make a determination as to the best course of action to take to resolve the situation.

If the situation is determined to be a training problem, a program for improvement will be developed for the member. This may best be accomplished through the use of an Employee Performance Appraisal Report. If a scheduled rating is used, the appropriate section or sections on the forms must be rated. If it is unscheduled, only the areas of the appropriate section or sections, which are unsatisfactory or require improvement, are rated.



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When utilizing the Employee Performance Appraisal Report to prepare a program for improvement, attachments must be included that clearly identify the member's problem area(s). These attachments must include measurable objectives for improvement. The program must also indicate a reasonable time frame within which the objectives are to be met. At the completion of the evaluation period, if the member's performance has been corrected, another Employee Appraisal Report should be completed indicating compliance with standards in all areas. If the member's performance has not improved sufficiently, the situation should be dealt with as a disciplinary problem.

INVESTIGATIVE PROCESS

Any accusation of misconduct or complaint involving Fire Department members shall be thoroughly investigated before formal action is taken. The investigation is a fact finding process and Supervisors must be cautioned not to make judgments until a thorough investigation is concluded.

For accusations and complaints of serious on-duty misconduct, an investigative report must be completed. Accusation or complaints of criminal or misconduct will be assigned by the Personnel Chief to the Performance Auditing Section for investigation. Exceptions to this are some misdemeanor infractions of the law, which will be investigated by the appropriate supervisor. The Fire Chief has the discretion to suspend the employee (with pay), or reassign an employee pending the outcome of the investigation.

When a supervisor prepares an investigative report, it must include the following information before it will be considered complete:

Summary of the Incident - should answer the questions: who, what, where, why, when, and how. In a criminal situation, a summary of the police report will be requested through the Performance Auditing Section.

Interviews Conducted - this must include the interviewee, rank and assignment, date, time, location, those present, and the information discussed. If possible, a signed statement by the interviewee should also be obtained. When an accused member is being interviewed, and the complaint is of a criminal nature, the member shall be advised that:

- The questions asked will be narrowly and specifically related to employment issues.
- Statements will not be used against the member in criminal proceedings. If a subpoena is received for any of the information contained in the investigation, the Department will use all legal resources available to quash the subpoena.
- Failure to cooperate is a violation of Personnel Rule 21B16 and serves as a separate basis for disciplinary action, including dismissal.



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Employee History - this is a summary of commendations, performance ratings, and previous disciplinary actions concerning the employee. The Departmental Personnel file and the District File shall be reviewed. If the investigation involves criminal activity, a “Background Check” must be requested through the Performance Auditing Section.

Conclusions - from the information available, the supervisor must make a determination of responsibility. Extenuating circumstances may be discussed in this section.

Recommendations - state the recommended disciplinary action or alternate course of action, if any.

Attachments - relevant documents that the supervisor feels should be a part of the investigative report.

The completed report shall be forwarded to the Fire Department Personnel Chief via the appropriate Division Head. The investigative report is CONFIDENTIAL and for administrative use only. Care will be taken to maintain the confidentiality of the report.

Questions concerning legal issues pertaining to Administrative Investigations should be directed to the Fire Department Personnel Section.

Following are legal issues that supervisors should keep in mind when conducting administrative investigations:

- A member may be compelled by supervisors to answer questions that are related to his/ her duties or fitness for duty. Failure to answer such questions completely and truthfully may form the basis for disciplinary action, including dismissal. A member under investigation should be so advised prior to an administrative interview. In an investigation involving a criminal matter, the member should be advised of the following:
- He/she has the right to Union Representation.
- The questions asked will be narrowly and specifically related to employment issues.
- Statements will not be used against a member in criminal proceedings. If a subpoena is received for any of the information contained in the investigation, the Department will use all legal resources available to quash the subpoena.
- Failure to cooperate is violation of Personnel Rule 21BI6 and serves as a separated basis for disciplinary action, including dismissal.
- If an attorney is permitted, and the matter is of a criminal nature, the attorney’s function is to advise the member, not to answer for him/her.
- Lockers, desks, etc. furnished by the Department for the use of members are subject to inspection and, if reasonable grounds for suspicion exist, may be searched by supervisors without a search warrant. Items found may be used in a disciplinary proceeding.
- If reasonable grounds for suspicion exist, a member may be required by supervisors to submit to a blood or urine test to determine whether he/she is under the influence of alcohol, drugs, or controlled substances while on duty. These tests must be performed under medical supervision.



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DETERMINING THE PROPER DISCIPLINARY ACTION

After an incident or complaint has been thoroughly investigated and the need for disciplinary action determined, the supervisor must make a decision concerning the action that would be most effective. Factors to be considered in making this decision are:

- The serious nature of the offense.
- Member's past history with the Department.
- The past practice of the Fire Department in dealing with similar offenses. Supervisors may have to consult the Fire Department Personnel Section for this information.

Consistency is critical to any disciplinary system. Although disciplinary action for the same offenses should be "similar," the final decision to determine the exact action will be made after considering the factors previously listed, and applying them to the particular situation.

SUPERVISORY COUNSELING

Verbal - This is the most often used and least severe of the formal group of corrective actions. It is, simply stated, a verbal warning. When properly administered, it serves to notify employees that certain behaviors or performance deficiencies need changing/improving or that discipline will take place. The supervisor should keep notes of the counseling session for future reference and guidance. Notes or records should be placed in the supervisor's file.

Written - A supervisor may elect to document with a memo of counseling. This memo of counseling may be placed in Employee's District or Personnel File.

THE WRITTEN REPRIMAND

Supervisors may elect to use formal written reprimands to document a repeat offense of a minor infraction, or a more serious single infraction for which suspension; demotion or dismissal is not appropriate.

The form used for issuing a formal written reprimand is:

When the supervisor decides to issue a formal written reprimand, he/she will prepare a Written Reprimand Form. The distribution of the document is the white copy to the employee and the canary and pink copies are forwarded to the Personnel Control Officer for inclusion in member's department personnel file. In a case involving the performance of probationary firefighter a photocopy of the document is forwarded to the Director of Training.



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PREPARATION OF MEMOS OF COUNSELING AND WRITTEN REPRIMANDS

A memo of counseling documenting a verbal reprimand or formal Written Reprimand are both addressed from the supervisor to the member. These documents should be written as if the member were being told the information in a conversation with the supervisor. The following must be included in these documents.

- The date of preparation.
- A description of the incident.
- The rule(s) and/or policy violation.

An explanation or what is expected of the member in the future, written as a clearly stated objective.

- The disposition of the document.
- A review date for possible removal from his/her Personnel File in accordance with M.P. 105.11.
- The signature of both supervisors and the member, as an indication that the employee understands (not necessarily that he/she agrees with) the contents of the document and has received a copy.

If the member refuses to sign a formal Written Reprimand the supervisor must obtain a witness' signature on the document indicating that refusal. The document is then forwarded as previously described. A member's refusal to sign is not grounds for separate disciplinary action.

If, as a result of the disciplinary action, a formal grievance is filed, the Department will be represented in the grievance hearing by the appropriate Division Head or a designated representative. A date for review or a time at which the member may request the removal of the document from the Personnel File may be indicated. For information relating to removal of documents, see M.P. 105.11 "Removal of Documentation from Personnel File."



EVALUATE FIRE FIGHTER'S PERFORMANCE AND CREATE A PROFESSIONAL DEVELOPMENT PLAN

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

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

5.2.3 Create a professional development plan for a member of the organization, given the requirements for promotion, so that the individual acquires the necessary knowledge, skills, and abilities to be eligible for the examination for the position.



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Scenario:

As a Fire Officer, it is your duty to evaluate the performance of assigned personnel. Fire Fighter Jamie Jones has spoken to you about his/her desire for promotion to an Officer’s position and asked your advice on how he/she can improve his/her abilities and chances to work toward this goal. Fire fighter Jones has always excelled in all areas of training in your department. In general, all members of the department respect Jones’ abilities. The only item you can recall of ever having to speak with them is his/her slovenly appearance.

Assignment:

The candidate shall review the materials provided and thoroughly complete the enclosed "Performance Evaluation" in preparation for submission to his/her supervisor prior to an annual evaluation interview with the fire fighter. In addition to using the evaluation scale, **comments must also be included in the appropriate sections.** Additionally the student shall prepare a professional development plan and document this plan in a memorandum to the fire fighter so that the individual acquires the necessary knowledge, skills, and abilities to be eligible for the examination for promotion.



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Skill Procedure: The candidate shall be given necessary job performance evaluation forms and administrative policy concerning performance evaluations. In addition, the student shall be given a sample personnel record and a corresponding description of a fire fighter's past job performance. The student shall also complete a professional development plan for the fire fighter.

Table with 2 columns: Items to be checked, Pass/Fail. Contains 7 rows of evaluation criteria for job performance and development plan creation.

Candidate MUST successfully master each step listed to pass this skill.

Candidate’s Grade: [] Pass [] Fail

Evaluator’s Signature: _____ Date: _____



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PERFORMANCE EVALUATION

Name:

Title/Rank:

Period Covered: From to

INSTRUCTIONS:

This report is to be completed by the individual's supervisor, reviewed by all levels of supervision and approved by the department head. Then it is to be discussed with the individual being evaluated so that he or she knows where he or she stands in relation to what is expected by the supervisor. It is very important that you be honest and fair in the evaluating the individual. Additional comments that are pertinent MUST be written in the space provided.

The following ratings are to be used in the various job components being rated:

O = OUTSTANDING: Performance at this level far exceeds expectations. It represents a level of performance that is rare and unusual.

HS =HIGHLY SUCCESSFUL: Performance at this level exceeds expectations to a significant degree.

S = SUCCESSFUL: Performance at this level meets expectations. It represents what is expected of a trained, experienced, successful employee.

IE =IMPROVEMENT EXPECTED: Performance at this level falls somewhat below what is expected of a trained, experienced employee.

U = UNSATISFACTORY: Performance at this level fails to meet the requirements of the position.



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JOB COMPONENTS	RATING:
<p>1. APPLYING FIRE FIGHTING TECHNIQUES</p> <p>Is proficient is applying knowledge of firefighting and medical techniques; uses appropriate equipment in the appropriate manner while performing essential job functions, such as: entry, rescue, ventilation, salvage, fire suppression, medical and HazMat activities. Knows where to find equipment at the emergency scene; demonstrates knowledge of standard operations and safety procedures when acting independently at emergency incidents. Applies knowledge in areas such as emergency medical care, mechanical concepts, proper extinguishing agents, fire behavior, safety, and fire suppression.</p>	<p><i>Evaluator Comments:</i></p>
JOB COMPONENTS	RATING:
<p>2. MAINTAINING & CARING FOR FIRE DEPARTMENT EQUIPMENT</p> <p>Carries out cleaning and maintenance of fire department equipment; demonstrates cost consciousness and does not abuse or misuses assets of the department; follows department procedures in cleaning equipment; checks equipment for loss, wear, or damage after emergencies and reports to the appropriate officer; carries out daily inspections or periodic cleaning and inspection of equipment.</p>	<p><i>Evaluator Comments:</i></p>



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JOB COMPONENTS	RATING:
<p>3. LEARNING NEW SKILLS</p> <p>Actively participates in departmental training and undertakes development of new skills on an individual basis; attends and participates in daily or periodic training sessions; undertakes efforts to learn about new techniques or equipment; learns new material quickly and performs new tasks without repeated supervision.</p>	<p><i>Evaluator Comments:</i></p>
JOB COMPONENTS	RATING:
<p>4. OPERATING FIRE DEPARTMENT APPARTUS/EQUIPMENT</p> <p>Operates assigned equipment during emergency operations; quickly sets up equipment according to procedures and officer's directions; monitors operations; insures proper operation of apparatus to support other firefighting activities.</p>	<p><i>Evaluator Comments:</i></p>



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JOB COMPONENTS	RATING:
<p>5. APPEARANCE/NEATNESS</p> <p>Follows accepted departmental policies and procedures involving personal appearance.</p>	<p><i>Evaluator Comments:</i></p>
JOB COMPONENTS	RATING:
<p>6. DEALING WITH FELLOW WORKERS</p> <p>Contact with officers, fire fighters, and the public should be cooperative, courteous, and non-disruptive to operations and should contribute positively to the department effort and morale; should provide assistance and work as part of a team; exchanges pertinent information about the job with other members; considers how other members will react to criticism before speaking.</p>	<p><i>Evaluator Comments:</i></p>



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JOB COMPONENTS	RATING:
<p>7. FOLLOWING SUPERVISORY DIRECTION</p> <p>Accepts work assignments from officers and follows directions regarding how work is to be completed and when work should be finished; after review of job performance by officer, discusses areas where work needs improvement, and shows efforts to improve performance in areas where deficiencies are pointed out.</p>	<p><i>Evaluator Comments:</i></p>
JOB COMPONENTS	RATING:
<p>8. WORKING UNDER HAZARDOUS CONDITIONS</p> <p>Performs under conditions involving danger, requiring physical effort, makes quick and accurate decisions; applies correct emergency techniques under conditions requiring quick reactions; is able to maintain a high level of physical activity from arrival on the scene until the emergency is controlled; works in close coordination with other members of the team.</p>	<p><i>Evaluator Comments:</i></p>



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Table with 2 columns: JOB COMPONENTS and RATING:
Row 1: 9. FOLLOWING SAFETY PROCEDURES. Follows accepted departmental safety guidelines; uses appropriate safety techniques at all times; uses proper methods while using tools and equipment; uses personal protective equipment; follows safety procedures in operating vehicles; works consistently with established safety procedures while on duty.
Row 2: 10. OVERALL EVALUATION. This is a summary of the individual's overall performance for this evaluation period.
Signature and Date lines for Evaluator, Employee, and Fire Chief/Designate.



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

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Memorandum - Professional Development Plan

Date:

To: Fire Fighter Jamie Jones

From:

RE:



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PERSONNEL RECORD

Name: Jamie Jones	SSN: 123-45-6789
Title/Rank: Fire Fighter	Date Joined Department: 11/01/07

11/01/07 Joined fire department.

01/23/08 Completed recruit training.

02/15/08 Certified Fire Fighter I and II: Ontario Office of the Fire Marshal and Emergency Management (OFMEM).

07/12/09 Completed Emergency Medical Technician training.

08/03/10 Received commendation from Chief Benoit for rescue involving child.

02/04/11 Completed Hazardous Materials Technician training.

05/22/11 Received complaint about Jones purchasing beer while in uniform but off-duty. Written reprimand issued to personnel file.

09/01/12 Received letter of thanks for Jones' work with OFMEM during off-duty time.

12/21/12 Completed Driver/Operator training for DZ license.

01/21/13 Failed Ontario driver/operator test for DZ license.

02/11/13 Passed Ontario driver/operator test for DZ license.



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STANDARD OPERATING PROCEDURES
(Example for Skill Sheet #6)
Chapter: V - Personnel Policies and Procedures
Subject: Personnel Evaluations

12.01 PURPOSE

- A. To provide policies and guidelines relative to the personnel evaluation process.
- B. To provide a means of measuring and documenting employee performance and development as compared to specific job requirements.

12.02 POLICY

- A. All members of the Fire Department shall be evaluated a minimum of two (2) times yearly once in May and once in November.
- B. Probationary members will be evaluated midway through their probation period and at any other times deemed appropriate by the supervisor.
- C. No evaluations of seasonal and temporary employees are necessary.
- D. Supervisors who are charged with preparing a formal performance evaluation shall conduct a performance evaluation interview with the member being evaluated at the time that the formal evaluation is presented.
- E. Supervisors shall communicate with their subordinates regularly and shall establish a constructive dialogue with their subordinates relative to job performance. If necessary, regular informal performance evaluation interviews should be established to maximize communication. There should be no surprises for the member being evaluated; problems and/or deficiencies in performance should be addressed prior to formal evaluation.
- F. Formal personnel evaluations shall be written on designated forms.
- G. Captains, Deputy Fire Chief, and Fire Chief shall be evaluated based on a written performance contract, with each contract tailored to include both departmental and individual goals.
- H. Supervisors are not limited to the items listed on the standard formats. Other relevant performance criteria may be included in the evaluation on an individual basis, so long as such criteria are pertinent to the development of the member being evaluated



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STANDARD OPERATING PROCEDURES

(Example for Skill Sheet #6)

Chapter: V - Personnel Policies and Procedures

Job Description: Fire Fighter

Work is performed under the continuing supervision of a Lieutenant or Captain. This is entry level fire suppression and emergency response work responding to citizen calls for emergency assistance due to fires and other crisis situations.

SUPERVISION RESPONSIBILITIES: None.

WORK PERFORMED:

Responds to situations involving the destruction of property and potential loss of life such as fires, accidents, hazardous materials incidents, emergency medical and rescue incidents. Carries, raises, and climbs ladders, ramps, stairs, scaffolding, etc.; bends, stoops, twists to lay out and connect fire hoses; directs fire suppressants to extinguish fires. Twists, bends, lifts, etc., to extricate victims from hazardous and life threatening situations; provides emergency medical treatment as needed. Cleans and maintains apparatus, tools, equipment, and the station. Trains with fire tools and equipment to develop and maintain proficiency. Develops general competence in fire suppression and prevention techniques and becomes familiar with developments in combustibles, fire hazards, hazardous materials, and CPR. Learns the locations of City streets, addresses, hydrants and the like. Operates fire suppression equipment, radios, and emergency medical equipment; may on occasion drive fire apparatus. Performs related duties as needed or assigned, including the assumption of positions of higher responsibility.

PARTIAL LISTING OF MINIMUM QUALIFICATIONS:

Must be at least 18 years of age and have successfully completed high school (or G.E.D.). Must successfully complete the basic fire training program.

Must obtain NFPA 1001 Fire Fighter II certification within 18 month probationary period and maintain throughout employment.

Some knowledge of basic fire suppression and first responder practices and techniques preferred. Some knowledge of fire equipment operation and maintenance preferred. Some knowledge of safety standards and precautions pertaining to the use and operation of fire equipment and to fire suppression and first responder activities preferred. Ability to operate motor vehicles and to use fire equipment. Ability to fight fires, rescue or extract trapped individuals while wearing protective clothing and equipment, working in varying weather, in cramped spaces, in the presence of heat, fire, smoke, toxic fumes and other hazardous environments requiring the following physical abilities:



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Job Description: Fire Fighter (Con’t)

1. Lifting, carrying, pushing and/or pulling ladders, hoses, emergency equipment, tools, etc., occasionally in excess of 45 kilograms (100 pounds) and frequently weighing 20 kilograms (50 pounds) or more.
2. Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles, ropes, and the like, using the feet and legs and/or hands and arms. Balancing: Maintaining body equilibrium to prevent falling when walking, standing, crouching, running, climbing or during other physical activities.
3. Stooping: Bending the body downward and forward by bending the spine at the waist. Kneeling: Bending the legs at the knees to come to rest on the knee or knees. Crouching: Bending the body downward and forward by bending the legs and spine. Crawling: Moving about on the hands and knees or hands and feet. Reaching by extending the hands and arms in any direction.
4. Seizing, holding, grasping, turning, or otherwise working with the hand or hands and picking, pinching, or otherwise working with the fingers primarily, and perceiving such attributes of objects and materials as size, shape, temperature, or texture by means of receptors in the skin, particularly those of the finger tips.
5. Communicating by the spoken word, perceiving speech and the nature of sounds by the ear.
6. Perceiving size, shape, distance, motion, color both at a distance and close up, with three-dimensional vision.

Ability to communicate effectively, both orally and in writing. Ability to deal courteously and authoritatively with the public. Ability to establish and maintain effective working relationships with other employees, other public safety agencies, and the general public. Excellent work history and attendance record. Possess and maintain a valid Ontario driver's license and an excellent driving record.



EXPLAIN THE BENEFITS OF COOPERATING WITH ALLIED ORGANIZATIONS

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

5.1.2 General Prerequisite Skills. Intergovernmental and interagency cooperation.

5.3.1 Explain the benefits to the organization of cooperating with allied organizations, given a specific problem or issue in the community, so that the purpose for establishing external agency relationships is clearly explained.



COMMUNITY AND GOVERNMENT RELATIONS – NFPA 1021-2014, 5.1.2, 5.3.1

EXPLAIN THE BENEFITS OF COOPERATING WITH ALLIED ORGANIZATIONS

STUDENT NAME:

SKILL SHEET # 7

EXPLAIN THE BENEFITS OF COOPERATING WITH ALLIED ORGANIZATIONS

Scenario:

As a Fire Officer, the Fire Chief has assigned you the task of exploring the resources for implementing a home smoke and CO alarm awareness program from your department for area citizens.

Fire Chief or designate may select and approve another scenario applicable to their department or jurisdiction.

Assignment:

The student shall review appropriate materials and thoroughly complete the enclosed memorandum to the Fire Chief explaining the availability of resources for implementing a home smoke and CO alarm awareness program from your department for area citizens. This memorandum must explain how these external organizational relationships will benefit the department in establishing this program and provide this important safety service to the department customers.

Please visit the Office of the Fire Marshal and Emergency Management (OFMEM) website for smoke and CO alarm information, or other available sources.

Allied organizations may include but are not limited to:

- Service clubs
- Utility companies
- Community services
- Manufacturers
- Other emergency service organizations
- Fire Marshal's Public Fire Safety Council
- School Boards



COMMUNITY AND GOVERNMENT RELATIONS – NFPA 1021-2014, 5.1.2, 5.3.1

EXPLAIN THE BENEFITS OF COOPERATING WITH ALLIED ORGANIZATIONS

STUDENT NAME:

SKILL SHEET # 7

Skill Procedure: The student will research the variety of information on resources included and may also conduct outside of class research for additional resources. Based on this research, the student shall prepare a memorandum to the Fire Chief explaining the availability of resources for implementing the program. Students will also explain how these external organizational relationships will benefit the department in establishing this program, and by providing this important safety service to department customers.

Table with 2 columns: Items to be checked, Pass/Fail. Rows include: If the candidate:, 1. Prepared the memorandum to the Fire Chief on clear and understandable terms. [5.3.1 (B-1, B-3)], 2. Explained the availability of resources for implementing the program. [5.3.1 (B-1, B-3)], 3. Thoroughly explained how these external organizational relationships will benefit the department in establishing this program. [5.1.2 (1), 5.3.1 (B-1, B-3)], 4. Described how the program can be implemented using external relationships with other organizations. [5.1.2 (1), 5.3.1 (B-1, B-3)], 5. Orally communicated summary of memorandum to Fire Chief or supervisor. [5.3.1 (B-2)]

Candidate MUST successfully master each step listed to pass this skill.

Candidate's Grade:

Pass

Fail

Evaluator's Signature:

Date:



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

COMMUNITY AND GOVERNMENT RELATIONS – NFPA 1021-2014, 5.1.2, 5.3.1

EXPLAIN THE BENEFITS OF COOPERATING WITH ALLIED ORGANIZATIONS

STUDENT NAME:

SKILL SHEET # 7

Memorandum

Date:

To:

From:

RE:



FIRE INVESTIGATION

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

5.5.1 Determine the point of origin and preliminary cause of a fire, given a fire scene, photographs, diagrams, pertinent data, and/or sketches, to determine if arson is suspected so that law enforcement action is taken.



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

INSPECTION AND INVESTIGATION – NFPA 1021-2014, 5.5.1

FIRE INVESTIGATION

STUDENT NAME:

SKILL SHEET # 8

FIRE INVESTIGATION

Scenario:

As the Fire Officer, you are on scene of a fire and assigned to conduct a preliminary fire cause determination. No one was injured in the fire and the property owners are not yet known.

Assignment:

Using resources such as existing photographs, diagrams, pertinent data and/or sketches from the candidate's fire service from a closed fire investigation, the student shall determine the potential point/area of origin and, if possible, cause from the presented materials. Student shall also complete the enclosed "Preliminary Fire Investigation Report" and submit it to their supervisor.



INSPECTION AND INVESTIGATION – NFPA 1021-2014, 5.5.1

FIRE INVESTIGATION

STUDENT NAME:

SKILL SHEET # 8

Skill Procedure: Using resources such as existing photographs, diagrams, pertinent data and/or sketches from the candidate’s fire service from a closed fire investigation, the student shall determine the potential point/area of origin and, if possible, cause from the presented materials. Student shall also complete the enclosed “Preliminary Fire Investigation Report” and submit it to their supervisor.

Table with 2 columns: Items to be checked, Pass/Fail. Contains 8 numbered items for fire investigation steps.

Candidate MUST successfully master each step listed to pass this skill.

Candidate’s Grade:

Pass

Fail

Evaluator’s Signature:

Date:



INSPECTION AND INVESTIGATION – NFPA 1021-2014, 5.5.1

FIRE INVESTIGATION

STUDENT NAME:

SKILL SHEET # 8

PRELIMINARY FIRE INVESTIGATION REPORT

Location:		Date:	Alarm:
Owner:		Address:	
Occupant:		Address:	
Occupancy:		Construction Type:	
Occupied:	Vacant:	Utilities:	

Scene Investigation

Exterior Damage:

Interior Damage:



INSPECTION AND INVESTIGATION – NFPA 1021-2014, 5.5.1

FIRE INVESTIGATION

STUDENT NAME:

SKILL SHEET # 8

PRELIMINARY FIRE INVESTIGATION REPORT

Scene Investigation

Area(s) of Origin:

Fire Cause Indicators:

Preliminary Fire Cause Determination:

If further investigation is required, contact:

Report Completed by:



PRODUCE OPERATIONAL PLANS

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

5.6.1 Produce operational plans, given an emergency incident requiring multi-unit operations, the current edition of NFPA 1600, and AHJ-approved safety procedures, so that required resources and their assignments are obtained and plans are carried out in compliance with NFPA 1600 and approved safety procedures resulting in the mitigation of the incident.



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

PRODUCE OPERATIONAL PLANS

Scenario:

The Fire Chief or designate (e.g. Training Officer) will provide an appropriate multi-unit response scenario to an emergency call during which the candidate will be the incident commander (I/C) until exercise is terminated, and all tactical priorities have been met.

Candidates will implement the incident command system (ICS)/incident management system (IMS) and request additional resources such as mutual aid.

As a minimum example, the scenario shall include one of the following:

- Structure fire (e.g. single family dwelling, multi-unit dwelling, mixed occupancy, or vulnerable occupancy)
- Motor vehicle collision (MVC), persons trapped, large spill, fire

Assignment:

As the incident commander (I/C) you are to:

- a) review all the materials provided
- b) complete the enclosed Initial Action Plan (IAP) Form
- c) complete a tactical worksheet
- d) review and become familiar with attached Ontario IMS forms 201 and 202



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

Skill Procedure: The student will produce operational plans, given a scenario, so that required resources, their assignment, and safety considerations for the successful control of an incident are identified.

Table with 2 columns: Items to be checked, Pass/Fail. Rows include: If the candidate: 1. Implemented an incident management system... 2. Determined and recorded tactical priorities... 3. Considered and checked if additional resources... 4. Supervised and accounted for assigned personnel... 5. Served in command staff... 6. Reviewed and became familiar with IMS 201 and IMS 202 Forms.

Candidate MUST successfully master each step listed to pass this skill.

Candidate's Grade:

Pass

Fail

Evaluator's Signature:

Date:



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

NOTE:

The candidate may use a provided Tactical Worksheet from their own department when completing Skill Sheet #9 or the Tactical Worksheet attached on the following pages.

Incident Action Plan (IAP) Form

1. Strategic Goals:

(e.g. mitigation of the three tactical priorities, life safety, scene stabilization, property conservation)

2. Tactical Objectives:

(e.g. fire suppression, search and rescue, first aid, ventilation, RIT, ISO, accountability)

3. Support:

(e.g. resources required to mitigate the emergency)

4. Scene Safety:

(e.g. firefighters, civilians, other agencies, exposures)



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

DELTA (4)

(GENERIC TRAINING) TACTICAL WORKSHEET

DIAGRAM

CHARLIE (3)

ALPHA (1)

BRAVO

NOTES



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

(GENERIC TRAINING) TACTICAL WORKSHEET

MAYDAY PROCEDURES

<p>CALL FOR RADIO SILENCE</p> <p>HAVE R.I.T. STANDBY</p> <p>CONSIDER EVACUATION</p> <p>CALL FOR ADDITIONAL HELP</p> <p>CONDUCT P.A.R.</p> <p>ACTIVATE R.I.T.</p> <p>ALTERNATE RADIO CHANNEL</p> <p>NOTES:</p>	<p>AN ON-SCENE OFFICER WILL ASSUME COMMAND OF THE R.I.T. OPERATION, AND REPORT TO I.C.</p> <p>OR</p> <p>INCIDENT COMMAND SHALL BE TRANSFERRED TO ANOTHER ON-SCENE OFFICER AND CURRENT I.C. WILL DIRECT RESCUE OPERATIONS.</p> <p>TIME OF MAYDAY SITUATION: _____</p> <p>NAME(S) OF INJURED/MISSING FIREFIGHTERS</p> <p>_____ CREW</p> <p>_____ CREW</p> <p>_____ CREW</p> <p>_____ CREW</p> <p>TIMES</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>MAYDAY</p> <p>P.A.R.</p> <p>R.I.T.</p> <p>RESCUE(S)</p> <p>P.A.R.</p>
<p><input type="checkbox"/></p>	



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

INCIDENT BRIEFING (IMS 201)

1. Incident Name:		2. Date/Time Initiated:	
		Date:	Time:
3. Background:			
4. Current Situation:			
5. Map (sketch, GIS image, or description of Incident area):			



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

6. Summary of Current Actions:

Empty space for writing the summary of current actions.

7. Current Organization:

Empty space for writing the current organization details.



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

IMS 201

Incident Briefing

Purpose:

The Incident Briefing provides the incoming Incident/EOC Commander and incident management team with the basic information regarding the status of the incident and the resources allocated to the incident. In addition to a briefing document, the IMS 201 also serves as an initial action worksheet and a permanent record of the initial response to the incident. The IMS 201 is superseded by and expires when a written IAP is developed.

Preparation:

The briefing form is initiated at the start of an incident by the Incident/EOC Commander (or Planning Section and/or other delegated individual). It is maintained and updated until a written IAP is developed.

Distribution:

Presented to incoming incident management team and distributed as necessary to all activated functions. Ideally, the IMS 201 is duplicated and distributed before the initial briefing of the Command and General Staff and other responders as appropriate. It is important to ensure the sections on Background, Current Situation, Map and Summary of Current actions (3-6) are given to the Situation Unit, while the sections on Current Organization and Resource Summary (7-8) are given to the Resources Unit.

Item #	Item Title	Instructions
1.	Incident Name	Print the name assigned to the incident.
2.	Operational Period	Enter the start date (YYYY/MM/DD) and time (using the 24-hour clock) and end date and time for the operational period, to which the form applies.
3.	Background	Provide a high level overview of the key events and considerations leading up to the current situation.
4.	Current Situation	Include specific information on the nature of the hazard/incident and known consequences at time of report. This may include information on: scope, casualties, hazards, current response activities, outstanding issues, identified needs, etc.
5.	Map Sketch	Show the perimeter and control lines, resource assignments, incident facilities, jurisdictional boundaries and other special information as applicable. Utilize commonly accepted IMS map symbology.
6.	Summary of Current Actions	Enter the strategies, tactics and assignments being used.



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

Item #	Item Title	Instructions
7.	Current Organization	Depict the organization in use (structure, details, and activated components). Note appropriate supervisory levels by name.
8.	Resource Summary	Reflect the summary of resources ordered for the incident, noting appropriate details as shown. Special care should be taken to utilize a standardized reference for resources (by kind and type). Note: on-scene resources are those that have formally checked in and received a tasking.
	• Resource	Enter the appropriate category, kind, type of resource ordered.
	• Resource Identifier	Enter the relevant organization designator and/or resource designator.
	• Quantity	Enter the number of resources ordered
	• Date/Time Ordered	Enter the date (YYYY/MM/DD and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (24-hr clock).
	• Arrived	Enter an "X" or a " <input checked="" type="checkbox"/> " upon arrival to the incident.
• Notes	Enter notes such as the assigned location of the resource and/or the actual assignment and status.	
9.	Prepared By	Enter the name, IMS position and signature of the person preparing the form. Enter the date (YYYY/MM/DD) and time prepared (24-hour clock).



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

INCIDENT OBJECTIVES (IMS 202)

1. Incident Name:	2. Operational Period:	Date From:		Date To:	
		Time From:		Time To:	
3. Type of IAP (check <input checked="" type="checkbox"/> appropriate boxes below):					
<input type="checkbox"/> Site-Level IAP (specify below):		<input type="checkbox"/> EOC-Level IAP (specify below):			
<input type="checkbox"/> Incident Command Additional Details:		<input type="checkbox"/> Incident Support exercised from EOC Additional Details:			
		<input type="checkbox"/> Area Command exercised from EOC: Additional Details:			
		<input type="checkbox"/> Incident Command exercised from EOC: Additional Details:			
4. Mission/ Goal:					
5. Objectives:					
6. Weather Forecast for Operational Period:					
IAP Page: _____					



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

7. Key Hazards, Vulnerabilities and Risks:

Empty box for student response to question 7.

8. General Safety Messages:

Empty box for student response to question 8.

9. Site Safety Plan Required (check if attached):

Yes. Approved Site Safety Plan(s) located at:

Empty box for location of site safety plan(s).

No

10. Key Media Messages:

Empty box for student response to question 10.

11. Attachments: Detailed forms are attached as necessary (check if attached and paginate as part of IAP)

Organization Assignment List (IMS 203)

Safety Message/Plan (IMS 208)

Resources Assignment List (IMS 204)

Incident Map

Incident Telecommunications Plan (IMS 205)

Traffic Plan

Medical Plan (IMS 206)

Incident Organization Chart (IMS 207)



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

12. Prepared By (Planning Section Chief):

Name:		Position/Title:		Signature:	
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13. Approved By (Incident or EOC Commander):

Name:		Position/Title:		Signature:	
-------	--	-----------------	--	------------	--

IAP Page: _____	Date/Time:	
-----------------	------------	--



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

IMS 202

Incident Objectives

Purpose: The Incident Objectives form describes the basic incident strategy, control objectives, command emphasis/priorities, and safety considerations for use during the next operational period. This form serves as a written record of the main outcomes of the Command Objectives/Strategies meeting, and additional information is gathered by the Planning Section as required. Please note, depending on the nature of the incident and availability of resources, the IMS 202 may be used two different ways:

- Use # 1: Cover Page for IAP
 - If IMS Form 1001 (Consolidated IAP) *is not used*, the IMS 202 form will be used as the cover page of the IAP. Additional forms will be attached as necessary to complete the IAP
 - Please note, in such cases, the IMS 202 (Incident Objectives form) serves as a cover sheet and is not considered a complete IAP until all required forms are attached.
 - Note: on all forms that may be attached to an IAP, an 'IAP Page Number' field may be found in the bottom left corner. These forms may be repaginated as needed, to compose the IAP.
- Use # 2: Record of Command Objectives/Strategies Meeting
 - If IMS Form 1001 (Consolidated IAP) *is used*, relevant content from the IMS 202 will be transferred to the IMS 1001 form.
 - If this is the case, IMS 1001 Consolidated IAP will become the formal IAP and IMS 202 Incident Objectives will remain a stand-alone form, recording the main outcomes of the Command Objectives/Strategies meeting.

Preparation: Completed by the Planning Section during (or following) each Command Objectives/Strategies Meeting and approved by the Incident or EOC Commander.

Distribution:

- Use # 1: Cover Page for IAP:
 - IMS 202 fulfills its normal function as the Incident Objective form, and also is used as the cover page of the IAP. Additional forms are attached as required (and repaginated) to make the full IAP.
 - The IAP is distributed to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels.
 - Note: All completed original forms **MUST** be given to the Documentation Unit.
- Use # 2: Record of Command Objectives/Strategies Meeting:
 - Required content is transposed to IMS 1001 Consolidated IAP and the IMS 202 is retained by the Planning Section and filed by the Documentation Unit.



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

Item No.	Item Title	Instructions	
1.	Incident Name	Print the name assigned to the incident.	
2.	Operational Period	Enter the start date (YYYY/MM/DD) and time (using the 24-hour clock) and end date and time for the operational period, to which the form applies.	
3.	Type of IAP	Check the appropriate box indicating whether this is a 'Site-Level IAP, or 'EOC-Level IAP'. Check the appropriate sub-category below and provide additional details as required.	
	<ul style="list-style-type: none"> Site-Level IAP 	If this is a site-level IAP that applies to a site-level incident command response, check the 'Incident Command' box. Include any additional details required.	
	<ul style="list-style-type: none"> EOC-Level IAP 	If this is an EOC-level IAP, check the appropriate box below:	
		Incident Support	Check this box <u>if this IAP applies to Incident Support being exercised from an EOC</u> (i.e. the provision of off-site support to an incident management team (IMT) at a site or EOC). Provide additional details as required (e.g. "Remora City EOC supporting Apex Building Collapse")
		Area Command	Check this box <u>if this IAP applies to Area Command being exercised from an EOC</u> . Provide additional details as required (e.g. "Remora City Area Command for Apex Building Collapse and Oakridge School Flood").
Incident Command	Check this box <u>if this IAP applies to Incident Command being exercised from an EOC</u> . Provide additional details as required (e.g. "Remora City Incident Command for Main St. Flood".)		
4.	Mission/Goal	Enter a clear, concise statement of purpose for managing the response.	
5.	Objectives	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. Please note: these objectives are for the incident response for this operational period (and generally also for the duration of the incident).	
6.	Weather Forecast for Operational Period	Enter weather forecast information for the specified operational period.	



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.1

PRODUCE OPERATIONAL PLANS

STUDENT NAME:

SKILL SHEET # 9

Item No.	Item Title	Instructions
7.	Key Hazards, Vulnerabilities and Risks	Identify and provide key information concerning known safety hazards, vulnerabilities and risks.
8.	General Safety Message	Enter information regarding specific safety precautions to be observed during this operational period. If available, a safety message should be referenced and attached.
9.	Site Safety Plan Required	The Safety Officer should check whether or not a site safety plan is required for this incident. If yes, insert the physical location at which the Site Safety Plan is stored.
10.	Key Media Messages	Enter clear and concise messages to be communicated to media.
11.	Attachments	Indicate with a checkmark <input checked="" type="checkbox"/> the detailed forms that are attached (when the 202 is used as the cover page of the IAP). Include additional forms as needed.
12.	Prepared by	Enter the name, IMS position and signature of the person preparing the form.
13.	Approved by	Enter the name, IMS position and signature of the person approving the form. Enter the date (YYYY/MM/DD) and time approved (24-hour clock).



DEVELOP AND CONDUCT A POST-INCIDENT ANALYSIS

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

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



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.2

DEVELOP AND CONDUCT A POST-INCIDENT ANALYSIS

STUDENT NAME:

SKILL SHEET # 10

DEVELOP AND CONDUCT A POST-INCIDENT ANALYSIS

Assignment:

The skill is to be completed following a real event (RE) or training evolution (TE) involving a ***multi-unit operation***. The student need not be in command of the overall incident. The student shall review the details of the incident and complete the enclosed incident evaluation form.

A copy of the incident documentation shall be retained by the local department.



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.2

DEVELOP AND CONDUCT A POST-INCIDENT ANALYSIS

STUDENT NAME:

SKILL SHEET # 10

Skill Procedure: The skill is to be completed following a real event (RE) or training evolution (TE) involving a multi-unit operation. The incident need not be a fire situation. The student need not be in command of the overall incident and can serve in the role of a sector officer. The student shall review the details of the incident and complete the enclosed incident evaluation form or form selected by the local department.

Table with 2 columns: Items to be checked, Pass/Fail. Contains 8 numbered items for evaluation.

Candidate MUST successfully master each step listed to pass this skill. Candidate's Grade: [] Pass [] Fail. Evaluator's Signature: _____ Date: _____



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.2

DEVELOP AND CONDUCT A POST-INCIDENT ANALYSIS

STUDENT NAME:

SKILL SHEET # 10

POST-INCIDENT ANALYSIS AND REVIEW

(PAGE 1 OF 2)

Incident Date:

Incident Location:

Offensive Defensive Transitional

Describe building occupancy conditions on arrival and action taken:

Describe effectiveness of operation:

Describe special considerations (hazardous materials, rescue, injuries):



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.2

DEVELOP AND CONDUCT A POST-INCIDENT ANALYSIS

STUDENT NAME:

SKILL SHEET # 10

POST-INCIDENT ANALYSIS AND REVIEW
(PAGE 2 OF 2)

Describe salvage/overhaul operations:

Describe safety conditions of scene for investigator or occupant:

ITEMS REQUIRING ATTENTION:

- | | | | |
|--|---|--------------------------------------|-----------------------------------|
| <input type="checkbox"/> Procedures | <input type="checkbox"/> Dispatch/Response | <input type="checkbox"/> Apparatus | <input type="checkbox"/> Training |
| <input type="checkbox"/> Equipment | <input type="checkbox"/> General Operations | <input type="checkbox"/> Evaluations | <input type="checkbox"/> Command |
| <input type="checkbox"/> Protective Clothing | | | |

What operations would you change? Why?

What operations worked well? Why?



PREPARE A WRITTEN REPORT IDENTIFYING MAJOR CAUSES FOR SERVICE DEMANDS

Successful completion of the practical skills in this section is necessary to fulfill the requirements of the following sections of NFPA 1021-2014:

Fire Officer II Standard

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



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.3

PREPARE A WRITTEN REPORT IDENTIFYING MAJOR CAUSES FOR SERVICE DEMANDS

STUDENT NAME:

SKILL SHEET # 11

PREPARE A WRITTEN REPORT IDENTIFYING MAJOR CAUSES FOR SERVICE DEMANDS

Scenario:

As a Fire Officer, the Fire Chief has assigned you the task of reviewing department response statistics and incident reporting data for the past three years. The Chief has asked you to prepare a report on the major causes for service demands and identify any areas of change, and where the department should plan for any change in services.

Assignment:

The student shall review the materials provided and thoroughly complete the enclosed memorandum to the Fire Chief explaining the major causes for service demands and identify any areas of change, and where the department should plan for any change in services.

NOTE:

Prior to arriving at your Fire Officer II course as part of your pre-course activities, you are required to obtain statistics from your department for preparing a report on response statistics for the last three complete years.



EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.3

PREPARE A WRITTEN REPORT IDENTIFYING MAJOR CAUSES FOR SERVICE DEMANDS

STUDENT NAME:

SKILL SHEET # 11

Skill Procedure: The student shall review statistics from their department for preparing a report on response statistics for the last three complete years, and fill out the enclosed memorandum to the Fire Chief explaining the major causes for service demands. Candidates will identify any areas of change and where the department should plan for any change in services.

<u>Items to be checked</u>	<i>Pass/Fail</i>
<i>If the candidate:</i>	
1. Prepared the memorandum to the Fire Chief in clear and understandable terms. [5.6.3 (B-1)]	
2. Interpreted response data correctly and explained the major causes for service demands in the jurisdiction. [5.6.3 (B-1, B-2)]	
3. Identified any areas of change based on the incident reporting data. [5.6.3 (B-2)]	
4. Described where the department should plan for any change in services. [5.6.3 (B-1, B-2)]	



ONTARIO OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT

FIRE OFFICER II (NFPA 1021-2014)

PRACTICAL SKILLS

EMERGENCY SERVICE DELIVERY – NFPA 1021-2014, 5.6.3

PREPARE A WRITTEN REPORT IDENTIFYING MAJOR CAUSES FOR SERVICE DEMANDS

STUDENT NAME:

SKILL SHEET # 11

Memorandum

Date:

To:

From:

RE: