



New Mexico Firefighters Training Academy IFSAC Fire Officer III

NFPA 1021
(2014 Edition)



COURSE OVERVIEW

Fire Officer III is a forty (40) hour course designed to focus on the knowledge and skills required for the administrative and operational challenges of the fire service in the 21st century. The Fire Officer III is a front line or staff officer and supervisor in the fire department organization. A person certified to this level will be able to perform routine administrative day-to-day functions; assist in the development of hiring, promoting, and encouraging professional development of members of the fire department; follow department/agency administrative policies; assist in the budget process by developing program budgets and the development of “requests for proposals” (RFP); interact with the media by assisting with press releases; manage multi-agency responses to major incidents following department policies and national guidelines; evaluate department inspections; assist in the development of community emergency response plans; review initial accident reports and make recommendations to change policy or procedures; and determine the effectiveness of a post-incident analysis (PIA) program. Methods of instruction include lecture, discussion, and team-focused classroom exercises.

COURSE OBJECTIVES

Upon successful completion of this course, the student will be able to qualify for certification at the Fire Officer III level (NFPA 1021) and function as a participant in the day-to-day administrative/operationally focused process of fire service organizational activities, including human resources management, community outreach programming, maintaining of central record/data repository systems, budgeting, inspections/pre-incident planning, safety program development, in-basket assessment, and incident planning with multi-agency involvement.

Due to the nature of the requirements for Fire Officer III, some training is received on the job and through practical experience. Additionally, information presented in the class will assist the student in the development and successful completion of the JPR based student Projects.

REQUIRED TEXTBOOK, REFERENCES, AND SUPPLIES

- Textbook
 - Chief Officer: Principals and Practice, 2nd Edition (2017). Jones and Bartlett (required).
- Laptop/Memory Drives
 - It is highly recommend the student brings a laptop computer and a memory drive (flash drive, external hard drive, etc.). Project work will be created electronically by the student. A hard copy will be turned into the instructor by the end of the course to account for completion of required certification JPRs.

Updated August 2020



New Mexico Firefighters Training Academy
IFSAC Fire Officer III
NFPA 1021



- Department Standard Operating Procedures/Guidelines
 - The student will be expected to bring a copy (electronic or paper) of his/her department SOPs/SOGs for use during the course in preparation of the student's final portfolio. Students will also need to bring a vision and mission statement for their department and an example of an RFP.

STUDENT EXPECTATIONS

The knowledge and skill level for Fire Officer III, as determined by the New Mexico Firefighters Training Academy (NMFTA), is focused on a chief officer that will conduct administrative duties within his or her department. In order to certify in the New Mexico Firefighters Training Academy's Fire Officer III program, students must fulfill the following requirements:

1. Hold Certification as a Fire Officer II.
2. Successfully complete Fire Officer III course and written examination.
3. Submit ten (10) completed projects covering the required JPRs which will be due and reviewed by the lead instructor and or the course coordinator before the conclusion on the class and meet 100% of the project JPRs listed below.
4. Completion of these ten projects will constitute the practical examination.
5. Pass a 50 question multiple choice written examination with a minimum score of 70% or greater.

PRE-REQUISITES OF THE COURSE

The skill level for Fire Officer III, as determined by the New Mexico Firefighters Training Academy, is focused on meeting the needs of fire executive management personnel. **It is recommended by NMFTA that the student has a minimum of five (5) years experience in the fire service and is currently a company officer, served as a company officer or has the experience equivalent of a leadership position within a fire department.** Students may have difficulty with producing the required documentation for the Projects if the above experience and knowledge is not met.

Students are required to complete the following pre-requisites prior to acceptance/attendance of the course:

1. Currently hold an IFSAC Fire Officer II certification.
2. Register for course online at <http://www.nmfireacademy.com>
3. Review Fire Officer I and II course content.
4. Read Jones and Bartlett (2nd edition) Chief Officer: Principles and Practice Chapters **1 through 3** prior to start of the course.
5. The student will be expected to bring a copy (electronic or paper) of his/her department SOPs/SOGs for use during the course in preparation of the student's projects. Students will also need to bring a vision and mission statement for their department and an example of an RFP.



New Mexico Firefighters Training Academy

IFSAC Fire Officer III

NFPA 1021



6. Each student will be **required** to bring a laptop computer and an external memory device in order to complete in-class course work.

CONFLICTING SOURCES OF INFORMATION

In the realm of testing, the rank of importance of various sources of information will be instructor lecture, student handouts, reading assignments, other text, and personal experience.

LEARNING OBJECTIVES

Learning objectives are provided to the student as a guide of what material will be covered in the test. Students should expect that some learning objectives will not be covered in lecture. In cases where the learning objective is not covered in lecture, the information will be found in your textbook. If neither provides the information you are seeking, ask your instructor. Learning objectives are located at the beginning of each chapter in the textbook.

READING ASSIGNMENTS

Students should read the assignments that are in this syllabus prior to the lecture covering that topic. This provides the necessary framework to organize the information presented in the lectures. It is the responsibility of the student to find the pages that correspond in their specific book for the learning objectives. Furthermore, students are highly encouraged to seek out other *reputable* sources of information.

HOMEWORK ASSIGNMENTS

Various homework assignments will be given throughout the course. Homework assignments will be announced in class and are expected to be completed by the given due date.

CERTIFICATION TESTING POLICY

Participants in the Fire Officer III program must successfully complete the Fire Officer III requirements as set forth by NFPA 1021. Documentation is required to provide proof that all requirements and skills are met.

Once the Fire Officer III requirements have been met and appropriate documentation has been submitted to the New Mexico Firefighters Training Academy, it will be reviewed and if acceptable, approved by the NMFTA.

Candidates must have completed the New Mexico Firefighters Training Academy's forty (40) hour Fire Service Officer III course and scored at least 70% on the written test. Once the candidate has completed both the in class projects and the written examination, they will be **IFSAC Fire Officer III** certified by the New Mexico Firefighters Training Academy.



The candidate is allowed one (1) additional opportunity to pass the WRITTEN Certification exam. Failure to pass the exam on the retest attempt will require the candidate to repeat the course. Each enrollment in the class will allow one (1) retest in addition to the exam offered during the course.

Retests are allowed for written exams **ONLY**. However, the candidate must have taken both the written and skills exams to be eligible to retest. Retests can be scheduled during the open test days scheduled monthly. The candidate must submit an NMFTA standard application form 30 days prior to the exam. All test results are entered into the student database and become a permanent part of the candidate's transcript.

The candidate may not retest for the exam for at least thirty (30) days after course completion. The candidate has a maximum of one (1) year from the date of course completion to successfully complete each exam. Failure to pass the exam within this time allotment will require the candidate to repeat the course.

NMFTA DRESS CODE FOR OFFICER COURSES

It is each student's responsibility to use good judgment in selecting attire which projects a professional image and is appropriate for both climate differences and classroom activities. Generally, the standard is business casual. NMFTA staff have the authority to make a determination that a student's attire may be inappropriate. Students whose attire is determined to be inappropriate will be required to change into more appropriate clothing before being allowed to continue class. This applies to both on and off campus course deliveries.

Acceptable attire includes: Shirts with collars, (polo shirts are acceptable), slacks, khakis, departmental uniforms (Class A or Class B), and shoes or boots.

Note: **As a Chief Officer you are expected to dress professionally.** This means no jeans, t-shirts, shorts, sandals, flip flops, midriff, or tank tops.

AMERICANS with DISABILITIES ACT (ADA)

If you have, or think you may have, a disability that interferes with your performance as a student in this class, you are encouraged for academic reasons to discuss this on a confidential basis with your instructor. If you have a condition which may affect your ability to exit from the premises in case of an emergency, you are urged, for safety reasons, to notify your instructor.

ATTENDANCE

Unless indicated otherwise, classes held at the Academy begin at 8:00 a.m. and end at 5:00 p.m. Students are expected to be in the classroom and ready for class at the designated time. Tardiness disrupts the instructor and the class, and will not be tolerated. Students will not be allowed to miss more than 10% of the class that they are enrolled in, and any exceptions to this will be at the discretion of the Training Operations Manager or the Academy Director.



New Mexico Firefighters Training Academy
IFSAC Fire Officer III
NFPA 1021



LATE WORK

No late work will be accepted!

ACADEMIC HONESTY

1. Purpose:

The New Mexico Firefighters Training Academy strives to ensure an environment of educational and professional integrity in both the learning and evaluation process. To protect this integrity and the rights of all students, this policy has been created.

Academic integrity is expected and required of all NMFTA students. Students are responsible personally upholding that integrity. Cheating of any kind will not be tolerated and students found to have cheated will be disciplined in accordance with this policy.

2. Cheating Offenses:

Cheating offenses include, but are not limited to, the following:

- Attempting to obtain secured testing material
- Leaving a test site without first completing the test or seeking permission of the evaluator/proctor
- Bringing reference material in to the test site or attempting to use unauthorized reference material
- Talking during the testing process
- Attempting to read or look at another students work
- Attempting to forge, alter, or duplicate any certificate
- Aiding another student in a cheating offence
- Submitting false documentation for entry in to a course
- Allowing another person to take a test in one's place

3. Procedure:

When a student is suspected of cheating the Instructor, Proctor, or Evaluator will immediately investigate the situation and inform the Training Operations Manager and/or the Deputy State Fire Marshal for training. The above individuals will then discuss the situation with the student and a decision will be made regarding guilt or innocence.

In the event that the student is found to have committed an act of cheating the student shall immediately be removed from the course and discharged from the academy. In addition, the student may have all previous certifications revoked and be banned from attending any Academy courses for five years. A letter from the Academy will be sent to the offending student's fire chief outlining the offense and the action taken by the Academy.

Appeals to any decisions must be made in writing to the State Fire Marshal within ten working days. The Fire Marshal shall issue a ruling on the appeal within ten working days of the receipt of the appeal.



New Mexico Firefighters Training Academy
IFSAC Fire Officer III
NFPA 1021



HARASSMENT

The New Mexico Firefighters Training Academy has a zero tolerance policy regarding harassment.

ALCOHOL/DRUG POLICIES

Alcohol or drug use will not be tolerated in class or on campus. Any person attending class while intoxicated or under the influence will be asked to leave class for the day without credit and the hours missed for that day will be counted towards hours missed for the course. **On the second offense the student will be immediately dismissed for the remainder of the course without credit or certification.**

CELL PHONES/PAGERS/RADIOS

Students' use of electronic communications devices such as cell phones, media players, and laptop computers during class time are prohibited unless authorized by the faculty member teaching the course. All cell phones, pagers, and radios will be turned to silent mode or turned off during class. The student must inform the instructor before the start of class if he/she must have their radio, cell phone, or pager turned on and in use.

CHILDREN/GUESTS OF STUDENTS IN THE CLASSROOM

Children and/or guests of students will not be allowed in the classroom during class hours in order to give every student the opportunity to succeed without distraction.

PRE-COURSE WORK:

Students will need to bring a vision and mission statement for their department, an example of an RFP, and departmental SOPs and SOGs.

Students will need to read chapters 1-3 before the start of the class due to the amount of work that the student will be required to do on their projects during the week of class.

It is required that the student brings a laptop and a memory stick (flash drive or portable hard drive).

Updated August 2020

FIRE OFFICER III
Class Schedule (subject to change)

Monday

0800 - 0830 Introductions, course expectation, review pre-course reading **Chapters 1-3**
0830 - 1015 **Chapter 4** (*Legal issues*)
1015 - 1145 Project #1: **JPRs 6.2.1 Staffing Shortcomings and
6.2.7 Personnel Training Needs (Individual Assignment)**
1145 - 1300 Lunch
1300 - 1500 **Chapter 5** (*Human Resources*)
1500 - 1600 Project #2: **JPR 6.2.2 Develop Hiring Policy,
JPR 6.2.3 and 6.2.4 Professional Development Plan, and
JPR 6.2.5 Improving Employee Benefit (Group Assignment)**
1600 - 1700 Project #3: **JPR 6.2.6 Providing an Employee Accommodation
(Individual Assignment) (can be homework depending on time)**

Tuesday

0800 - 0915 **Chapter 6** (*Intergovernmental Relations*)
0930 - 1030 Project #10: **JPRs 6.8.1 Develop Plan for Integration
(Individual Assignment)**
1030 - 1200 Project #9 **JPR 6.7.1 Accident/Injury Prevention
(Individual Assignment)**
1200 - 1300 Lunch
1300 - 1415 **Chapter 7** (*Budget and Finance Issues*)
1430 - 1700 Project #5 **JPR 6.4.1 and 6.4.2 Department Budget Review and
JPR 6.4.3 Request for Proposal Development
(Group Assignment)**

Wednesday

0800 - 0945 **Chapter 8** (*Strategic Planning*)
1000 - 1200 Project #6: **JPR 6.4.4 and 6.4.5 Department Record Management System
(Individual Assignment)**
1200 - 1300 Lunch
1300 - 1415 **Chapter 9** (*Working in the Community*)
1430 - 1700 Project #4: **JPR 6.3.1 Community Risk Reduction and
JPR 6.4.6 Model of Continuous Improvement
(Group Assignment)**

Thursday

0800 - 0915 **Chapter 10** (*Code Enforcement*)
0915 - 1200 Project #7: **JPR 6.5.1 Evaluate Inspection Program
JPR 6.5.2 Develop a Public Safety Program
(Group Assignment)**
1200 - 1300 Lunch
1300 - 1430 **Chapter 11** (*Emergency Management and Response*)
1430 - 1700 Project #8: **JPR 6.6.1 Prepare an Action Plan,
JPR 6.6.2 Develop/Conduct Post Incident Analysis, and
JPR 6.6.3 Develop Plan for Unmet Needs
(Individual Assignment)**

Friday

0800 - 0930 **Final Exam**

**Student Copy
JPR**

Project #1

PERFORMANCE STANDARD NFPA 1021 6.2.1, 6.2.7

OBJECTIVE

Establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures.

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

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| The candidate will demonstrate the following: |
| 1. Develop a staffing roster that does the following (6.2.1) <ul style="list-style-type: none">• Develop a manning assignment roster for each station and shift• Detail best way to provide fire and emergency services with current staffing model• Proper format including spelling and grammar |
| 2. Memo to Fire Chief – Staff Shortcomings (6.2.1) <ul style="list-style-type: none">• Identify any shortcomings for minimum manning to provide additional services• Identify how to overcome the shortcomings• Proper format including spelling and grammar |
| 2. Memo to Fire Chief – Personnel Training Needs (6.2.7) <ul style="list-style-type: none">• Identify the personnel that need advanced training to meet department needs• List specific training to overcome any shortcomings• Proper format including spelling and grammar |

Project #2

PERFORMANCE STANDARD NFPA 1021 6.1.2, 6.2.2, 6.2.3, 6.2.4, 6.2.5

OBJECTIVE

The ability to research, to use evaluative methods, to analyze data, to communicate orally and in writing, and to motivate members.

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

Develop procedures and programs for promoting members, given applicable policies and legal requirements, so that the process is valid and reliable, job- related, and nondiscriminatory.

Describe 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.

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

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| The candidate will demonstrate the following: |
| 1. Development of a Hiring Policy (6.2.2) <ul style="list-style-type: none">• Prerequisites are listed• The hiring process is outlined from start to finish• Information on how the candidate will be evaluated will be included.• Proper format including spelling and grammar |
| 2. Creation of Professional Development Plan (6.2.3 and 6.2.4) <ul style="list-style-type: none">• Develop a professional development plan for two promotable positions to include: criteria on position requirements, how the employee will be evaluated, and a time frame for the plan to take place.• Identify methods to encourage members including motivational techniques, goal setting, and organizational skills• Proper format including spelling and grammar |
| 2. Memo to Fire Chief – Improving Employee Benefit (6.2.5) <ul style="list-style-type: none">• Identify the employee benefit needing improvement• Develop a proposal with adequate information to justify the requested benefit improvement• Establish a funding source for the employee benefit that is being developed or improved• Proper format including spelling and grammar |

Project #3

PERFORMANCE STANDARD NFPA 1021 6.2.6

OBJECTIVE

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

Given legal requirements and organization policies and procedures, the candidate shall:

1. Memo to Fire Chief – Employee Accommodation (6.2.6)

- Develop a plan for providing an employee accommodation so that the accommodation complies with laws, regulations, policies, and procedures
- All standards that are addressed with the accommodation are referenced
- Justification for the accommodation are clearly identified
- Proper format including spelling and grammar

Project #4

PERFORMANCE STANDARD NFPA 1021 6.3.1, 6.4.6

OBJECTIVE

Develop a community risk reduction program, given risk assessment data, so that program outcomes are met.

Develop a model for continuous organizational improvement, given resources for an area to be protected, so that resource utilization is maximized

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| Given community demographics and needs, the candidate shall: |
| 1. Community Risk Reduction Report (6.3.1) <ul style="list-style-type: none">• Identifies a current community risk• Provide justification for the program based on a needs assessment that identifies community demographics and unmet needs• Prepare a report that contains: an expected outcome, method for introduction to the public, method for monitoring and maintaining the program, method for tracking results or trends from the program• Proper format including spelling and grammar |
| 1. Continuous Organizational Improvement (6.4.6) <ul style="list-style-type: none">• Provides research of community hazards and needs based on risk/needs analysis• Evaluate local risks and planning for necessary resource utilization• Identify the deployment of resources needed to provide continuous improvement of the identified hazard• Forecast what impact the model for continuous organizational improvement will have on community as well as what problems may be encountered• Proper format including spelling and grammar |

Project #5

PERFORMANCE STANDARD NFPA 1021 6.4.1, 6.4.2, 6.4.3

OBJECTIVE

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

Develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority

Describe the agency's process for developing requests for proposals (RFPs) and soliciting and awarding bids, given established specifications and the agency's policies and procedures, so that competitive bidding is ensured.

Given department schedules, policies, procedures, and guidelines, the candidate shall:

1. Budget Development and Management System (6.4.1 and 6.4.2)

- Identify a division/department of the organization and the capital, operating, and personnel costs associated within the described division/department
- Develop division/department budget based on associated costs for capital, operations, and personnel based on projected revenue
- Using finance policy and procedures, develop a budget management system to track accounts payable and receivable
- Ensure the budget management system meets recommended financial requirements for internal and external auditing
- **Proper format including spelling and grammar**

2. Request for Proposal (RFP) (6.4.3)

- Describe agency's process for developing requests for proposals
- Describe agency's method for soliciting bids in which competitive bidding is ensured
- Describe agency's method for awarding bids
- **Proper format including spelling and grammar**

Project #6

PERFORMANCE STANDARD NFPA 1021 6.4.4, 6.4.5

OBJECTIVE

Direct the development, maintenance, and evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved.

Analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended.

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| Given department policies and procedures the candidate shall: |
| <p>1. Record and Management System (6.4.4)</p> <ul style="list-style-type: none">• Determine the need for developing or purchasing a department record and management system based on review of policies and procedures• Identify how data will be organized and utilized in the records management system• Develop an evaluation method for determining effectiveness and accuracy of the records and management system.• Proper format including spelling and grammar |
| <p>2. Analyze and Interpret Records Management (6.4.5)</p> <ul style="list-style-type: none">• Complete a written analysis of fire departments records and data management system (i.e. current system accurately captures data, storage capabilities, and retrieval of department information).• Provide documentation of recommended improvements based on findings• Proper format including spelling and grammar |

Project #7

PERFORMANCE STANDARD NFPA 1021 6.5.1, 6.5.2

OBJECTIVE

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.

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

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| The candidate shall be able to develop the following: |
| 1. Evaluate Inspection Program (6.5.1) <ul style="list-style-type: none">• Using the policy and procedures to complete an inspection, determine the hours required to complete a fire inspection• Based on the number of inspectors in the department and the goals, objectives, and resources, evaluate the effectiveness of the inspection program• Proper format including spelling and grammar |
| 1. Develop Public Education Program (6.5.2) <ul style="list-style-type: none">• Identify a fire safety problem in the community along with the associated demographic to be targeted.• Develop a public education proposal designed at reducing the fire safety problem along with a budget proposal• Determine how the proposal will be implemented and evaluated to determine effectiveness.• Proper format including spelling and grammar |

Project #8

PERFORMANCE STANDARD NFPA 1021 6.6.1, 6.6.2, 6.6.3

OBJECTIVE

Prepare an action plan, given an emergency incident requiring multiple agency operations, so that the required resources are determined and the resources are assigned and placed to mitigate the incident.

Develop and conduct a post-incident analysis, given a multi-agency incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated and the appropriate forms are completed and processed in accordance with policies and procedures.

Develop a plan for the agency, given an unmet need for resources that exceed what is available in the organization, so that the mission of the organization is capable of being performed in times of extraordinary need.

Given a multi-agency emergency scenario including type of incident, size-up information, assigned agencies, policies and procedures, the candidate shall:

1. Development of an Action Plan (6.6.1)

- Prepare an Incident Action Plan to mitigate the multi-agency emergency incident based on an effective evaluation of the incident.
- Allocate, supervise, and account for human and equipment resources
- Implement necessary safety precautions and personnel accountability
- Proper format including spelling and grammar

2. Develop/Conduct Post Incident Analysis (6.6.2)

- Gather information from the multi-agency incident/scenario.
- Analyze policies, procedures, guidelines and forms to determine effectiveness based on the incident/scenario
- Identify critical elements of a post-incident analysis.
- Proper format including spelling and grammar

2. Develop a Plan for Unmet Need (6.6.3)

- Conduct a needs assessment based on current internal and external resources for extraordinary events
- Evaluate mutual aid and auto-aid agreements for effectiveness in assisting the organization in meeting resource needs during extraordinary events.
- Develop a plan that addresses unmet needs for resources both internally and externally for events that exceed department capabilities while meeting the mission of the organization.
- Proper format including spelling and grammar

Project #9

PERFORMANCE STANDARD NFPA 1020 6.7.1

OBJECTIVE

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

Given department policies and procedures as well as local and national data, the candidate shall:

1. Accident/Injury Prevention (6.7.1)

- Evaluate current policies and procedures for effectiveness of the department's accident and prevention program
- Develop a measurable accident and injury prevention program based on data analysis in the review process and ensure it is in compliance with NFPA 1500
- Ensure programs validity through an established data collection system which includes maintaining permanent records of all accidents, injuries, illnesses or deaths related to duty assignments
- Establish a reporting system in which program effectiveness can be communicated to department members, both orally and in writing, without affecting personnel privacy.
- Proper format including spelling and grammar

Project #10

PERFORMANCE STANDARD NFPA 1021 6.8.1

OBJECTIVE

Develop a plan for the integration of fire services resources in the community's emergency management plan, given the requirements of the community and the resources available in the fire department, so that the role of the fire service is in compliance with local, state/provincial, and national requirements.

Based on laws, regulations, policies and procedures pertaining to local, state, and federal emergency operations plans, the candidate shall:

1. Develop a Plan for Integration based on (6.8.1)

- Fire Department profile of available resources pertaining to Emergency Operations Plan
- Fire Department IC and EOC responsibilities in time of major emergencies
- Duties & responsibilities of the FD during mitigation, preparedness, response, and recovery
- Proper format including spelling and grammar