

# Application for Administrative Fire Officer Designation

## Utah Commission for Professional Fire Officer Development



Click in box above and insert your first and last name.

This application will be accepted until December 1, 2026. If it is not submitted by that date, please transfer your information to the current application on the website.

Revised November 2025

# Understanding the Utah Commission for Fire Officer Professional Development's Designations

**Application Process:** Begin by viewing the slide show at [UVU.edu/UFRA/FODP.html](http://UVU.edu/UFRA/FODP.html).

The Utah Fire Officer Development system is based on the *Officer Development Handbook* (2011 edition) of the International Association of Fire Chiefs (IAFC), with some additional Utah requirements. The fire officer designation reflects a level of knowledge and a comprehensive skill set that exceeds NFPA standards. The system is intended to be a guide for those seeking a career path and recognition of achievement leading to a higher degree of professionalism. The overarching principle is that a combination of achievements in areas including **certification, education, experience, and training** are elemental to the development of effective fire officers. The system serves as a resource for those seeking officer designations. It can be used as part of a department's career ladder program. Currently, the first two of three levels have been developed. The application packet for the Administrative Fire Officer Designation includes the following:

- Personal Information Overview
- Portfolio Section Requirements

Each portion will be explained in greater detail in the following paragraphs. The application will need to be filled out and placed in your UVU OneDrive account folders with other required documentation. Once you have completed the application and compiled your documents in the Box folders, it is suggested that you ask your supervisor, fire chief, or his/her designee to review the information and sign off on relevant and appropriate experience.

There is a one-time payment of \$40 to cover the cost of processing. Payment can be made online.

## Application Details

- **Personal Information Overview:** This short section of the application will ask for basic personal information. It begins on page four.

## Category Section Requirements

- **Certification:** Copies of certifications and proof of NIMS courses must be uploaded to the online folders. Make sure to label all files with the certificate name.
- **Education:** Official transcripts or a copy of degree(s) awarded must also be uploaded to the online folders.
- **Experience:** Verification of employment history—in the form of a letter from a supervisor, written on department/district/organization letterhead—as well as a resume must be uploaded.
- **Training:** Certificates of attendance must be included in order to provide a method to evaluate the relevancy of a training event (remember to label all files with the certificate name).

### **Review Panel (Commission)**

The program administrator will review the application to ensure compliance with submission requirements. The online application and supporting documents will then be reviewed by the Utah Commission for Fire Officer Professional Development. If it is found acceptable, the Commission will approve the application and grant the designation.

If the application and supporting documents are found lacking, the administrator will inform the applicant of the deficiency and the applicant may then reapply after addressing the deficiency.

If, during the Commission review process, it is found that additional clarification or information is needed, then a member of the Commission will contact the applicant.

The Commission will acknowledge receipt of the application 14 days of receiving it. Generally, a response will be sent to the applicant acknowledging receipt. Two Commission members will then be assigned to review the application. Once the review process is completed, the Commission will notify the applicant or his/her chief within 30 days to inform him/her that the designation has been awarded.

## Personal Information Overview

Applicant name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone #: \_\_\_\_\_

Email: \_\_\_\_\_

Applicant department: \_\_\_\_\_

Applicant rank: \_\_\_\_\_

Date the Managing Fire Officer (MFO) Designation was received: \_\_\_\_\_

☐ Full-Time ☐ Part-Time ☐ Volunteer

Hire date (current department): \_\_\_\_\_

If you have had any changes in your emergency services employment since the completion of Managing Fire Officer, include name of agency, position, volunteer/career, and service dates in the box below:

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(Administrative Use Only)

Date application package received: \_\_\_\_\_

Date administrative review completed: \_\_\_\_\_

Any deficiency noted: \_\_\_\_\_

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## CATEGORY SECTION REQUIREMENTS

The Fire Officer Designation program requires a combination of certifications, education, experience, and training. Requirements for each of these elements are listed below:

### CERTIFICATION ELEMENT

The following certifications or educational equivalence are required. (Include copies.)

- ☐ Managing Fire Officer (MFO) Designation (**see page 7 for requirements**)
- ☐ Fire Officer III (NFPA 1021)

The following National Incident Management System (NIMS) course is required.  
(Include a copy of the certificate of completion.)

- ☐ ICS 400

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(Administrative Use Only)

Certification Element Met? ☐ Yes ☐ No

Verified by: \_\_\_\_\_

Date: \_\_\_\_\_

## EDUCATION ELEMENT

Provide proof of the degree by including a copy of a diploma and/or transcript(s). All courses must be obtained through an accredited college or university.

☐

Bachelor's degree in related field

***For purposes of the education element, related field means a degree that emphasizes firefighting or EMS response, fire prevention, fire or EMS administration, public administration, or leadership and management.***

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(Administrative Use Only)

Education Element Met? ☐ Yes ☐ No

Verified by: \_\_\_\_\_

Date: \_\_\_\_\_

## EXPERIENCE ELEMENT

One of the experience level combinations is required:

- ☐ Ten years in any combination of volunteer or career in a fire department **AND** (select one)
- ☐ Minimum of two years as an MFO Designee only **OR**
- ☐ Minimum of six months as an MFO Designee with five or more years of experience in a supervisory capacity.

Under each category, describe (in full sentences, not bullet points) a specific event from your work experience. Although the text boxes have limited space, you should have plenty of room to provide a description of 1) the specific event or task, 2) what your specific role was, and 3) the outcome. See Appendix A for ideas. Use different examples than what you used in your Managing Fire Officer.

### Agency Operations

### Coaching/Counseling

### Directing Resources/Influencing

### Incident Management

## Planning

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## Instruction

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## Human Resource Management

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## Financial Resource Management

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## Program/Project Management

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**Interagency**

**Emergency Management**

**Community Involvement**

**Professional Associations**

**Professional Contribution**

☐ I have submitted a letter from my chief or supervisor, on department/district/organization letterhead, verifying my years of experience and completion of each of the experience elements.

☐ I have submitted a current resume.

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(Administrative Use Only)

Experience Element Met? ☐ Yes ☐ No

Verified by: \_\_\_\_\_

Date: \_\_\_\_\_

## TRAINING ELEMENT

The next section contains the required training courses. Training will be verified based on contact hours and/or official transcripts or certificates of completion. Training classes may not be the same as submitted with previous designation applications.

Courses may be on-campus, off-campus, or online. Please visit the following sites to search course descriptions and delivery options: [\(NFA\)](#) [\(FEMA\)](#) [\(OSHA\)](#) [\(NWCG\)](#) [\(UFRA\)](#)

If you have completed courses that are not listed below, contact a member of the Commission to discuss and apply for equivalency.

**Leadership and Executive Development:** You must complete one of the options listed below.

**Option 1:** Complete all the courses listed below.

- ☐ FEMA IS-0240 – Leadership and Influence (Online)
- ☐ FEMA IS-0241 – Decision Making and Problem Solving (Online)
- ☐ FEMA IS-0242 – Effective Communication (Online)

**Option 2:** Complete at least 1 of the courses listed below.

- ☐ NWCG L381 - Incident Leadership
- ☐ NWCG L480 - Organizational Leadership in the Wildland Fire Service
- ☐ NFA S0520 - Executive Skills Series: Exercising Leadership within Communities
- ☐ NFA S0521 - Executive Skills Series: Exercising Leadership to Facilitate Adaptive Change
- ☐ NFA S0522 - Executive Skills Series: Exercising Leadership through Difficult Conversations

**Planning and Information Management:** You must complete one of the options listed below.

**Option 1:** Complete all the courses listed below.

- ☐ NFA Q0494 – National Fire Incident Reporting System 5.0 (Online)
- ☐ NFA Q0696 – Introduction to Application of Data for Fire and Emergency Services (Online)
- ☐ FEMA IS-0235 – Emergency Planning (Online)
- ☐ FEMA IS-0042 – Social Media in Emergency Management (Online)

**Option 2:** Complete at least 1 of the courses listed below.

- ☐ NFA R0387 – Analytical Tools for Decision Making
- ☐ NFA R0333 – Fire Service Financial Management
- ☐ NFA R0491 – NFIRS Program Management

**Continuing Public Education/Community Risk Reduction:** You must complete one of the course options listed below.

- ☐ NFA Q0841 and NFA Q0843 – Introduction to Strategic Community Risk Reduction and Community Risk Assessment (Online)
- ☐ NFA F0635 – Best Practices in Community Risk Reduction
- ☐ NFA F0636 – Building Organizational Support for Community Risk Reduction
- ☐ NFA R0378 – Demonstrating Your Community Risk Reduction Program’s Worth
- ☐ NFA N0670 – Community Risk Reduction: A Policy Approach
- ☐ NFA N0200 – Leadership Strategies for Community Risk Reduction
- ☐ NFA R0673 – Service Area Risk Reduction
- ☐ NFA R0385 – Applications of Community Risk Reduction
- ☐ NFA N0671 – Managing Effective Fire Prevention Programs

**Responder Health and Safety:** You must complete at least one of the options listed below.

**Option 1:** Complete all the courses listed below.

- ☐ NFA Q0694 – Safety Essentials (Online)
- ☐ FEMA IS-0035 – Safety Orientation (Online)
- ☐ FEMA IS-0037 – Managerial Safety and Health (Online)

**Option 2:** Complete the following course listed below (course fees apply).

- ☐ OSHA – General Industry Safety and Health (Online)

**Additional Training:** Use this page to list the additional training taken since the completion of the MFO designation. A minimum of **20 contact hours** is required for the AFO designation. List the total number of hours in the space provided. Make sure to verify the number of contact hours with the training organization if it is not listed on the certificate.

| UFRA Fire Schools/Symposiums/Multi-Agency Training/Formal Department Training/Other Specialized Training (list name and date) | Number of Contact Hours |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------|
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| <b>Total Number of Contact Hours:</b>                                                                                         |                         |

Use this box for questions, etc. NOTE: The review team will use it to provide feedback to you.

| ADMINISTRATIVE USE (PORTFOLIO CHECKLIST)      |        |                   |
|-----------------------------------------------|--------|-------------------|
| Category                                      | Yes/No | Notes/Explanation |
| Qualitative requirements met                  |        |                   |
| Certifications included                       |        |                   |
| Diploma or official transcripts included      |        |                   |
| Letter verifying experience included          |        |                   |
| Training hours met and documentation included |        |                   |
| Quantitative requirements met                 |        |                   |
| Fee included                                  |        |                   |

Verified by: \_\_\_\_\_ Date: \_\_\_\_\_

Designation as an Administrative Fire Officer Awarded? ☐ Yes ☐ No

Commission Chair Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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# **INTERNATIONAL ASSOCIATION OF FIRE CHIEFS OFFICER DEVELOPMENT HANDBOOK**

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*In pursuit of the planned, progressive, life-long process of education,  
learning, self-development, and experience.*

**IN PREPARATION FOR SERVICE AS AN  
ADMINISTRATIVE FIRE OFFICER**

## ADMINISTRATIVE FIRE OFFICER



The **NFPA** promulgates minimum fire officer professional qualification standards for use in certification through an independent examination process. The applicable standards from NFPA 1021 for each of the four officer development levels are included here for reference. They should be included in the professional development planning process, while remembering that they comprise only a portion of the total development process.

For the **Administrative Fire Officer**, refer to:

### NFPA Fire Officer III Standards

| Component                        | Content                                                                                                                                                                                                                               |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General                          | Fire Officer II and Instructor II.                                                                                                                                                                                                    |
| General Knowledge                | Be aware of national and international trends related to fire service organization, management, and administrative principles; know the public and private organizations that support the fire service.                               |
| General Skills                   | Practice evaluative methods, analytical methods, verbal and written communication, and ability to influence members.                                                                                                                  |
| Human Resource Management        | Establish procedures for hiring, training, assigning, and promoting members; promote professional development of members.                                                                                                             |
| Community & Government Relations | Develop programs to improve and expand services; build partnerships with the public to provide increased safety and quality of life.                                                                                                  |
| Administration                   | Prepare and manage a budget; acquire resources through a proper competitive bidding process; direct the operation of an agency records management system; analyze and interpret records and data; develop a resource deployment plan. |
| Inspection & Investigation       | Evaluate inspection programs and code requirements as to their effectiveness in ensuring the protection of life and property; evaluate pre-incident plans.                                                                            |
| Emergency Service Delivery       | Manage multi-agency planning, response, deployment, and operations.                                                                                                                                                                   |
| Health & Safety                  | Develop, manage, and evaluate a departmental health and safety program; develop a measurable accident and injury prevention program.                                                                                                  |

These standards are the basis. The next section presents the essential learning, education, experience, and self-development elements that are designed to prepare individuals for service as an Administrative Fire Officer.

## Administrative Fire Officer: Learning

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| Element                                  | Note                  |
|------------------------------------------|-----------------------|
| Fire Officer III                         | NFPA 1021             |
| Strategic Planning; Deployment Planning  |                       |
| Research and Technical Reporting         |                       |
| IT Applications; Database Management     |                       |
| Negotiation; Mediation; Facilitation     | "Getting to Yes"      |
| Inter-jurisdictional Incident Management |                       |
| Leading Change                           | National Fire Academy |

## Administrative Fire Officer: Education

In addition to the elements for Managing Fire Officer, the following additional studies are to be undertaken through an accredited institution of higher education commensurate with a Baccalaureate degree.

| AFO Component | Outcome                                                                                                                                                                                            | Discipline Level      | Suggested Course                |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|
| AFO-01        | Understand basic concepts of economic thinking and of the complex economic problems in modern society.                                                                                             | Business<br>100/200   | Introduction to Economics       |
| AFO-02        | Understand the field of management including planning, motivation, group dynamics, decision-making, organizing, and group organizational change.                                                   | Management<br>300     | Principles of Management        |
| AFO-03        | Understand basic concepts of management and decision-making in a political environment and how these concepts relate to practical problems faced by public administrators.                         | Management<br>300     | Management in the Public Sector |
| AFO-04        | Understand the historical examples of leadership throughout history from medieval times to present day.                                                                                            | Humanities<br>300     | Leadership                      |
| AFO-05        | Understand the theory and practice of personnel administration and human resource management, including recruiting, selection, compensation, performance appraisal, training, and labor-relations. | Management<br>300     | Human Resource Management       |
| AFO-06        | Understand the factors that shape risk and the strategies for fire and injury prevention, including risk reduction, education, enforcement, investigation, research, and planning.                 | Management<br>300     | Risk Management                 |
| AFO-07        | Understand and implement organizational management in the fire service: organizational structures, resources; finance; planning.                                                                   | Administration<br>300 | Advanced Fire Administration    |

| AFO Component | Outcome                                                                                                                                                                                                      | Discipline Level        | Suggested Course                                 |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------|
| AFO-08        | Understand the tools and techniques of rational decision-making in fire departments, including data, statistics, probability, decision analysis, modeling, cost-benefit analysis, and linear programming.    | Administration 300      | Analytical Approaches to Public Fire Protection  |
| AFO-09        | Understand and function effectively in the legal, political, and social aspects of government's role in public safety, including the legal system, department operations, personnel issues, and legislation. | Law 300                 | Political & Legal Foundations of Fire Protection |
| AFO-10        | Understand the principles of budgeting, financial reporting, and management in governmental organizations with an emphasis on the use of financial data in planning, control, and decision-making.           | Quantitative (Math) 400 | Managerial Budgeting & Accounting                |
| AFO-11        | Understand the psychological and social factors affecting human work behavior and performance, including communication, motivation, leadership, social influence, and group dynamics.                        | Communications 400      | Organizational Behavior                          |
| AFO-12        | Develop skills for moral decision-making in professional life; explore styles of moral reasoning based on the differing premises of duty and ethics.                                                         | Humanities 400          | Professional Ethics                              |

## Administrative Fire Officer: Experience

| Element                         | Examples of Appropriate Development Experiences                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agency Operations               | <ul style="list-style-type: none"><li>• Serve as a qualified MFO for three to five years.</li><li>• Provide incident command of large multi-company/ multi-agency operations.</li></ul>                                                                                                                                                                                                                                                                                                                                                           |
| Coaching/Counseling             | <ul style="list-style-type: none"><li>• Provide coaching/counseling to new members and subordinate officers.</li><li>• Provide member development programs for subordinates.</li><li>• Review employee progress on an agency-level plan for employee improvement. Make use of employee mentoring programs and develop strategies for reinforcement of desired behaviors and cultural norms.</li></ul>                                                                                                                                             |
| Directing Resources/Influencing | <ul style="list-style-type: none"><li>• Participate in multiple function program management.</li><li>• Participate in events, presentations, and other interactions with elected officials, business community, media and special interest groups.</li><li>• Plan and deliver an influence plan for a department initiative; advocate for budget and programs at local executive and legislative levels.</li><li>• Help the chief or other senior officers sell the organization vision and mission.</li></ul>                                    |
| Incident Management             | <ul style="list-style-type: none"><li>• Serve as an Incident Commander at a significant incident managed under ICS.</li><li>• Plan for and implement a plan for the development of new and incumbent Incident Commanders.</li></ul>                                                                                                                                                                                                                                                                                                               |
| Planning                        | <ul style="list-style-type: none"><li>• Participate in or lead an inter- or intra-agency project or committee.</li><li>• Coordinate the development of a plan for the fire department to implement a change to service delivery, such as assuming the delivery of Advanced Life Support services within two years.</li><li>• Complete a hazard analysis and mitigation strategy for community.</li><li>• Lead a significant planning effort, such as the strategic plan or the development or update of the Standard of Cover document.</li></ul> |

| Element                       | Examples of Appropriate Development Experiences                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Instruction                   | <ul style="list-style-type: none"> <li>• Develop and implement organization-wide training effort.</li> <li>• Assist a neighboring jurisdiction to develop and administer a regionalized training effort. Represent your jurisdiction to examine, analyze, and potentially move forward with this effort.</li> <li>• Monitor and improve the department's training and officer development programs.</li> <li>• Lead the department's training program and take responsibility for training in one or more of the following: fire, EMS, HazMat, ARFF, technical rescue.</li> </ul>                                                                                                                                                                                                                                                                                                                  |
| Human Resource Management     | <ul style="list-style-type: none"> <li>• Lead the department's human resource functions including staffing, diversity, performance appraisal, and accountability.</li> <li>• Investigate, document, and report on personnel issues including matters of discipline.</li> <li>• Within one's community, develop and move forward with a plan to increase the number of both women and minorities within the fire department. Develop a Diversity Recruitment and Hiring Action Plan.</li> <li>• Create a strategic HR plan that supports desired organizational culture.</li> <li>• Assist in development of hiring process – from interview questions to promotional exercises.</li> <li>• Chair or lead the hiring process for a new academy, managing all the associated issues that impact that process.</li> <li>• Assist or participate in contract negotiations with labor union.</li> </ul> |
| Financial Resource Management | <ul style="list-style-type: none"> <li>• Chair a committee to examine the use of overtime, and report results with recommendations to the chief or city officials.</li> <li>• Plan, implement, manage and report budget functions at a program or divisional level. Set and advocate for strategic priorities within authority.</li> <li>• Develop a budget reduction plan, including service level impacts, and present it to elected officials.</li> <li>• Lead or participate in the RFP process for major equipment acquisition.</li> <li>• Assist in the development of vehicle replacement plan to include all financial impacts.</li> </ul>                                                                                                                                                                                                                                                 |

| Element                    | Examples of Appropriate Development Experiences                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Program/Project Management | <ul style="list-style-type: none"> <li>• Assume responsibility for managing significant organizational project(s).</li> <li>• Monitor and lead project managers, mentor project managers, and set and monitor project metrics and budget.</li> <li>• Manage a department-wide program, such as an organizational vehicle replacement program, fire station remodel, new fire station location and construction, or personal protective equipment acquisition and replacement.</li> </ul>                                                      |
| Interagency                | <ul style="list-style-type: none"> <li>• Represent the agency in multi-agency organizations, participate in multi-agency efforts, develop and negotiate agency priorities, and align with partner agencies.</li> <li>• Guide or direct an interagency committee or team effort.</li> <li>• Serve as organizational liaison with other agencies, such as the local ambulance review committee, 9-1-1 dispatch board, development review committee, Office of Emergency Management, county volunteer fire officers association, etc.</li> </ul> |
| Emergency Management       | <ul style="list-style-type: none"> <li>• Participate in or oversee emergency management planning and activities for mitigation and recovery.</li> <li>• Actively participate in the program and training developed through the Office of Emergency Management (OEM). Assist OEM in soliciting grant funding which is channeled through that office from the state and federal governments.</li> </ul>                                                                                                                                         |
| Community Involvement      | <ul style="list-style-type: none"> <li>• Serve as the fire agency's representative to a large community effort that will sponsor and hold a major event.</li> <li>• Lead efforts to involve the fire agency in community efforts, monitor agency's community image and impact, and make plans for and lead improvement in community relations.</li> </ul>                                                                                                                                                                                     |
| Professional Associations  | <ul style="list-style-type: none"> <li>• Join local, state, regional or national fire service association(s); serve on committees.</li> <li>• Participate in or take a lead role on a statewide committee that resolves an important statewide issue, such as residential sprinkler legislation.</li> <li>• Serve on or lead a county or state fire officers or volunteer association, fire marshal's association, fire chiefs association, or other professional associations.</li> </ul>                                                    |

| Element                   | Examples of Appropriate Development Experiences                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional Contribution | <ul style="list-style-type: none"> <li>• Prepare or assist with the preparation of instructional or informational material for publications or presentations.</li> <li>• Make presentations and participate in efforts to improve fire service knowledge base through lessons learned.</li> <li>• Mentor someone outside of one's own agency.</li> <li>• Print articles in national fire service publications.</li> </ul> |

## Administrative Fire Officer: Self-Development

| Element                                  | Application                                                                                                                                                                                                                                  |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Health/Fitness                           | <ul style="list-style-type: none"><li>• Ongoing health &amp; wellness program.</li></ul>                                                                                                                                                     |
| Physical Ability                         | <ul style="list-style-type: none"><li>• Maintain according to job requirements.</li></ul>                                                                                                                                                    |
| Career Mapping                           | <ul style="list-style-type: none"><li>• Begin CFOD process; learn mentorship.</li></ul>                                                                                                                                                      |
| Communication                            | <ul style="list-style-type: none"><li>• Deliver large group/public presentations.</li></ul>                                                                                                                                                  |
| Interpersonal Dynamics/Skills            | <ul style="list-style-type: none"><li>• Use effective time management; build teams; become a mentor.</li></ul>                                                                                                                               |
| Diversity                                | <ul style="list-style-type: none"><li>• Promote and reinforce organizational and community diversity.</li></ul>                                                                                                                              |
| Ethics                                   | <ul style="list-style-type: none"><li>• Understand, demonstrate and promote ethical behavior for the organization.</li></ul>                                                                                                                 |
| Legal Issues                             | <ul style="list-style-type: none"><li>• Understand the value/importance of law in its application to the organization.</li></ul>                                                                                                             |
| Technology                               | <ul style="list-style-type: none"><li>• Develop/maintain skills to integrate and coordinate the use of technology throughout the agency.</li><li>• Develop/maintain skills to use technology appropriate to work responsibilities.</li></ul> |
| Local and/or Contemporary Hazards/Issues | <ul style="list-style-type: none"><li>• Assess and analyze unique community risks and emerging issues.</li></ul>                                                                                                                             |