Application for Managing Fire Officer Designation

Utah Commission for Fire Officer Professional Development

Click in the box above and enter your first and last name.

First Edition 4/25/2018, Revised 12/28/2022

Understanding the Designations of the
Utah Commission for Fire Officer Professional Development

Application Process

Begin by viewing the PowerPoint tutorial at UVU.edu/UFRA/FODP.html.

The Utah Fire Officer Professional Development system is based on the International Association of Fire Chiefs' *Officer Development Handbook,* 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 Managing Fire Officer designation includes the following:
- Personal Information Overview
- Online 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 Box 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 a supervisor, fire chief, or 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 in one of two ways:
1) Mail a $40 check **payable to UFRA** to 3131 Mike Jense Parkway, Provo, UT 84601. Attention: Dennis Goudy.
2) Call the UFRA front desk (801-863-7709) to pay by credit card over the phone.

Please refer to the PowerPoint tutorial that you should have already opened.

Personal Information Overview

This short section of the application will ask for basic personal information. It begins on page four.

Online Portfolio Section Requirements

- *Certification.* Copies of your certifications and proof of NIMS courses must be included in your online portfolio. Make sure to label each certificate file with the certificate's name. The master folders will be created for you to upload all sections.

- *Education.* Your official transcript(s) and/or a copy of your diploma(s) must be included.

- *Experience.* A letter from a supervisor, written on department/district/organization letterhead, verifying your employment must be included. Your current resume must be included.

- *Training.* Your certificates of attendance at training courses must be included. Label the files with the course names.

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 review applications within 14 days. 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 if the designation has been awarded.

PERSONAL INFORMATION OVERVIEW

Applicant name: _____

Address: _____

Phone #: _____

Email: _____

Applicant department: _____

Applicant rank: _____

Date Supervisory Fire Officer (SFO) designation received: _____

☐ Full-Time ☐ Part-Time ☐ Volunteer

Hire date (current department): _____

If you have any previous emergency services employment, include name of agency, position, whether volunteer or 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: _____

_____

ONLINE PORTFOLIO 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 equivalencies are required. (Turn in copies of your certifications.)

- [ ] Supervising Fire Officer (SFO) designation (**see page 7 for requirements**)
- [ ] Fire Inspector I (NFPA 1031)
- [ ] Fire Officer II (NFPA 1021)
- [ ] Fire Investigator I (NFPA 1033)
- [ ] Fire Instructor II (NFPA 1041)

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

- [ ] ICS 300

(Administrative Use Only)

Certification element met? [ ] Yes [ ] No

Verified by: _____

Date: _____

EDUCATION ELEMENT

One of the following two education options are required. Provide proof of the degree(s) you have earned or courses you have completed by including a copy of your diploma(s) and/or transcript(s). All courses must have been completed through an accredited college or university. NOTE: Click here for additional information about the education element from the *IAFC Officer Development Handbook,* which is included at the end of this application: **Appendix A, pages 32–33.**

Degree Program:

☐ A Bachelor's Degree or Associate Degree with 30 hours of upper-division courses.

Upper-division courses are primarily for juniors or seniors and, depending on the school, are identified as level 300 or 400 (or 3000 or 4000) courses.

Use this text box to list colleges, degrees, courses, and dates of completion. Put copies of your diploma(s) and/or transcript(s) in your online application folders.

Reminder: Copies of your diploma(s) and/or official transcript(s) must be submitted online.

_____

(Administrative Use Only)

Education element met?   ☐ Yes   ☐ No

Verified by: _____

Date: _____

EXPERIENCE ELEMENT

Required:

☐ Six years in any combination of volunteer or career experience in a fire department **AND** (select one)

☐ A minimum of two years as an SFO Designee only **OR**

☐ A minimum of one year as an SFO Designee with <u>two to four years</u> of experience in a supervisory capacity **OR**

☐ A minimum of six months as an SFO Designee with <u>five or more years</u> of experience in a supervisory capacity.

The following is a series of professional experience elements that must have been completed by the Managing Fire Officer applicant. To see experience examples, click on that box's title. The titles are links to examples in the Managing Fire Officer section of the *IAFC Officer Development Handbook* (which is at the end of this application in Appendix A). In each box below, define what you specifically did to gain experience for that element. Use different examples from those you used in your SFO application. The examples are in bullet form, but you are required to use narrative form and include details such as who, what, when, where, why, and how. Each text box has a 1,000-character limit, so choose your words, style, and format carefully. NOTE: Pay strict attention to spelling, grammar, punctuation, and other details. Multiple errors may result in the application being returned.

Agency Operations

Coaching/Counseling

Directing Resources

Incident Management

Planning

Instruction in a Classroom Setting

Human Resource Management

Financial Resource Management

Program/Project Management

Interagency Participation

Emergency Management

Community Risk Reduction

Professional Association Membership

☐ I have turned in 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 turned in a current resume.

(Administrative Use Only)

Experience element met? ☐ Yes ☐ No

Verified by: _____

Date: _____

TRAINING ELEMENT

Training will be verified based on contact hours and/or official transcripts or certificates of completion. <u>If the number of contact hours for a particular training is not listed on its certificate, ask the training organization.</u>

Command Training. The MFO designation requires an additional **16 hours** of Command Training. Listed below are additional courses that are acceptable as long as they are in addition to those used to complete the SFO designation level. Check the applicable boxes of courses you have completed and upload your certificates of attendance and/or certificates of completion.

☐ UFRA CTC courses (releasing new courses in late 2022).

☐ NWCG S339 Division / Group Supervisor class, or DIVS task book and or Qualified as a DIVS.

☐ NFA Command and Control courses (can be on-line, on-campus, or off-campus).
See https://apps.usfa.fema.gov/nfacourses/catalog/search?page=1 for a list of NFA courses. If you choose to take an NFA Command and Control course not listed, it is recommended that you contact a member of the Commission prior to enrolling to receive course approval.

Safety Officer Training. Incident safety training is required. You must complete at least one of the courses listed below.

☐ NFA S0729 Incident Safety Officer (ISO) (16-hr. online course) **OR** UFRA ISO (16-hr. course)

☐ FDSOA Incident Safety Officer (ISO) (40-hour course)

☐ NWCG S-404 Safety Officer (24-hour course)

Public Education/Community Risk Reduction Training. This type of training is required. Below is a list of some specific courses that meet the requirement for the MFO. If the course you attended is not listed below, contact a Commission member to discuss equivalency.

☐ NFA R0385 Applications of Community Risk Reduction (6-day on-campus course)

☐ NFA O0673 Service Area Risk Reduction (6-day off-campus course)

☐ NFA O0378 Demonstrating Your Community Risk Reduction's Worth (6-day off-campus course)

☐ NFA Q0841 Introduction to Strategic Community Risk Reduction and NFA Q0843 Introduction to Community Risk Assessment (online self-study, 10 hours)

☐ NFA O0635 Best Practices in Community Risk Reduction (2-day off-campus course)

☐ NFA F0636 Building Organizational Support for Community Risk Reduction (2-day off-campus course)

PIO/Media Relations Training. Basic PIO training is required. Check the box below to indicate completion. If you have taken other PIO courses not listed, at the NFA, NWCG, or state levels, you must include a letter describing the course, location, date taken, etc. in order for the Commission to approve it.

☐ IS-29.A Public Information Officer Awareness (online course),
G290 Public Information Officer - Basic, or an equivalent course

Leadership Training. You must complete one of the listed leadership courses and one of the listed leadership series** from the table below. If you have completed "other" leadership courses, follow the instructions in the last row of the table. Note that if you choose "other," you must contact the Commission to get approval for course recognition.

Leadership Courses and Series Completed	Date Completed
NFA F0602 Shaping the Future (2-day off-campus course) **OR**	
NWCG L-380 or L-381 **AND**	

NOTE: The 3 courses listed in this block must be completed as a group.
   o Leadership I for Fire/EMS: Strategies for Company Success
   o Leadership II for Fire/EMS: Strategies for Personal Success
   o Leadership III for Fire/EMS: Strategies for Supervisory Success
November 2011 or later
 	
OR	

NOTE: The 3 courses listed in this block must be completed as a group.
NFA O0645 Leadership in Supervision (off-campus 6-day course)
   o Leadership in Supervision: Creating Environments for Professional Growth
   o Leadership in Supervision: Perspectives in Thinking
   o Leadership in Supervision: Frameworks to Success
September 2016 or later
 	
OR	

NFA R0645 Leadership in Supervision (Note: This course meets the Leadership I, II, and III series requirement above. It is a 6-day on-campus delivery only.) **OR**	
For other leadership courses, put "other." On a separate page, write the name and description of the course(s) taken, its length, the date you took it, and the CEUs (for approval by the review committee).	

Use this page to list the additional training you have taken since completing your SFO designation. A minimum of **50 contact hours** is required for the MFO designation. <u>If the number of contact hours for a particular training is not listed on its certificate, ask the training organization.</u>

UFRA Fire Schools, Symposiums, Multi-Agency Training, Formal Department Training, Other Specialized Training (list name and date)	Number of Contact Hours
Total contact hours:	

National Wildfire Coordinating Group (NWCG) Training (list name and date)	Number of Contact Hours
Total contact hours:	
<u>**Combined**</u> **total of contact hours from both tables:**	

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

ADMINISTRATIVE USE ONLY (PORTFOLIO CHECKLIST)		
Category	**Yes/No**	**Notes/Explanation**
Qualitative requirements met		
Certifications verified		
Diploma(s) and/or official transcript(s) included		
Letter verifying experience included		
Training hours met and documentation included		
Quantitative requirements met		
Fee included		

Verified by: _____

Date: _____

Designation as a Managing Fire Officer awarded? ☐ Yes ☐ No

Commission Chair signature: _____

Date: _____

Development Level	Prerequisites/Certification Element	Training/Education Opportunities/Description	Applicable Standard	Cost
Fire Officer II (NFPA 1021, Chapter 5)	Fire Officer I	Varies state to state but must be an IFSAC certification course. Utah offers Fire Officer I as a blended, online, or direct delivery course multiple times per year.	NFPA 1021, Chapter 4	No cost to a student affiliated with a Utah fire department

Fire Officer II Competencies	**Description**			**Other Ways to Meet These Requirements**
- Must be an NFPA-certified Fire Officer I, meet prerequisites as established by the UFSCC, and have a minimum of 5 years of experience as a member of an organized fire department. - Successful completion of 2 of the required specialty courses: ADO-Aerial, HazMat Technician, Inspector I, Fire Investigator, Instructor II, or Technical Rescue - Successful completion of NIMS ICS 300 - Successful completion of a 4-hour CTC course OR the NFA Incident Command Systems Simulation, SERIES I: Awareness of Command and Control Decision Making at Multi-Alarm Incidents (Q0297), ICS Sim Ranch House (Q0324), ICS Sim Casper Hall Dorm (Q0327) - Fill out the Fire Officer II Portfolio Requirement Form, provide documentation to the Certification Office as required, and pass a written examination administered by the Certification Council	NFPA 1021 - Chapter 5			- Fire departments may conduct in-house training programs that meet NFPA standards. - Training received at state fire training agencies outside of Utah may qualify, but you must be able to verify competencies, skills, and testing for reciprocity to occur.

Development Level	Prerequisites/Certification Element	Training/Education Opportunities/Description	Applicable Standard	Cost
Managing Fire Officer (MFO) Designation Program The Managing Fire Officer Designation Program requires a portfolio combination of certifications, education, experience, and training. The program is voluntary but can make a significant impact on an applicant's ability to promote to officer level and provides a clear career development path.	Supervising Fire Officer (SFO) designation	Must have completed additional requirements since the successful completion of the SFO designation		Varies based upon the individual and how they participated in the training and education needed to complete this designation level
	Fire Officer II	Review committee must agree based upon type of Fire Officer II certificate or where the certification was issued	NFPA 1021, Chapter 5	Utah does not currently conduct FO II courses. Students must seek IFSAC certification elsewhere.
	Fire Investigator I	UFRA Direct Delivery Course or equivalent accredited course	NFPA 1033	No cost to a student affiliated with a Utah fire department
	Fire Inspector I	UFRA Direct Delivery Course or NFA R220, Fire Inspection Principles or UVU ESFO 2050 Fire Protection and Detection Systems or ESFO 2030 Fire Inspector I	NFPA 1031	No cost if you attend a UFRA Direct Delivery Fire Inspector I course, if you are affiliated with a Utah FD. There are costs if you are not affiliated.

Managing Fire Officer (MFO) Designation Program (continued)	ICS 300	UFRA Direct Delivery ICS 300 course. This is offered throughout the state of Utah at least 3 times per year. Other agencies: State Emergency Management, Coast Guard, NWCG offerings, or any agency that conducts this training, as long as the student receives a certificate of completion with FEMA, NWCG, US Department of Agriculture, or US Fire Administration approval	NFPA 1561	If you take it at UFRA and you are affiliated with a Utah FD, there is no cost. For federal or state employees or those from any other jurisdiction, there is a cost for the 3-day course.
	Associate degree, bachelor's degree, or higher OR	Degree must be verified	Associate of Applied Science in Fire Science preferred. By now, the MFO applicant should be nearing completion of or have completed a bachelor's degree.	Cost will be based upon location and how the courses were completed
	General Education Equiv. Must complete this if degree is not complete.	See the list of courses below that meet the required education for the MFO designation. **NOTE: The required courses are in yellow boxes.**	NOTE: Some fire departments now require the completion of a bachelor's degree in order to promote to upper management levels, such as battalion chief.	Cost will be based upon location and how the courses were completed
MFO Elements (Competencies) from the *IAFC Officer Development Handbook*	**Applicable Code/Standard**	**Education, Academic Level, Accredited College Courses** NOTE: Courses listed in this column will meet or exceed the minimum requirement for the MFO Elements and Utah Competencies.	**NFA, EMI, NWCG Courses**	**Training** NOTE: Courses or other training listed in this column will meet the required MFO and Utah Competencies needed for this level.
MFO-01 Understanding and using statistical data for basic descriptive measures, statistical inference, and forecasting	5.2.3 NFPA 1031 6.3.1 NFPA 1035 5.2.4 NFPA 1037 5.2.5 NFPA 1037 5.6.5 NFPA 1037	Statistics (A) Analytical Approaches to Public Fire Protection (FBC)		

MFO-02 Understanding and practicing interpersonal communication skills, including perception, listening, and conflict resolution	5.3.1 NFPA 1021 4.6.5 NFPA 1033 5.2.2 NFPA 1037 5.4.2 NFPA 1037 5.4.4 NFPA 1037 5.2.6 NFPA 1041	Public Speaking (A) Oral Communication (A)	o IS-29.A or DPS G290 Basic PIO o CESS R107, NWCG L-380, L-381 o Q0426 Introduction to Fire and EMS Supervision and Mgmt. o R0645 Leadership in Supervision o Leadership in Supervision Series: • 0646 Creating Environments for Professional Growth • 0647 Perspectives in Thinking • 0648 Frameworks to Success	
MFO-03 Understanding American political philosophy, social justice, and systems of American politics	5.1.1 NFPA 1021	U.S. Government (A)		
MFO-04 Understanding and using basic methods for critical analysis of arguments, including inductive and statistical inference, scientific reasoning, and argument structure	5.2.3 NFPA 1031 4.6.5 NFPA 1033 5.2.4 NFPA 1037 5.2.5 NFPA 1037 5.3.4 NFPA 1037 5.7.2 NFPA 1037 5.7.3 NFPA 1037 5.7.4 NFPA 1037 5.7.5 NFPA 1037	Critical Reasoning (A) Research (A) Applications of Fire Research (FBC) Analytical Approaches to Public Fire Protection (FBC)		
MFO-05 Understanding ethical issues, including whistle-blowing, discrimination, social responsibility, honesty in the workplace, and setting appropriate workplace standards		Ethics and Values in the Workplace (A) Personnel Management for the Fire and Emergency Services (FBC)		

MFO-06 Understanding and demonstrating analysis, research, problem solving, organization, and expression of ideas in typical staff reports	6.1.2 NFPA 1021 6.4.1 NFPA 1035 5.5.2 NFPA 1037 5.6.5 NFPA 1037 5.7.3 NFPA 1037 5.7.4 NFPA 1037 5.7.5 NFPA 1037 5.7.6 NFPA 1037	Report Writing (A)		
MFO-07 Understanding accounting information as part of the control, planning, and decision-making processes	5.4.2 NFPA 1021 5.4.3 NFPA 1021 7.2.1 NFPA 1035 5 2.3 NFPA 1037	Public Finance (A) Budgeting (A)		
MFO-08 Understanding the basic principles of organization and management as applied to fire service agencies. Applying theories to management problems.	6.1.1 NFPA 1021 5.2.1 NFPA 1037 5.7.5 NFPA 1037 5.7.7 NFPA 1037	Fire and Emergency Services Administration (FBC) Political and Legal Foundations of Fire Protection (FBC)	ED (R123), SOIF:EMS (R331)	
MFO-09 Understanding the basic legal system structures and content as they affect local government and employers	6.2.2 NFPA 1021 5.2.2 NFPA 1031 5.7.2 NFPA 1037 5.7.5 NFPA 1037	Law (A) Political and Legal Foundations of Fire Protection (FBC)		
MFO-10 Understanding and using principles and techniques for effective project planning	4.2.6 NFPA 1021 5.2.1 NFPA 1021 5.4.2 NFPA 1021 6.1.1 NFPA 1035 5 2.1 NFPA 1037 5 2.3 NFPA 1037 5 6.2 NFPA 1037	Planning (A) Fire and Emergency Services Administration (FBC)		

MFO-11 Understanding the basic philosophy, organization, and operation of fire and injury prevention programs	6.3.1 NFPA 1021 5.2.3 NFPA 1031 5.1.1 NFPA 1035 5.6.2 NFPA 1037 5.6.3 NFPA 1037 5.6.5 NFPA 1037 5.6.6 NFPA 1037 5.6.7 NFPA 1037	Prevention and Education (A) Fire Prevention Organization and Management (FBC) Community Risk Reduction for the Fire and Emergency Services (FBC)		
MFO-12 Understanding the basic design and operation of fire detection, alarm, and suppression systems	4.5.2 NFPA 1021 5.3.10 NFPA 1031 4.2.8 NFPA 1033 5.1.1 NFPA 1035	Fire Protection Systems (FAC) Fire Protection Systems and Structures (FBC)		
MFO-13 Understanding the theory and principles for the use of water in fire suppression activities. Includes hydraulic principles.	5.3.11 NFPA 1031 4.2.5 NFPA 1033	Fire Protection Hydraulics and Water Supply (FAC)		
Incident Safety Officer		ESFF 1120 Principles of Fire & Emergency Services Safety & Survival	NFPA 1521	NFA F349 Fire Service Safety Culture, F729 Incident Safety Officer, or FDSOA Incident Safety Officer

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Appendix A

IAFC Officer Development Handbook
Managing Fire Officer Section

INTERNATIONAL ASSOCIATION OF FIRE CHIEFS

OFFICER DEVELOPMENT HANDBOOK

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

MANAGING 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 **Managing Fire Officer,** refer to:

NFPA Fire Officer II Standards

Component	Content
General	Fire Officer I and Instructor I.
General Knowledge	Examine organization of local government; legislative processes; functions of related divisions, bureaus, agencies and organizations.
General Skills	Present intergovernmental and interagency cooperation concepts.
Human Resource Management	Evaluate member performance; maximize performance and/or correct unacceptable performance; complete formal performance appraisal process.
Community and Government Relations	Deliver public fire and life safety educational programs.
Administration	Prepare budget requests, news releases, recommended policy changes, and basic analytical reports.
Inspection and Investigation	Conduct hazard inspections, document violations, and investigate fires to determine origin and preliminary cause.
Emergency Service Delivery	Supervise multi-company emergency incident operations and hazardous materials responses.
Health and Safety	Review injury, accident, and exposure reports; identify unsafe work environments or behaviors; initiate action to correct the problem.

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 a Managing Fire Officer.

Managing Fire Officer: Learning

Element	Note
Fire Officer II	NFPA 1021
Multi-Company Incident Management	MCTO and MCI
Public Information Officer	Media relations
Fire Investigator I	NFPA 1033 or equivalent
Public Educator I	NFPA 1035 or equivalent
Leadership Development Series	National Fire Academy

In addition to the elements for Supervising Fire Officer, the following additional studies are to be undertaken through an accredited institution of higher education.

MFO Component	Outcome	Discipline Level	Suggested Course
MFO-01	Understanding and using statistical data for basic descriptive measures, statistical inference and forecasting.	Quantitative (Math) 100	Introduction to Statistics
MFO-02	Understanding and practicing basic interpersonal communication skills including perception, listening, and conflict resolution.	Communications 200	Interpersonal Communication
MFO-03	Understanding American political philosophy, social justice, and systems of American politics.	100	Philosophy
MFO-04	Understanding and using basic methods for critical analysis of arguments including inductive and statistical inference, scientific reasoning, and argument structure.	100	Critical Reasoning
MFO-05	Understanding ethical issues including whistle blowing, discrimination, social responsibility, honesty in the workplace, and setting appropriate workplace standards.	200	Professional Ethics
MFO-06	Understanding and demonstrating analysis, research, problem solving, organization, and expression of ideas in typical staff reports.	200	Professional Report Writing
MFO-07	Understanding accounting information as part of the control, planning, and decision-making processes.	200	Accounting Analysis
MFO-08	Understanding basic principles of organization and management as applied to fire service agencies; applying theories to management problems.	Management 200	Fire Service Management

MFO Component	Outcome	Discipline Level	Suggested Course
MFO-09	Understanding the basic legal system structures and content as they affect local government and employers.	Law 100	Introduction to Law
MFO-10	Understanding and using the principles and techniques for effective project planning.	100	Introduction to Planning
MFO-11	Understanding the basic philosophy, organization, and operation of fire and injury prevention programs.	Fire Science 100	Prevention and Education
MFO-12	Understanding the basic design and operation of fire detection, alarm, and suppression systems.	Fire Science 100	Fire Protection Systems
MFO-13	Understanding the theory and principles for the use of water in fire suppression activities; includes hydraulic principles.	Fire Science 100	Fire Protection Hydraulics

Element	Examples of Appropriate Development Experience
Agency Operations	• Work as qualified SFO for two to four years. • Serve as Incident Commander for multi-company operations; review and update operating procedures.
Coaching/Counseling	• Provide coaching/counseling to new members. • Develop an orientation plan for newly hired personnel. Personally, deliver and support this program/exercise, and remain available to provide guidance and support as they become familiar with and oriented to the organization. • Participate in Critical Incident Stress Management. • Develop and monitor individual improvement plans for marginal employees. • Take a lead role in working with command staff to develop an orientation program for newly hired personnel. Once delivered, personally mentor these individuals throughout their probationary year.
Directing Resources	• Act as officer for multi-company operations. Include emergency response and non-emergency activities. • Conduct an analysis of turnout and response times. Include both historical data as well as data gleaned from experiments and queuing. • Serve as Incident Commander for multi-company operations. • Oversee multiple small projects/budgets.
Incident Management	• Function as the supervisor or an aide to the Incident Commander of a multi-company operation.
Planning	• Develop, implement or manage a planning process. • Monitor SOC compliance; lead efforts to close gaps in strategic plan targets.
Instruction	• Develop/implement company training plan. • Conduct a needs assessment to establish an outline for a Company Officer development program. • Develop and take a lead role with a Company Officer program. Use NFPA 1021 and the IAFC ODH as baseline documents. • Implement training plans for any specific department program.

Element	Examples of Appropriate Development Experience
Human Resource Management	• Participate in human resource functions involving individuals; e.g., performance appraisal, accountability and discipline, group dynamics, facilitation, conflict resolution, diversity and staffing. • Design a method to ensure high-quality feedback from supervisors (Company Officers) at the Company level. • Develop a promotional exam for Company Officer based on competencies needed by the organization.
Financial Resource Management	• Manage a station, project, or small program budget/plan, and implement cost savings for station project or small program. • Develop a five-year budget for multiple, autonomous (but interlinked) department programs.
Program/Project Management	• Be responsible for the planning, budgeting, implementation, management, and/or reporting on a significant project or program. • Identify, implement and manage a department-wide program. • Be responsible for the planning, budgeting, implementation, management and/or reporting on a small project or program. • Direct and oversee a major component of your EMS, Fire Prevention, or Training functions.
Interagency	• Participate in an interagency committee, team or work effort. • Represent the fire department on a regional committee with a high profile related to public safety. • Work with a neighboring jurisdiction on a mutual aid response plan.
Emergency Management	• Participate in the development and/or updating of local emergency management plans/exercises. • Assist local Office of Emergency Management in their programs, i.e., grant funding, which is channeled through OEM from the state and feds.
Community Involvement	• Participate in non-fire service groups; e.g., charitable organizations, youth clubs, service clubs, sports teams, etc. • Provide leadership in local charitable organizations, youth clubs, service clubs, sports teams, etc. • Become involved in a volunteer fire service community effort.
Professional Associations	• Participate in local and state professional association(s).

Element	Application
Health/Fitness	• Engage in an ongoing health & wellness program.
Physical Ability	• Maintain according to job requirements.
Career Mapping	• Explore career areas of special interest; seek a mentor.
Communication	• Speak before small groups.
Interpersonal Dynamics/Skills	• Facilitate groups; coach/counsel.
Diversity	• Embrace organizational and community diversity.
Ethics	• Understand, demonstrate and promote ethical behavior for the team.
Legal Issues	• Understand the value/importance of law in its application to organizational programs.
Technology	• Develop/maintain skills to manage the use of technology in the work unit. • Develop/maintain skills to use technology appropriate to work responsibilities.
Local and/or Contemporary Hazards/Issues	• Develop and communicate a current awareness and understanding of unique local hazards and emerging issues.