

Application for Supervising Fire Officer Designation

Utah Commission for Fire Officer Professional Development



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

This application will be accepted until December 1, 2024. If it is not submitted by that date, please transfer your information to the current application on the website.

Understanding Utah Fire Officer Professional Development

Application Process

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. It 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. It serves as a resource for those seeking officer designations. It can be used as part of a department's career ladder program.

The application packet for supervising fire officer designation includes the following:

- Personal Information Overview
- Online Portfolio Section Requirements
- Resource Matrix

Each portion will be explained in greater detail in the following paragraphs. The application will need to be filled out and submitted online along with supporting documentation.

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.

To best organize your documents, please refer to the PowerPoint tutorial at uvu.edu/ufra/fodp.html that you should have already opened.

Personal Information Overview

This section of the application will ask for basic personal information.

Online Portfolio Section Requirements

- **Certification.** Copies of certifications and proof of NIMS courses must be uploaded to a UVU Box account. Make sure to label your certificate file. This will be created for you once you complete and submit your application.
- **Education.** Official transcripts or a copy of degree(s) awarded must also be uploaded once the Box account has been created.
- **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.** Use the boxes and tables provided on pages 7–10 to document formal training. At least 25 points are required for the completion of the training section of this application. Upload documentation showing completion of training classes to the UVU Box account.

Resource Matrix

This resource is provided to assist Utah firefighters with ascertaining possible development opportunities. The resource matrix on **page 12** in this application shows recommended and required training courses.

Review by the Committee (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 the commission may contact the applicant.

Misrepresentation of facts by the applicant may lead to disqualification, and the applicant's department will be notified.

PERSONAL INFORMATION OVERVIEW

Applicant Name: _____

Address: _____

Phone #: _____

Email: _____

Applicant Department: _____

Applicant Rank: _____

Full-time Part-time Volunteer

Hire date (current department): _____

Use the box below to list any previous emergency services employment. Include the name of the agency, your position(s), whether you were volunteer or career, and your service dates.

(Administrative Use Only)

Date application package received: _____

Date administrative review completed: _____

Any deficiency noted: _____

ONLINE PORTFOLIO SECTION REQUIREMENTS

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

CERTIFICATION

The following certifications or course equivalents are required:

- Firefighter I
- Firefighter II
- Haz Mat: Awareness
- Haz Mat: Operations
- Instructor I
- Certificate of Completion for Company Officer Inspector course (UFRA) or Fire Inspector I
- Officer I

The following National Incident Management System (NIMS) course certificates of completion are required. NOTE: Online NIMS courses change frequently. Check this website for the most current version of the below listed courses: <https://training.fema.gov/is/courseoverview.aspx?code>.

- ICS 100 or current version of IS-100.
- ICS 200 or current version of IS-200. (This course is best if it is completed live and is instructor-led.)
- IS-700 or current version of IS-700.
- IS-703 or current version of IS-703.
- IS-800 or current version of IS-800.

NOTE to applicant: For this designation level, you need to submit copies of completion certificates for only those courses indicated above. Save additional certificates for the next designation level. For example, ICS 300 is required for the Managing Fire Officer designation and not the Supervising Fire Officer. You will be able to upload additional certificates with the next level application. Make sure to label your certificate files.

(Administrative Use Only)

Certification Element Met.	Yes	No
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Verified by: _____

Date: _____

EDUCATION

The candidate must provide proof of college-level or university-level education (obtained through an accredited college or university).

Degree Program

Associate of Applied Science or higher

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

(Administrative Use Only)

Candidate has met the education requirement. Yes No

Verified by: _____

Date: _____

EXPERIENCE

Applicants for the Supervising Fire Officer designation must have a minimum of four years of experience in a fire department: full-time career, volunteer, or a combination of career and volunteer. Include a letter from your chief or supervisor on department/district/organization letterhead verifying your years of experience and completion of each of the experience elements.

- By checking this box, I certify that I have met the minimum number of years needed to apply.
- I have attached a copy of my current resume.

The following is a series of professional experience elements that must have been completed by the Supervising Fire Officer applicant. Each element title is a link to an example in the Supervising Fire Officer section of the *IAFC Officer Development Handbook*, which is included at the end of this application in Appendix A. Write a narrative in each of the boxes explaining what you specifically did to gain experience for each element. The examples are in bullet form, but it is required that you 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, punctuation, and detail. Multiple errors may result in the application being returned.

Agency Operations

Coaching/Counseling

Directing Resources

Incident Management

--

Planning

--

Instruction

--

Human Resource Management

--

Financial Resource Management

--

Program/Project Management

Professional Association Membership

Emergency Management

Community Involvement

(Administrative Use Only)

Candidate has met the experience requirement: Yes No

Verified by: _____

Date: _____

TRAINING

In addition to certifications, education, and experience, professional development training is required. Complete the applicable boxes and fields beginning at the bottom of this page. All fields completed will be tallied at the bottom of page 10. Each box and table will be measured using a point system based on contact hours as shown on official transcripts or certificates of completion. **At least 25 points are required to meet this element.** The resource matrix beginning on **page 12** shows some recommended and required training courses. Required courses for Supervising Fire Officer designation or their equivalent are indicated by an asterisk. **Please fill in the point values earned in the boxes below.**

Command Training is required for the Supervising Fire Officer designation. However, no points are given for this category of training. Examples include, but are not limited to: UFRA CTC, NFA Command and Control, and Blue Card Command Training. It is possible that some other state courses may be accepted if the curriculum meets principles of command, classroom time, simulation time, and/or task books indicating learning acquired.

Check this box to indicate that you have completed at least 8 hours of command training. Include certificates of completion that list date, name of training course, location of course, and number of hours. Include copies of the course syllabus if taken in other states.

Use the check boxes, tables, and spaces below to document applicable classes. Use the “points per category” table on page 10 to combine all calculated points requested for the training section:

EMS—choose only one of the following (may be current or previous certification)

- EMT: 5 Points
- AEMT: 7 Points
- Paramedic: 10 Points

Total EMS Points:

Haz Mat—choose all that apply (may be current or previous certification)

Haz Mat Technician: 5 points

Total HM Tech Points:

Use this table to list all other Haz Mat classes taken. List location of the class. Note: Do not include Haz Mat Awareness or Operations in this table.	Number of Contact Hours
Enter total points (divide # of contact hours by 15) for all other Haz Mat classes.	

Name of Technical Rescue class taken and location (Please attach additional sheets if you need more space.)	5 points for each completed UFRA Tech Rescue qualifying course
Enter total points:	

One-Week NFA Courses – Include official title and dates taken	3 points for each
Enter total points:	

Two-Week NFA Courses – Include official title and dates taken	6 points for each
Enter total points:	

Other NFA Courses – Include official title and date(s) taken (i.e. NFA sponsored ISO 16-hour course)	Number of Contact Hours
Enter total points (divide # of contact hours by 15) for all other NFA courses:	

Utah Fire and Rescue or other specialized / professional training (i.e. WFS courses, annual FF training seminars, etc.)	Number of Contact Hours
Enter total points (divide # of contact hours by 15) for UFRA or other specialized training:	

Public Education Courses (other than NFA listed above)	Number of Contact Hours
Enter total points (divide # of contact hours by 15) for all Public Ed Courses:	

National Wildfire Coordinating Group (NWCG) Training	Number of Contact Hours
Enter total points (divide # of contact hours by 15) for all NWCG classes:	

Point calculation box - Total all points from the training check boxes and tables above and place them in the table below. The committee will review and confirm the numbers.

TRAINING POINTS PER CATEGORY TALLY		
Category	Points Requested	Points Awarded
EMS		
Haz Mat		
Technical Rescue		
NFA (all courses including ISO)		
UFRA or other		
Pub Ed		
NWCG		
Total Training Points		

(Administrative Use Only)

Candidate has met the training requirement: Yes No

Verified by: _____

Date: _____

Reviewer Comments Box. Enter the section and details as needed.

ADMINISTRATIVE USE ONLY (PORTFOLIO CHECKLIST)		
Category	Yes/No	Notes/Explanation
Qualitative requirements met		
Certifications verified		
Education verified		
Experience verified		
Training points verified		
Quantitative requirements met		
Fee included		

Verified by: _____

Date: _____

Designation as a Supervising Fire Officer awarded? Yes No

Commission Chair Signature: _____

Date: _____

RESOURCE MATRIX

This resource matrix is provided to show some of the development opportunities available to Utah firefighters. A description and explanation of the terms relating to the required documentation follows.

Elements (Competencies) from the *IAFC Officer Development Handbook*: Located in the far-left column, these are competencies or benchmarks that must be met.

Additional Utah Elements (Competencies): These additional competencies have been adopted in Utah to reflect legal requirements and skills considered important, though they are not included in the *IAFC Officer Development Handbook*.

Utah Supervising Fire Officer Recommended Development Resources

Education: UVU Courses: This column shows specific, current UVU general education and fire/emergency services courses that meet the element requirements. Older UVU/UVSC courses or courses from another regionally accredited college or university can also be accepted with proper transcripts and documentation of learning objectives.

Training: This column shows examples of training classes that are regularly available to Utah firefighters through the Utah Fire & Rescue Academy (UFRA), the National Wildfire Coordinating Group (NWCG), the National Fire Academy (NFA), etc. Other courses from any training provider, including fire departments, may also be recognized with documentation showing that the element is met by completing such training. Course certificates of completion or transcripts must be included with the application.

Certification: This column lists Utah Fire Service Certifications that meet required elements. Equivalent certifications earned in another certification system accredited by the International Fire Service Accreditation Congress (IFSAC) or the National Board on Fire Service Professional Qualifications (Pro Board) will be accepted.

Elements (Competencies) from the IAFC Officer Development Handbook	Additional Utah Elements (Competencies)	Utah Supervising Fire Officer Recommended Development Resources					
		Education: UVU Courses	Standards	Training	Standards	Certification	Standards
Firefighter I*		Recruit Candidate Academy		Firefighter I	NFPA 1001	Firefighter I*	NFPA 1001
Firefighter II*		(Included in RCA)	NFPA 1001	Firefighter II	NFPA 1001	Firefighter II*	NFPA 1001
Fire Officer I*		ESFO 2100 Fire Officer I, Fire Administration I	NFPA 1021	UFRA Fire Officer I	NFPA 1021	Fire Officer I*	NFPA 1021
Instructor I*		ESFO 211A Fire Service Instructor I	NFPA 1041	Fire Service Instructor I or NWCG M-410	NFPA 1041	Fire Service Instructor I*	NFPA 1041
	UFRA Company* Officer Inspector	ESFO 2050 Fire Protection and Detection Systems or ESFO 2030 Fire Inspector I	NFPA 1031	Fire Inspector I or NFA R220 Fire Inspection Principles	NFPA 1031	Fire Inspector I	NFPA 1031
Emergency Medical Services		ESEC 1140 EMT Basic or EMT I/AI or ESEC 3110 Paramedic		Emergency Medical Technician or EMT I/AI		EMT-B or EMT-P	UBEMS
IMS*	NIMS Compliance*		NFPA 1561	UFRA Command Training Center and ICS 100, 200, 700 & 800, or other courses to be evaluated	NFPA 1561	NWCG ICT 4, NWCG Single Resource Boss	NFPA 1561
Incident Safety Officer		ESFF 1120 Principles of Fire & Emergency Services Safety & Survival		NFA F349 Fire Service Safety Culture or F729 Incident Safety Officer or FDSOA Incident Safety Officer	NFPA 1521	FDSOA Safety Officer	NFPA 1521
Haz Mat: Operations*		ESFF 1340 Haz Mat: Ops (Included in RCA)		Haz Mat: Operations	NFPA 472, OSHA 1910.120	Haz Mat: Operations*	NFPA 472
	Conflict Resolution— Interpersonal Communications	PSY 2250 Psych. of Interpersonal Relationships		UFRA Recruiting and Retaining Volunteers or NFA: R331 Fire Service Organizational Theory			
	Tactics and Strategies: Structural Fires	ESFO 2100 Incident Command		NFA F458 Preparation for Initial Company Operations; Strategy and Tactics for Initial Co. Ops; Command Training Center Phase 1			
	Tactics and Strategies: Urban Interface	ESWF 2150 Fire Ops in the Wildland Urban Interface		S-205/215 Operations in the Urban Interface or NFA F610WUI Firefighting for Structural CO	ICT 4 / Single Resource Boss	NWCG ICT 4 / Single Resource Boss	NWCG ICT 4/ Single Resource Boss
	Tactics and Strategies: Haz Mat		OSHA1910,120, NFPA 472	NFA R243 Haz Mat Incident Management Haz Mat Operating Site Practices	NFPA 472		NFPA 472
	Finance/Planning— Basic			R333 Fire Service Financial Management or R331 Fire Service Organizational Theory			

*Required

Elements (Competencies) from the IAFC Officer Development Handbook	Additional Utah Elements (Competencies)	Utah Supervising Fire Officer Recommended Development Resources					
		Education: UVU Courses	Standards	Training	Standards	Certification	Standards
SFO-01 Ability to write detailed prose*		General Ed / ENGL; ENGL 1010 or ENGL 1060*					
SFO-02 Understanding and using basic interpersonal, group, and public communication skills		COMM 1020 Public Speaking or COMM 1050 Intro to Speech Communication		NFA - R107 Communications for Emergency Services Success or R332 Effective Leadership Skills for Fire & EMS Orgs; DPS G290 Basic PIO			
SFO-03 Ability to write accurate and clear letters, memos, technical reports, and business communications		ENGL 2010 Intermediate Writing		NFA - R107 Communications for Emergency Services Success			
SFO-04 Understanding about ecosystem construction and destruction, energy production and use, and waste generation and disposal		ENVT 1110 Intro to Environmental Management or any approved biology course					
SFO-05 Understanding basic principles of general chemistry, including the metric system theory and structure		Any approved chemistry course or ESFF 2430 Hazardous Materials Chemistry		NFA - Chemistry for Emergency Response / Chemistry of Hazardous Materials	NFPA 472, OSHA 1910.120		
SFO-06 Understanding basic principles of areas of psychology: physiology, cognition, motivation, learning, intelligence, personality, and mental health		PSY 1010 General Psychology or SOC 1010 Introduction to Sociology					
SFO-07 Understanding basic principles of social groups, forces, structures, processes, institutions, and events		Phil 2050 Ethics and Values*		NFA - R332 Effective Leadership Skills for Fire & EMS Orgs or R331 Fire Service Organizational Theory			
SFO-08 Understanding and using the basics of mathematical models and elementary concepts of probability and simulation; emphasis on business applications*		MAT 1000 Integrated Beginning and Intermediate Algebra 5:5:0 or MAT 1010 Intermediate Algebra or ESFO 1350 Fire Service Hydraulics & Water Supply*					
SFO-09 Understanding basic principles of information technology and business computer systems for effective daily use		Basic Computer Applications; ISYS 1050		R502 Fire Service Information Management			

*Required

Elements (Competencies) from the IAFC Officer Development Handbook	Additional Utah Elements (Competencies)	Utah Supervising Fire Officer Recommended Development Resources					
		Education: UVU Courses	Standards	Training	Standards	Certification	Standards
SFO-10 Understanding and implementing the basic principles of health, fitness and wellness*		HLTH 1100 Personal Health and Wellness & PES 1097 Fitness for Life	NFPA 1583	NVFC Fire Dept. Health & Wellness, NFA F730 Health & Safety Officer			
SFO-11 Understanding basic concepts of government at the federal, state, and local levels		POLS 1000 American Heritage or HIST 2700 & 2710 US History to/since 1877 or HIST 1700 American Civilization or ECON 1740 US Economic History or POLS 1100 American National Government		U of U Foundations for Leadership			
SFO-12 Understanding functional areas of human resource management and laws; job analysis, testing; performing interviewing, selection, training, and performance evaluation		ESFO 2100 Fire Officer I	NFPA 1021 (partial)	NFA-R824 Management Strategies for Success (3 points) or R332 Effective Leadership Skills for Fire & EMS Orgs, F803 Leadership U of U Foundations for Leadership Leading an Agile Organization		Fire Officer I (3 points)	
SFO-13 Understanding basic theories and fundamentals of how and why fires start, spread, and are controlled		ESFF 1000 Intro to Emergency Services or ESFO 1100 Fire Behavior and Combustion	NFPA 1001 (partial) 1031 (partial) 1033 (partial)	NFA-R 205 Fire Arson Investigation or R811 Fire Cause Determination or Initial Fire Investigation		Fire Investigator I (4 points)	
SFO-14 Understanding the components of building construction related to fire and life safety, including inspections, pre-incident planning, and emergency operations		ESFO 2080 Building Construction for the Fire Services	NFPA 1031 & 1021 (partial)	NFA-R/N135 Fire Protection for the Built Environment			
SFO-15 Understanding and performing basic responsibilities of company officers, including supervision, problem solving, decision making, communications, and leadership		ESFO 2100 Fire Officer I or ESMG 3150 Public Program Administration	NFPA 1021 (partial)		NFPA 1021 (partial)	Fire Officer 1*, Fire Officer II	NFPA 1021 (partial)

***Required**

Appendix A

IAFC Officer Development Handbook
Supervising 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.*

IN PREPARATION FOR SERVICE AS A
SUPERVISING FIRE OFFICER

SUPERVISING 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 **Supervising Fire Officer**, refer to:

NFPA Fire Officer I Standards

Component	Content
General	Firefighter II
General Knowledge	Organizational structure; procedures; operations; budget; records; codes and ordinances; IMS; social, political, and cultural factors; supervisory methods; labor agreements.
General Skills	Verbal and written communication; report writing; incident management system.
Human Resource Management	Use human resources to accomplish assignments safely during emergency, nonemergency, and training work periods; recommend action for member problems; apply policies and procedures; coordinate the completion of tasks and projects.
Community & Government Relations	Deal with public inquiries and concerns according to policy and procedure.
Administration	Implement departmental policy and procedure at the unit level; complete assigned reports, logs, and files.
Inspection & Investigation	Determine preliminary fire cause; secure a scene; preserve evidence.
Emergency Service Delivery	Conduct pre-incident planning; develop incident action plans; implement resource deployment; implement emergency incident scene supervision.
Health & Safety	Integrate health and safety plans, policies, and procedures into daily unit work activities; conduct initial accident investigations.

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 Supervising Fire Officer.

Supervising Fire Officer: Learning

Element	Note
Firefighter I	NFPA 1001; Firefighter I
Firefighter II	NFPA 1001; Firefighter II
Fire Officer I	NFPA 1021; Fire Officer I
Incident Safety Officer	NFPA 1521
IMS	NIMS
Instructor I	NFPA 1041 or equivalent
Inspector I	NFPA 1031 or equivalent
Emergency Medical Services	Per state/local requirements
Valid Driver's License + Related Endorsements	Per state/local requirements
HazMat - Operations Level	NFPA 472

Supervising Fire Officer: Education

The following studies should be undertaken through an accredited institution of higher education.

SFO Component	Outcome	Discipline Level	Suggested Course
SFO-01	Ability to write detailed prose.	100	English Composition
SFO-02	Understanding and using basic interpersonal, group and public communication skills.	100	Public Speaking
SFO-03	Ability to write accurate and clear letters, memos, technical reports and business communications.	100	Business Communications
SFO-04	Understanding ecosystem construction and destruction, energy production, and use and waste generation and disposal.	100	Biology
SFO-05	Understanding basic principles of general chemistry, including the metric system theory and structure.	100	Chemistry
SFO-06	Understanding basic principles of areas of psychology: physiology, cognition, motivation, learning, intelligence, personality, and mental health.	100	Psychology
SFO-07	Understanding basic principles of social groups, forces, structures, processes, institutions, and events.	100	Sociology
SFO-08	Understanding and using the basics of mathematical models; elementary concepts of probability and simulation; and emphasis on business applications.	100/200	Introduction to Finite Math; Algebra

SFO Component	Outcome	Discipline Level	Suggested Course
SFO-09	Understanding basic principles of information technology and business computer systems for effective daily use.	100	Business Computer Systems
SFO-10	Understanding and implementing the basic principles of health, fitness and wellness.	100	Health/Wellness
SFO-11	Understanding basic concepts of government at the federal, state and local levels.	100	American Government
SFO-12	Understanding functional areas of human resource management and laws: job analysis, testing; performing interviewing, selection, training, and performance evaluation.	200	Human Resource Management
SFO-13	Understanding basic theories and fundamentals of how and why fires start, spread, and are controlled.	100	Fire Behavior & Combustion
SFO-14	Understanding the components of building construction related to fire and life safety, including inspections, pre-incident planning, and emergency operations.	100	Building Construction
SFO-15	Understanding and performing basic responsibilities of company officers including supervision, delegation, problem solving, decision-making, communications, and leadership.	200	Fire Administration I

Supervising Fire Officer: Experience

[Click on each title to link back to the experience boxes.](#)

Element	Examples of Appropriate Development Experience
Agency Operations	<ul style="list-style-type: none"> • Worked as qualified responder for three to five years. • Act as an aid to command/participate in after action reviews.
Coaching	<ul style="list-style-type: none"> • Practice peer coaching, e.g., recruits and other organizational workgroups. • Select a subordinate who is experiencing difficulty in performing assigned tasks. Develop a performance improvement plan and provide coaching, including active feedback to the individual over an extended period of time. • Work with small group leadership: sports teams, youth clubs, etc. • Serve as either a coach or manager in a local sports organization, or club officer for a service club. • Work as a peer fitness trainer/youth sports coach/employee evaluator. • Develop a subordinate who needs performance improvement or is aspiring to promote and develop a performance improvement plan with benchmarks. • Acquire other leadership experience, such as coaching and leading others, outside the fire service.
Directing Resources	<ul style="list-style-type: none"> • Function as acting officer for at least 200 hours. Include emergency response and non-emergency activities. • Serve as acting officer/aid to EOC; participate in disaster exercises. • Acquire through work experiences outside the fire service, such as supervisory or managerial roles, where directing resources is a primary job function.
Incident Management	<ul style="list-style-type: none"> • Function as the supervisor of a single resource unit. • When supervisor-level personnel, under the guidance of BCs, handle major incidents.
Planning	<ul style="list-style-type: none"> • Participate in a planning process of critical importance to the organization. • Participate in NIMS planning section, strategic planning review, or Standard of Cover compliance. • Include other program planning - prevention, training, EMS, HazMat, ARFF, Tech Rescue. Include participating in organization and city strategic planning process.
Instruction	<ul style="list-style-type: none"> • Develop curricula and deliver training classes to superiors, subordinates, and peers. • Collaborate with other members to identify training needs.

Element	Examples of Appropriate Development Experience
Human Resource Management	<ul style="list-style-type: none"> • Develop teamwork skills. • Collaborate and organize peer group to actively resolve an important issue (e.g., apparatus operators not wearing their seat belts). • Participate in entry-level employee selection/prepare employee evaluations. • Participation in areas such as re-writes of job descriptions, evaluation process, and so on.
Financial Resource Management	<ul style="list-style-type: none"> • Participate in or contribute to a station, project, or small program budget. • Conduct an analysis of the total cost required to staff and operate a fire station where supervisory responsibility is held. • Complete a cost benefit and budgetary analysis of fire station annual operations and capital items. • Develop and assume authority over a five-year budget program.
Project Management	<ul style="list-style-type: none"> • Participate in an organizational work project. • Develop and implement a home and residential fire safety program to decrease risk in the community. • Manage roll out of new procedure or equipment. • Implement a plan to complete an identified departmental project.
Interagency	<ul style="list-style-type: none"> • N/A
Emergency Management	<ul style="list-style-type: none"> • Participate in mass casualty training, exercises and incidents. • Identify an incident for which the community has a high incidence of risk (e.g., hazardous materials train derailment). Identify stakeholders who likely would respond to and mitigate the incident. Organize an exercise to simulate and then critique such an incident. • Identify a common target hazard in fire district and organize a disaster incident. Include outside agencies and stakeholders who likely would respond to the incident. Include a hot wash and post-incident analysis. • Participate in and or be a member of a local emergency planning committee and its associated functions. Work with the Office of Emergency Management in the administrative processes.
Community Involvement	<ul style="list-style-type: none"> • Interact with homeowners' associations, service clubs, etc. • Join and actively participate in a local Rotary, Kiwanis or other service club. • Serve in a volunteer fire department.
Professional Associations	<ul style="list-style-type: none"> • Network with others in the service; get involved in local, state and/or regional professional association(s); e.g., instructors, EMS, inspectors, investigators, safety officers. • Join and actively participate in a State Fire Association.

Supervising Fire Officer: Self-Development

Element	Application
Health/Fitness	<ul style="list-style-type: none">• Participate in ongoing health and wellness program.
Physical Ability	<ul style="list-style-type: none">• Maintain according to job requirements.
Career Mapping	<ul style="list-style-type: none">• Identify personal traits, strengths and areas for development as part of a personal and professional inventory.
Communication	<ul style="list-style-type: none">• Practice effective written and oral communication, listening skills, and giving/receiving constructive feedback.
Interpersonal Dynamics/Skills	<ul style="list-style-type: none">• Strengthen customer service skills, teamwork, and conflict resolution skills.
Diversity	<ul style="list-style-type: none">• Understand the value/importance of organizational and community diversity.
Ethics	<ul style="list-style-type: none">• Understand, demonstrate and promote personal ethical behavior.
Legal Issues	<ul style="list-style-type: none">• Understand the value/importance of law in its application to the organizational work unit.
Technology	<ul style="list-style-type: none">• Be aware of the importance and value of technology in the work unit.• Develop/maintain skills to use technology in the work unit.
Local and/or Contemporary Hazards/Issues	<ul style="list-style-type: none">• Develop a current awareness and understanding of unique local hazards and emerging issues.