



**Fire Officer 3  
NFPA 1021, 2014 Edition  
Practical Skills Test**



CANDIDATE #

Station #: FO3 - 1

JPR: NFPA 1021 6.2.1, 6.2.1 (A), 6.2.1 (B), 6.2.7, 6.2.7 (A), 6.2.7 (B)

Establish Personnel Assignments and Training Needs		Possible Points	Score
1	Creates crew assignments for personnel	1	
2	All personnel are utilized	1	
3	Crew assignments comply with existing policies	1	
4	Conducts a training needs assessment	1	
5	Identifies top three training priorities	1	
6	Justifies each training priority	1	
7	Writes a recommendation to the chief to support training program maintenance	1	
8	Submissions are free of spelling and grammatical errors	1	
		Total 8	
		% Score	

POINTS	% SCORE
8	100%
7	88%
6	75%
5	63%
4	50%
3	38%
2	25%
1	13%
0	0%

Evaluator Name:	Evaluator Signature:	<b>PASS / FAIL</b> (Circle one)
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Fire Officer 3
NFPA 1021, 2014 Edition
Practical Skills Test

Station #: FO3 - 1

STATION:

Establish Personnel Assignments and Training Needs

OBJECTIVE:

Establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures, so that human resources are used in an effective manner.
Develop an ongoing education training program, given organizational training requirements, so that members of the organization are given appropriate training to meet the mission of the organization.

JPR:

NFPA 1021 6.2.1, 6.2.1 (A), 6.2.1 (B), 6.2.7, 6.2.7 (A), 6.2.7 (B)

EQUIPMENT:

- Pen/Pencil
Stopwatch or suitable timing device

INSTRUCTIONS:

The Fire Officer 3 candidate, given a roster of personnel qualifications, will assign personnel to positions and determine training needs consistent with the department mission and policies in accordance with NYS Fire Officer 3. The candidate will be given seventy-five (75) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

COMMENTS: (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 2

JPR: NFPA 1021 6.2.2, 6.2.2 (A), 6.2.2 (B), 6.2.3, 6.2.3 (A), 6.2.3 (B)

Develop Procedures for Hiring and Promoting Members		Possible Points	Score
1	Reviews applicable policies	1	
2	Determines eligibility requirements for Firefighter	1	
3	Determines eligibility requirements for Lieutenant	1	
4	Determines eligibility requirements for Captain	1	
5	Develops a procedure for candidate selection	1	
6	Develops a training plan	1	
7	Training plan supports the applicable policies	1	
8	Submissions are free of spelling and grammatical errors	1	
		Total 8	
		% Score	

POINTS	% SCORE
8	100%
7	88%
6	75%
5	63%
4	50%
3	38%
2	25%
1	13%
0	0%

Evaluator Name:	Evaluator Signature:	<b>PASS / FAIL</b> (Circle one)
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CANDIDATE #

Fire Officer 3
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Station #: FO3 - 2

STATION:

Develop Procedures for Hiring and Promoting Members

OBJECTIVE:

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

JPR:

NFPA 1021 6.2.2, 6.2.2 (A), 6.2.2 (B), 6.2.3, 6.2.3 (A), 6.2.3 (B)

EQUIPMENT:

- Pen/Pencil
Stopwatch or suitable timing device

INSTRUCTIONS:

The Fire Officer 3 candidate, given policies for hiring and promoting members, will develop eligibility requirements and procedures for appointments to positions within the department. The candidate will also determine training needs consistent with the department mission and policies in accordance with NYS Fire Officer 3. The candidate will be given sixty (60) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

COMMENTS: (Reasons for any failure must be clearly documented here)



**Fire Officer 3  
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CANDIDATE #

Station #: FO3 - 3

JPR: NFPA 1021 6.2.4, 6.2.4 (A), 6.2.4 (B)

Methods to Facilitate and Encourage Members		Possible Points	Score
1	Reviews professional development model	1	
2	Additional training and education assigned is consistent with the professional development model	1	
3	Understands the purpose of a mentoring program	1	
4	Identifies and justifies two members to be mentored	1	
5	Identifies and justifies two members to be mentors	1	
6	Identifies methods to provide mentoring	1	
7	Identifies methods to track progress	1	
8	Identifies processes for remediation	1	
9	Submissions are free of spelling and grammatical errors	1	
		Total 9	
		% Score	

POINTS	% SCORE
9	100%
8	89%
7	78%
6	67%
5	56%
4	44%
3	33%
2	22%
1	11%
0	0%

<b>Evaluator Name:</b>	<b>Evaluator Signature:</b>	<b>PASS / FAIL</b> <i>(Circle one)</i>
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# Fire Officer 3 NFPA 1021, 2014 Edition Practical Skills Test

Station #: FO3 - 3

**STATION:**

Methods to Facilitate and Encourage Members

**OBJECTIVE:**

Describe methods to facilitate and encourage members to participate in professional development, given a professional development model, so that members achieve their personal and professional goals.

**JPR:**

NFPA 1021 6.2.4, 6.2.4 (A), 6.2.4 (B)

**EQUIPMENT:**

- Pen/Pencil
- Stopwatch or suitable timing device

**INSTRUCTIONS:**

The Fire Officer 3 candidate, given a professional development model, will develop processes for mentoring members. The candidate will be given forty-five (45) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

**COMMENTS:** (Reasons for any failure must be clearly documented here)



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Practical Skills Test**



CANDIDATE #

Station #: FO3 - 4

JPR: NFPA 1021 6.2.5, 6.2.5 (A), 6.2.5 (B)

Proposal for Improving Employee Benefit		Possible Points	Score
1	Selects benefit proposal	1	
2	Justifies choice of benefit	1	
3	Correctly calculates the cost range per individual for all benefits provided	1	
4	Correctly calculates the total cost range for all benefits provided	1	
5	Recommends an implementation method for the new benefit	1	
6	Recommends measures to offset some or all of the costs of the new benefit	1	
7	Identifies methods to track employee feedback after implementation	1	
8	Identifies an additional benefit, not originally provided, for future consideration	1	
9	Submissions are free of spelling and grammatical errors	1	
		Total 9	
		% Score	

POINTS	% SCORE
9	100%
8	89%
7	78%
6	67%
5	56%
4	44%
3	33%
2	22%
1	11%
0	0%

Evaluator Name:	Evaluator Signature:	<b>PASS / FAIL</b> (Circle one)
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**Fire Officer 3  
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**Station #:** FO3 - 4

**STATION:**

Proposal for Improving Employee Benefit

**OBJECTIVE:**

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

**JPR:**

*NFPA 1021 6.2.5, 6.2.5 (A), 6.2.5 (B)*

**EQUIPMENT:**

- Pen/Pencil
- Stopwatch or suitable timing device

**INSTRUCTIONS:**

The Fire Officer 3 candidate, given a list of proposed benefits, will identify and justify a benefit for implementation. The candidate will be given forty-five (45) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

**COMMENTS:** (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 5

JPR: NFPA 1021 6.2.6, 6.2.6 (A), 6.2.6 (B)

Provide Employee Accommodation		Possible Points	Score
1	Submits candidates own fire department data summary	1	
2	Completes a response form for each request	1	
3	A decision is made for each accommodation	1	
4	Job duties for the accommodation are identified, if granted	1 AND/OR	
5	Hardship on the employer is explained, if the accommodation is denied	1	
6	Other impacts to the organization are listed	1	
7	Submissions reference applicable laws and policies	1	
		Total 6 OR 7	
		% Score	

POINTS	% SCORE	POINTS	% SCORE
6	100%	7	100%
5	83%	6	86%
4	67%	5	71%
3	50%	4	57%
2	33%	3	43%
1	17%	2	29%
0	0%	1	14%
		0	0%

Evaluator Name:	Evaluator Signature:	<b>PASS / FAIL</b> (Circle one)
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**Fire Officer 3  
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**Station #:** FO3 - 5

**STATION:**

Provide Employee Accommodation

**OBJECTIVE:**

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

**JPR:**

*NFPA 1021 6.2.6, 6.2.6 (A), 6.2.6 (B)*

**EQUIPMENT:**

- Pen/Pencil
- Stopwatch or suitable timing device

**INSTRUCTIONS:**

The Fire Officer 3 candidate, given requests for accommodation, will process the requests and justify the decision made for each. The candidate will be given sixty (60) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

**COMMENTS:** (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 6

JPR: NFPA 1021 6.3.1, 6.3.1 (A), 6.3.1 (B)

Develop Community Risk Reduction		Possible Points	Score
1	Risk is categorized	1	
2	Target population is identified and supported	1	
3	Hazards from the risk are identified	1	
4	Local government and community partnerships are identified	1	
5	Local government and community partnerships are justified	1	
6	A plan is developed and explained	1	
7	The ability of the plan to reduce the impact of the risk is clearly communicated	1	
8	The 5 E's of the plan are completed	5	
9	A SWOT analysis is completed	4	
		Total 16	
		% Score	

POINTS	% SCORE	POINTS	% SCORE
16	100%	8	50%
15	94%	7	44%
14	88%	6	38%
13	81%	5	31%
12	75%	4	25%
11	69%	3	19%
10	63%	2	13%
9	56%	1	1%
		0	0%

Evaluator Name:	Evaluator Signature:	<b>PASS / FAIL</b> (Circle one)
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CANDIDATE #

Fire Officer 3
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Station #: FO3 - 6

STATION:

Develop Community Risk Reduction

OBJECTIVE:

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

JPR:

NFPA 1021 6.3.1, 6.3.1 (A), 6.3.1 (B)

EQUIPMENT:

- Pen/Pencil
Stopwatch or suitable timing device

INSTRUCTIONS:

The Fire Officer 3 candidate, given a risk to the community as well as supporting data, will develop a plan to reduce the risk. The candidate will be given ninety (90) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

COMMENTS: (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 7

JPR: NFPA 1021 6.4.1, 6.4.1 (A), 6.4.1 (B), 6.4.2, 6.4.2 (A), 6.4.2 (B)

Develop and Manage Budget		Possible Points	Score
1	Budget is developed for station upgrade and year 1 operation	1	
2	Capital costs are determined and justified	1	
3	Operating costs are determined and justified	1	
4	Personnel costs are determined and justified	1	
5	Total budget need is identified	1	
6	Calculations are correct	1	
7	Operating budget for year 2 is developed	1	
8	Anticipated revenue is determined	1	
9	Known expenses are calculated	1	
10	Calculations are correct	1	
11	Revenue surplus or shortfall is identified	1	
12	Recommendations for revenue surplus or shortfall are made and justified	1	
		Total 12	
		% Score	

POINTS	% SCORE
12	100%
11	92%
10	83%
9	75%
8	67%
7	58%
6	50%
5	42%
4	33%
3	25%
2	17%
1	8%
0	0%

Evaluator Name:	Evaluator Signature:	<b>PASS / FAIL</b> (Circle one)
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CANDIDATE #

Fire Officer 3
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Station #: FO3 - 7

STATION:

Develop and Manage Budget

OBJECTIVE:

Develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.
Develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.

JPR:

NFPA 1021 6.4.1, 6.4.1 (A), 6.4.1 (B), 6.4.2, 6.4.2 (A), 6.4.2 (B)

EQUIPMENT:

- Pen/Pencil
Stopwatch or suitable timing device

INSTRUCTIONS:

The Fire Officer 3 candidate, given an expansion initiative, will develop a budget to support the initiative and manage the implemented budget to ensure that no negative financial impact is created. The candidate will be given sixty (60) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

COMMENTS: (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 8

**JPR:** NFPA 1021 6.4.3, 6.4.3 (A), 6.4.3 (B)

Process for Developing RFP		Possible Points	Score
1	Answers all questions provided	1	
2	The answers demonstrate an understanding of the process provided	1	
3	Correctly scores vendor submissions	1	
4	Selects the appropriate vendor for award	1	
5	Selection is justified	1	
		Total 5	
		% Score	

POINTS	% SCORE
5	100%
4	80%
3	60%
2	40%
1	20%
0	0%

<b>Evaluator Name:</b>	<b>Evaluator Signature:</b>	<b>PASS / FAIL</b> <i>(Circle one)</i>
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CANDIDATE #

Fire Officer 3
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Station #: FO3 - 8

STATION:

Process for Developing RFP

OBJECTIVE:

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

JPR:

NFPA 1021 6.4.3, 6.4.3 (A), 6.4.3 (B)

EQUIPMENT:

- Pen/Pencil
Stopwatch or suitable timing device

INSTRUCTIONS:

The Fire Officer 3 candidate, given RFP policies and procedures, will demonstrate an understanding of the process and award a bid based upon the procedure provided. The candidate will be given sixty (60) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

COMMENTS: (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 9

**JPR:** NFPA 1021 6.4.4, 6.4.4 (A), 6.4.4 (B)

Develop Department Record Management System		Possible Points	Score
1	Identifies three department activities to be tracked	1	
2	Identifies five department record types to collect	1	
3	Explains how the data should be entered, stored and accessed	1	
4	Identifies who will have access to the data	1	
5	Explains how the data should be reported	1	
6	Identifies two risks of improper data collection and management	1	
7	Identifies two benefits of data collection and management	1	
8	Identifies an external agency that should have access to the data	1	
9	Justifies method chosen to collect the data	1	
		Total 9	
		% Score	

POINTS	% SCORE
9	100%
8	89%
7	78%
6	67%
5	56%
4	44%
3	33%
2	22%
1	11%
0	0%

<b>Evaluator Name:</b>	<b>Evaluator Signature:</b>	<b>PASS / FAIL</b> <i>(Circle one)</i>
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**Fire Officer 3  
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CANDIDATE #

Station #: FO3 - 9

**STATION:**

Develop Department Record Management System

**OBJECTIVE:**

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

**JPR:**

*NFPA 1021 6.4.4, 6.4.4 (A), 6.4.4 (B)*

**EQUIPMENT:**

- Computer
- Printer
- Timer

**INSTRUCTIONS:**

The Fire Officer 3 candidate, given white papers pertaining to fire department data collection, will identify data and system needs for collection, entry, storage and reporting. The candidate will be given sixty (60) minutes to complete this task. The candidate must achieve a score of 70% or higher on this station.

**COMMENTS:** (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 10

**JPR:** NFPA 1021 6.4.6, 6.4.6 (A), 6.4.6 (B), 6.5.1, 6.5.1 (A), 6.5.1 (B)

Model Plan for Organizational Improvement & Evaluate Inspection Program		Possible Points	Score
<b>Part 1 – JPR 6.5.1</b>			
1	Correctly calculates the daily inspection requirement per inspector	1	
2	Identifies one advantage of the inspection program	1	
3	Identifies two disadvantages of the inspection program	1	
4	Identifies one SOP non-compliance	1	
5	Makes two recommendations for improvement to the inspection program	1	
<b>Part 2 – JPR 6.4.6</b>			
6	Identifies one SOP non-compliance	1	
7	Identifies minimum staffing needed to resolve the SOP non-compliance	1	
8	Makes one staffing change to support existing mission and SOP's	1	
9	Determines minimum number of additional staff needed	1	
10	Assigns additional staff to support existing mission and SOP's	1	
		Total 10	
		% Score	

POINTS	% SCORE
10	100%
9	90%
8	80%
7	70%
6	60%
5	50%
4	40%
3	30%
2	20%
1	10%
0	0%

<b>Evaluator Name:</b>	<b>Evaluator Signature:</b>	<b>PASS / FAIL</b> <i>(Circle one)</i>
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CANDIDATE #

**Fire Officer 3  
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**Station #:** FO3 - 10

**STATION:**

Model Plan for Organizational Improvement & Evaluate Inspection Program

**OBJECTIVE:**

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

Evaluate the inspection program of the AHJ, given current program goals, objectives, performance data, and resources so that the results are evaluated to determine effectiveness.

**JPR:**

*NFPA 1021 6.4.6, 6.4.6 (A), 6.4.6 (B), 6.5.1, 6.5.1 (A), 6.5.1 (B)*

**EQUIPMENT:**

- Pen/Pencil
- Stopwatch or suitable timing device

**INSTRUCTIONS:**

The Fire Officer 3 candidate, given current organizational resources and procedures, will make program and staffing recommendations in order to support organizational improvement. The candidate will be given sixty (60) minutes to complete this station. The candidate must achieve a score of 70% or higher on this station.

**COMMENTS:** (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 12

JPR: NFPA 1021 6.6.1, 6.6.1 (A), 6.6.1 (B)

Prepare Action Plan		Possible Points	Score
1	Completes assessment of current situation	1	
2	Establishes unified command	1	
3	Determines additional incident concerns	1	
4	Identifies additional agencies needed at the incident	1	
5	Justifies the utilization of the additional agencies	1	
6	Determines updated objectives for fire department resources	1	
7	Objectives address life safety, incident stabilization, and property conservation	1	
8	Ensures the safety and accountability of all personnel	1	
		Total 8	
		% Score	

POINTS	% SCORE
8	100%
7	88%
6	75%
5	63%
4	50%
3	38%
2	25%
1	13%
0	0%

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**Fire Officer 3  
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CANDIDATE #

Station #: FO3 - 12

**STATION:**

Prepare Action Plan

**OBJECTIVE:**

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

**JPR:**

*NFPA 1021 6.6.1, 6.6.1 (A), 6.6.1 (B)*

**EQUIPMENT:**

- Computer
- Printer
- Timer

**INSTRUCTIONS:**

The Fire Officer 3 candidate, given a scenario where multiple companies are operating, will take command of the incident and identify and justify additional agencies to assist. The candidate will be given sixty (60) minutes to complete this task. The candidate must achieve a score of 70% or higher on this station.

**COMMENTS:** (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 12

JPR: NFPA 1021 6.6.2, 6.6.2 (A), 6.6.2 (B)

Develop & Conduct a Post Incident Analysis		Possible Points	Score
1	Reviews details about the incident	1	
2	Completes the PIA form	1	
3	Incident overview provided	1	
4	Incident priorities identified	1	
5	Incident assignments identified	1	
6	Incident strategies and tactics identified	1	
7	Unified command components identified	1	
8	Recommendations documented	1	
9	PIA presented orally	1	
10	PIA complies with department policies	1	
		Total 10	
		% Score	

POINTS	% SCORE
10	100%
9	90%
8	80%
7	70%
6	60%
5	50%
4	40%
3	30%
2	20%
1	10%
0	0%

Evaluator Name:	Evaluator Signature:	<b>PASS / FAIL</b> (Circle one)
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**Fire Officer 3  
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**Station #:** FO3 - 13

**STATION:**

Develop & Conduct a Post Incident Analysis

**OBJECTIVE:**

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

**JPR:**

*NFPA 1021 6.6.2, 6.6.2 (A), 6.6.2 (B)*

**EQUIPMENT:**

- Computer
- Printer
- Timer

**INSTRUCTIONS:**

The Fire Officer 3 candidate, given a multi-agency incident, will document and conduct a post incident analysis so that all critical elements are identified in accordance with NYS Fire Officer 3. The candidate will be given thirty (30) minutes to complete the PIA form and ten (10) minutes to present the PIA orally. The candidate must achieve a score of 70% or higher on this station.

**COMMENTS:** (Reasons for any failure must be clearly documented here)



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CANDIDATE #

Station #: FO3 - 14

JPR: NFPA 1021 6.6.3, 6.6.3 (A), 6.6.3 (B)

Develop Plan for Unmet Need		Possible Points	Score
1	Summarizes risk of given hazard to the community	1	
2	Provides examples of current operational risk to firefighters	1	
3	Writes a plan to address the given hazard	1	
4	Plan identifies personnel needs	1	
5	Plan identifies training needs	1	
6	Plan identifies equipment needs	1	
7	Plan identifies collaborative needs	1	
8	Plan contains a statement of impact	1	
9	Submission does not contain spelling or grammatical errors	1	
		Total 9	
		% Score	

POINTS	% SCORE
9	100%
8	89%
7	78%
6	67%
5	56%
4	44%
3	33%
2	22%
1	11%
0	0%

Evaluator Name:	Evaluator Signature:	<b>PASS / FAIL</b> (Circle one)
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Fire Officer 3
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Station #: FO3 - 14

STATION:

Develop Plan for Unmet Need

OBJECTIVE:

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

JPR:

NFPA 1021 6.6.3, 6.6.3 (A), 6.6.3 (B)

EQUIPMENT:

- Computer
Printer
Timer

INSTRUCTIONS:

The Fire Officer 3 candidate, given a need that exceeds current capabilities, will develop a plan to address the need. The candidate will be given sixty (60) minutes to complete this task. The candidate must achieve a score of 70% or higher on this station.

COMMENTS: (Reasons for any failure must be clearly documented here)