

# Answer Key

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## Chapter 1: Introduction to the Fire Officer

### Fire Officer I

#### Matching

- |                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|
| 1. G (page 8)  | 3. H (page 11) | 5. A (page 12) | 7. C (page 14) | 9. I (page 13) |
| 2. E (page 14) | 4. B (page 5)  | 6. D (page 9)  | 8. F (page 11) |                |

#### Multiple Choice

- |               |                  |                |                 |                 |
|---------------|------------------|----------------|-----------------|-----------------|
| 1. C (page 4) | 4. A (page 7)    | 7. A (page 9)  | 10. B (page 11) | 13. C (page 14) |
| 2. B (page 4) | 5. B (page 8)    | 8. D (page 10) | 11. C (page 11) | 14. D (page 14) |
| 3. B (page 6) | 6. C (pages 7–8) | 9. A (page 9)  | 12. D (page 13) |                 |

#### Fill-in

- |                               |                          |
|-------------------------------|--------------------------|
| 1. career; volunteer (page 7) | 4. George Smith (page 8) |
| 2. fire officer (page 5)      | 5. Governments (page 10) |
| 3. Benjamin Franklin (page 7) | 6. value (page 14)       |

#### Fire Alarms

1. The organized structure of a fire agency consists of the chain of command. The chain of command provides for a formalized structure so that the department can manage both day-to-day operations as well as emergency operations. The chain of command normally goes from fire fighter to lieutenant, from lieutenant to captain, from captain to battalion chief, from battalion chief to assistant or division chief, to the chief of the department. This chain of command should be followed by all members within the department when bringing forth information or requests.
2. The baby boomer generation is quickly reaching retirement age, which is resulting in a larger than normal amount of retirements from the fire service. Some departments are experiencing up to half of their workforce being able to retire soon. This will mean that more new fire officers will be needed in the coming years as well as more personnel with less experience.

### Fire Officer II

#### Matching

- |                |                |                |                |
|----------------|----------------|----------------|----------------|
| 1. A (page 17) | 2. C (page 16) | 3. B (page 16) | 4. D (page 16) |
|----------------|----------------|----------------|----------------|

## Multiple Choice

1. D (pages 4, 16)
2. A (page 16)
3. D (page 16)
4. D (page 16)

## Fill-in

1. Incident Command System (page 16)
2. managing fire officer (page 16)
3. address fire code violations (page 16)
4. preliminary cause (page 15)

## Fire Alarms

1. Fire departments are part of the structure of the community. To fulfill its mission, a fire department must often interact with other organizations. In most jurisdictions the fire department, street department, water department, and several other agencies might all be dispatched to the same incident. At the scene, all of these personnel must work together to solve the problem. Fire officers frequently have to request assistance from and then interact with other agencies. Interaction with these agencies before an incident is vital to successfully mitigating the emergency.

## Chapter 2: Preparing for Promotion

### Fire Officer I and II

## Matching

1. I (page 35)
2. D (page 26)
3. A (page 25)
4. C (page 26)
5. J (page 30)
6. H (page 31)
7. B (page 31)
8. F (page 26)
9. E (page 32)
10. G (page 32)

## Multiple Choice

1. B (page 24)
2. A (page 25)
3. D (page 25)
4. B (page 25)
5. C (page 26)
6. D (page 26)
7. C (page 29)
8. B (page 30)
9. A (page 30)
10. A (page 31)
11. B (page 25)
12. C (page 29)
13. A (page 30)
14. D (page 31)
15. B (page 30)

## Fill-in

1. spoils (page 24)
2. community (page 25)
3. class specification (page 26)
4. multiple choice (page 29)
5. in-basket (page 30)

## Fire Alarms

1. First, it is important to closely read the testing announcement and to be very clear on what assessment center elements will be used. Wasting time on the elements that will not be tested will take away valuable time and effort. Next, ensure that you know what each element is and what it normally consists of. This includes conducting some background research on each of the elements that will be tested. In this instance, the assessment center will include an emergency incident simulation, in-basket exercise, and interpersonal interaction exercise. Remember, when studying for the assessment center, keep in mind what level of fire officer position you are applying for. This affects what may be expected in each element of the assessment center, i.e., a lieutenant assessment center may test you on your abilities as an engine company officer arriving at the scene of a fire while a battalion chief assessment center may test your abilities to command multiple companies at the scene of a fire. Another valuable tool includes mock exercises to run through to gain confidence and a level of comfort with each of the elements.

- There are primarily two reasons that would cause a department to test for a fire officer position. The retirement of one or more officers in a department would create openings in the officer ranks that would need to be filled. These positions are often very important to the functionality and efficiency of a department. As a fire department grows and expands its role in the community by adding additional units and/or stations, there would be a need for additional fire officers that would also influence a department's need to test.

## Chapter 3: Fire Fighters and the Fire Officer

### Fire Officer I

#### Matching

- |                    |                 |
|--------------------|-----------------|
| 1. F (page 50)     | 6. C (page 53)  |
| 2. H (page 51)     | 7. D (page 55)  |
| 3. I (pages 55–56) | 8. A (page 51)  |
| 4. G (page 53)     | 9. J (page 51)  |
| 5. B (page 48)     | 10. E (page 53) |

#### Multiple Choice

- |                |                |                 |                 |
|----------------|----------------|-----------------|-----------------|
| 1. C (page 42) | 5. D (page 46) | 9. A (page 49)  | 13. A (page 53) |
| 2. D (page 44) | 6. A (page 46) | 10. D (page 50) | 14. C (page 54) |
| 3. A (page 45) | 7. C (page 46) | 11. C (page 51) | 15. C (page 44) |
| 4. B (page 45) | 8. B (page 46) | 12. D (page 51) | 16. A (page 53) |

#### Fill-in

- |                                  |                           |
|----------------------------------|---------------------------|
| 1. beginning of shift (page 43)  | 6. fire officer (page 46) |
| 2. emergency incidents (page 44) | 7. less (page 46)         |
| 3. decisions (page 44)           | 8. private (page 46)      |
| 4. color (page 45)               | 9. presence (page 47)     |
| 5. responsibility (page 46)      | 10. authority (page 50)   |

#### Fire Alarms

- Fire fighters technically have three options to report sexual harassment: they can start federally, at the local government level, or within the fire department. In this instance, a formal complaint has not technically been filed and the fire fighter has approached you as the fire officer to deal with the situation. The fire officer must function as the first stop in a multi-stop procedure. First and foremost, the fire officer must be familiar with the department's SOPs as they pertain to sexual harassment. The fire officer may be required to conduct an initial investigation. Some of the guidelines to follow include: keep an open mind, treat the complainer with respect and compassion, do not blame the complainer, do not retaliate against the complainer, follow procedure, interview those involved, look for corroboration or contradiction, stay confidential, document everything, and cooperate with government agencies if necessary.
- As the fire officer, it is your responsibility to enforce the rules of the department and those expected of you by the administration. While you disagree with the memo and the manner in which it was posted, you still have a responsibility to respect the assistant chief and enforce the rule. It would be necessary to remind the fire fighters of the memo and that they would be violating the assistant chief's directive by going to the store. You could further advise them that if they disagree with the memo, they should take appropriate steps to work and get the directive changed. Until a change, the crew would need to abide by the directive. If you as the fire officer had an issue with the directive, it would be best to follow the appropriate action of bringing the issue up at a staff meeting or in private with the assistant chief.

## Chapter 4: Fire Officer Communications

### Fire Officer I

#### Matching

- |                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|
| 1. A (page 65) | 2. D (page 68) | 3. E (page 70) | 4. C (page 63) | 5. B (page 62) |
|----------------|----------------|----------------|----------------|----------------|

#### Multiple Choice

- |                |                |                |                 |                     |
|----------------|----------------|----------------|-----------------|---------------------|
| 1. C (page 62) | 4. D (page 63) | 7. D (page 63) | 10. D (page 65) | 13. A (page 68)     |
| 2. B (page 62) | 5. C (page 63) | 8. A (page 63) | 11. B (page 65) | 14. C (pages 68–69) |
| 3. A (page 62) | 6. B (page 63) | 9. C (page 65) | 12. C (page 66) | 15. B (page 72)     |

#### Fill-in

- |                        |                                 |
|------------------------|---------------------------------|
| 1. circular (page 62)  | 5. noise (page 65)              |
| 2. influence (page 63) | 6. same (page 67)               |
| 3. method (page 63)    | 7. morning (page 68)            |
| 4. one (page 63)       | 8. Infrequent reports (page 70) |

#### Fire Alarms

1. There was evidently a breakdown in communication. The breakdown most likely occurred in the initial instructions due to the communications process not being followed. If the truck company officer had provided feedback to the incident commander to ensure that the information was received and understood, the mistake in location could have been averted.
2. Without hesitation, you should follow your department's SOPs for abandoning a structure and immediately remove crews from the hazardous area, check accountability, regroup, and evaluate the situation. With emergency communications, it is important that you be direct, speak clearly, use a normal tone of voice, speak in plain English, and try to avoid being in the area of other noise sources. In this instance, it is important to remain calm and maintain accountability of all personnel in accordance with your department's SOPs.

### Fire Officer II

#### Matching

- |                |                     |                |                |                |
|----------------|---------------------|----------------|----------------|----------------|
| 1. A (page 73) | 2. E (pages 73, 75) | 3. B (page 73) | 4. C (page 72) | 5. D (page 72) |
|----------------|---------------------|----------------|----------------|----------------|

#### Multiple Choice

- |                |                |                |
|----------------|----------------|----------------|
| 1. A (page 72) | 2. D (page 73) | 3. B (page 73) |
|----------------|----------------|----------------|

#### Fill-in

- |                           |                           |
|---------------------------|---------------------------|
| 1. news release (page 76) | 2. social media (page 76) |
|---------------------------|---------------------------|

## Fire Alarms

1. Using the written report as a guide, a verbal presentation would consist of four parts:
  - a. *Getting their attention.* Have an opening that entices the audience to pay attention to your message.
  - b. *Interest statement.* Immediately and briefly explain why listeners should be interested in this topic.
  - c. *Details.* Organize the facts in a logical and systematic way that informs the listeners and supports the recommended decision.
  - d. *Action.* At the close of your presentation, ask the audience to take some specific action. The most effective closing statements are actions that relate directly to the interest statement at the beginning of the presentation.

## Chapter 5: Safety and Risk Management

### Fire Officer I

#### Matching

- |                |                |                |                 |
|----------------|----------------|----------------|-----------------|
| 1. D (page 89) | 4. H (page 92) | 7. K (page 94) | 10. F (page 93) |
| 2. B (page 90) | 5. I (page 94) | 8. A (page 91) | 11. C (page 93) |
| 3. J (page 99) | 6. G (page 99) | 9. E (page 92) |                 |

#### Multiple Choice

- |                    |                |                |                 |                 |
|--------------------|----------------|----------------|-----------------|-----------------|
| 1. C (pages 86–87) | 4. B (page 87) | 7. D (page 90) | 10. A (page 89) | 13. C (page 94) |
| 2. C (page 87)     | 5. C (page 88) | 8. B (page 90) | 11. A (page 93) |                 |
| 3. D (page 87)     | 6. A (page 89) | 9. C (page 90) | 12. D (page 93) |                 |

#### Fill-in

- |                                    |                                      |
|------------------------------------|--------------------------------------|
| 1. Safe; safety (page 86)          | 5. seat belts (page 88)              |
| 2. Prevention (page 86)            | 6. changing; unanticipated (page 89) |
| 3. 1000 (page 95)                  | 7. multiple (page 90)                |
| 4. teams; accountability (page 87) |                                      |

## Fire Alarms

1. A proactive fire officer can improve the quality of the shift's health and safety. A healthy diet is an excellent first step to making a stronger, more competitive shift. Exercise is another important aspect to improving fire fighters' efficiency and longevity. Because driving accounts for such a large amount of a fire fighter's time, an equal amount of emphasis should be placed on the importance of driver safety and emergency vehicle operations. Wearing seat belts should be second nature. Finally, safety on the fire ground is a responsibility that ultimately leads back to the fire officer. Crews should be aware and alert at all times when it comes to dealing with tasks on emergency scenes. Accidents happen all too often when fire fighters become complacent. Fire officers should make a point of training their crews to react to their jobs on the fire ground as individual safety officers. Regular training during shifts and reminders of standard department safety practices are preventive proactive maintenance.
2. In most events, the fire department's health and safety officer will be charged with investigating the accident. However, the initial investigation may be delegated to the shift officer. The two goals of the accident investigation should be ensuring that all required documentation is complete and identifying any corrective actions needed to prevent another injury, accident, or incident from occurring.

## Fire Officer II

### Matching

1. A (page 104)      2. C (page 102)      3. D (page 103)      4. B (page 102)

### Multiple Choice

1. D (page 102)      2. A (page 102)      3. B (page 95)      4. A (page 99)

### Fill-in

1. reduce (page 102)      3. heart attacks (page 102)  
2. 19 percent (page 102)      4. strain; sprain; muscular pain (page 101)

### Fire Alarms

1. \*Fire alarm answers will vary depending on each department's SOGs and fire officer's personality.  
2. \*Fire alarm answers will vary depending on each department's SOGs and fire officer's personality.

## Chapter 6: Understanding People: Management Concepts

## Fire Officer I

### Matching

1. B (page 115)      3. G (page 118)      5. A (page 115)      7. F (pages 115–116)  
2. H (page 117)      4. D (page 118)      6. E (page 118)      8. C (page 114)

### Multiple Choice

1. A (page 113)      4. C (page 116)      7. C (page 117)      10. B (page 118)      13. C (page 113)  
2. B (page 112)      5. C (page 117)      8. A (page 118)      11. D (page 121)      14. C (page 115)  
3. A (page 115)      6. D (page 117)      9. D (page 118)      12. A (page 112)

### Fill-in

1. Management (page 112)      4. delegation (page 121)      7. physiological (page 115)  
2. mission statement (page 120)      5. autonomy (page 115)  
3. efficiency (page 120)      6. five (page 117)

### Fire Alarms

1. A key to the problems that you are encountering may be that it is a very hot, dry day. In Maslow's hierarchy of needs, the physiological needs of your fire fighters are very important and are considered level one needs. Your crew's performance may be due to the heat and members' lack of rest and rehydration. Give them a rehabilitation break and allow them to get some rest and rehydrate, and then try the evolutions again. You may see a profound change in their performance.

2. As a fire officer, it is always helpful to assist those new officers around you and to provide them a guiding hand from time to time. It is vital that the new fire officer work to build trust with his subordinates as quickly as possible. The officer's ability or inability to gain trust will make or break his career. To be a success, the new fire officer must know the job, be consistent, walk the talk, as well as make his fire fighters feel strong and support them.

## Fire Officer II

### Matching

1. D (page 121)      2. C (page 121)      3. B (page 122)      4. A (page 121)

### Multiple Choice

1. A (page 122)      2. B (page 122)      3. D (page 121)      4. B (page 122)

### Fill-in

1. directly (page 122)      2. skill (page 121)      3. benefits (page 121)

### Fire Alarms

1. The fire officer must be familiar with the locations and topical areas that are covered in the fire department's human resources policies and procedures. Specifically, the organization may be subject to federal laws, a union contract, city regulations, and departmental policies that must all be followed. These four define the fire officer's human resources arena. When presented with an issue, the fire officer must first determine which laws apply. Once it is determined which laws affect a decision, the fire officer should review the fire department's policies to ensure compliance. The fire officer must apply his or her actions with fairness and equity to the parties involved.

## Chapter 7: Leading the Fire Company

## Fire Officer I

### Matching

1. D (page 129)      2. A (page 128)      3. E (page 129)      4. B (page 129)      5. C (page 128)

### Multiple Choice

1. D (page 129)      4. A (page 134)      7. A (page 136)      10. C (page 133)  
 2. A (page 129)      5. B (page 135)      8. A (page 130)      11. C (page 135)  
 3. A (page 132)      6. C (page 130)      9. B (page 130)

### Fill-in

1. responsibility (page 132)      4. followers (pages 128–129)  
 2. want (page 128)      5. lowest (page 130)  
 3. situation (page 129)

## Fire Alarms

1. An excellent way to monitor a shift's mood, understand his/her work style, and obtain useful input is by using the National Fire Academy's 360° feedback system. By using this system, no single person is ever singled out and everyone gets equal treatment whether it is through criticism or praise. This is a straightforward way of bringing people's strengths and weaknesses to the table without being brash and offensive. Hearing things firsthand or reading about other people's perception of you is an excellent way to learn and grow as a fire officer. When members of the crew see that you have taken their comments and suggestions to heart and made a conscious effort to utilize them, they will respect your authority even more.
2. The fire officer is a very busy individual in a first-arriving unit. By taking control of the situation in a calm, controlled manner, the fire officer creates a professional, organized mood for the emergency workers on scene. In addition to the individuals already on scene, arriving units and personnel can expect a well-organized and mitigated scene when they do arrive. This will prove to be constructive for communications and will smooth out any operational issues as well.

## Fire Officer II

### Matching

1. A (page 136)
2. C (page 135)
3. B (page 135)
4. E (page 136)
5. D (page 136)

### Multiple Choice

1. A (page 135)
2. D (page 136)
3. C (page 136)
4. D (page 136)
5. D (page 135)

### Fill-in

1. specific; attainable (page 136)
2. increase (page 136)
3. expectancy (page 136)
4. communication (page 136)
5. external; internal (page 136)

## Fire Alarms

1. \*Fire alarm answers will vary depending on each department's SOGs and fire officer's personality.

## Chapter 8: Training and Coaching

## Fire Officer I

### Matching

1. B (page 142)
2. C (page 148)
3. E (page 142)
4. A (page 142)
5. D (page 143)

### Multiple Choice

1. D (page 142)
2. C (pages 143–145)
3. D (pages 144–145)
4. D (page 145)
5. A (page 145)
6. C (page 145)
7. B (page 145)
8. A (page 145)
9. B (pages 146–147)
10. C (page 147)
11. B (page 147)
12. A (pages 147–148)
13. B (page 151)
14. D (page 144)

## Fill-in

1. deficiency (page 143)
2. simple; complex (page 145)
3. feedback (page 145)
4. realistic (page 146)
5. competency; existing (page 147)
6. trainee or new fire fighter (page 148)
7. live; flammable/combustible; one (page 151)

## Fire Alarms

1. The fire officer should follow the four-step method when developing such a course. The four-step method includes preparation, presentation, application, and evaluation. During the preparation phase, the fire officer should obtain the necessary information and develop a lesson plan that meets the desired objectives of the course. The presentation phase includes the actual lecture and/or instructional phase of the training. Application provides the opportunity for the class participants to demonstrate their knowledge of the material learned and the final evaluation phase includes an assessment of the student's progress and knowledge of the material, either written or practical.
2. Accreditation is a process in which a peer group evaluates a department or program to a standard set of criteria. This peer group makes the determination if a department's program is worthy of accreditation. Two organizations currently provide accreditation to fire service professionals. They are the International Fire Service Accreditation Congress (IFSAC) and the National Board on Fire Service Professional Qualifications (Pro Board).

## Fire Officer II

### Matching

1. C (page 152)
2. A (page 153)
3. B (page 155)
4. D (page 152)
5. E (page 154)

### Multiple Choice

1. B (page 155)
2. A (page 152)
3. C (page 154)
4. D (page 154)
5. C (page 154)

## Fill-in

1. consensus (page 154)
2. qualifications (page 154)
3. qualifications; certificates (page 155)

## Fire Alarms

1. \*The fire alarm answer will vary by state. Each state has a similar but different certification system.

## Chapter 9: Evaluation and Discipline

## Fire Officer I

### Matching

1. B (page 166)
2. A (page 169)
3. D (page 167)
4. C (page 168)

**Multiple Choice**

- |                 |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| 1. D (page 164) | 3. D (page 164) | 5. D (page 166) | 7. A (page 167) | 9. D (page 171) |
| 2. C (page 164) | 4. A (page 165) | 6. A (page 167) | 8. B (page 168) |                 |

**Fill-in**

- |                         |   |
|-------------------------|---|
| 1. dismissal (page 164) | 3. job description (page 165)                                       |
| 2. Frequent (page 165)  | 4. job performance; on-duty behavior; problem resolution (page 164) |

**Fire Alarms**

1. Lieutenant Novak could maintain a performance log on each person under his command. This documentation would prove to be invaluable when preparing for annual performance evaluations. This performance log would allow him to maintain a record of the fire fighter's activities by date, along with a brief description of his or her performance.

**Fire Officer II****Matching**

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. E (page 176) | 3. C (page 175) | 5. F (page 173) | 7. D (page 173) |
| 2. H (page 176) | 4. G (page 173) | 6. A (page 176) | 8. B (page 176) |

**Multiple Choice**

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. B (page 171) | 3. B (page 172) | 5. B (page 174) | 7. B (page 174) |
| 2. D (page 171) | 4. C (page 173) | 6. C (page 174) | 8. A (page 176) |

**Fill-in**

- |                               |                         |                              |
|-------------------------------|-------------------------|------------------------------|
| 1. documentation (page 171)   | 3. T-account (page 171) | 5. period of time (page 172) |
| 2. performance log (page 171) | 4. before (page 172)    | 6. lenient (page 173)        |

**Fire Alarms**

1. The assistant chief could approach this in a couple different ways; however, the most successful would be to approach it using positive discipline. He could point out the discrepancies in the evolution and provide them with some feedback of what needs to improve. An option would be to retest the company immediately or provide them with some additional "corrective" time. By using positive discipline, the assistant chief would ensure that the company has a positive outcome.

**Chapter 10: Organized Labor and the Fire Officer****Fire Officer I****Matching**

- |                 |                      |                 |
|-----------------|----------------------|-----------------|
| 1. B (page 186) | 2. A (pages 186–187) | 3. C (page 187) |
|-----------------|----------------------|-----------------|

## Multiple Choice

1. B (page 184)
2. D (page 184)
3. B (page 189)
4. A (page 189)

## Fill-in

1. cooperative (page 186)
2. IAFF (page 185)
3. labor; management (page 186)
4. organization; workers (page 186)
5. advocate (page 189)

## Fire Alarms

1. As the fire officer, you should be courteous to the concerns of your shift personnel and understand their concerns about the change in working conditions/hours. As part of the grievance procedure, it is fairly common that the fire officer is the first “official” of the department to receive a grievance regarding a labor practice. In this case, as the fire officer, you would receive the grievance and submit it up the chain of command. As a side note, because of the labor contract, if there was language that stipulated a change in working conditions that would require negotiation, this grievance would most likely be in favor of the employees and such negotiations would need to occur before the shift starting time could be changed to 0800.
2. In looking at the success and joint labor–management cooperation that the rule-by-objective (RBO) method provides, the issue should be discussed in an open labor management setting. The RBO model would dictate that major issues such as this should include analysis, a decision, education, implementation, revision, and review. Instead of creating an adversarial issue, the RBO would provide for open, positive discussion on the issue to include possible solutions and resolution that both parties could be happy with. It is important to note that RBO requires the department and union to jointly accept and adopt a win-win compromise.

## Fire Officer II

### Matching

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. F (page 194) | 3. G (page 191) | 5. A (page 193) | 7. E (page 191) |
| 2. D (page 192) | 4. C (page 195) | 6. B (page 198) |                 |

### Multiple Choice

- |                 |                 |                 |                  |
|-----------------|-----------------|-----------------|------------------|
| 1. C (page 190) | 4. C (page 191) | 7. B (page 191) | 10. A (page 195) |
| 2. A (page 191) | 5. B (page 191) | 8. D (page 191) | 11. D (page 196) |
| 3. A (page 191) | 6. C (page 191) | 9. C (page 192) |                  |

### Fill-in

- |                        |                                 |
|------------------------|---------------------------------|
| 1. lagged (page 192)   | 4. closed (page 192)            |
| 2. prohibit (page 193) | 5. counterproductive (page 194) |
| 3. all (page 190)      |                                 |

### Fire Alarms

1. Answers will vary per department jurisdiction and community.
2. Answers will vary per department jurisdiction and community.

## Chapter 11: Working in the Community

### Fire Officer I

#### Matching

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. D (page 205) | 3. F (page 204) | 5. A (page 206) | 7. B (page 210) |
| 2. G (page 210) | 4. E (page 210) | 6. C (page 209) |                 |

#### Multiple Choice

- |                 |                 |                 |                  |
|-----------------|-----------------|-----------------|------------------|
| 1. D (page 204) | 4. B (page 206) | 7. B (page 207) | 10. D (page 210) |
| 2. C (page 204) | 5. A (page 206) | 8. C (page 209) | 11. A (page 211) |
| 3. A (page 205) | 6. D (page 207) | 9. D (page 210) | 12. B (page 212) |

#### Fill-in

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| 1. needs; characteristics (page 204) | 5. culture (page 206)             |
| 2. preventing (page 206)             | 6. empowers/encourages (page 206) |
| 3. community-based (page 204)        | 7. contact (page 207)             |
| 4. sensitivity (page 205)            | 8. local (page 207)               |

#### Fire Alarms

- Before beginning your project, you must address all of the issues that your fire chief wants you to cover to make this event a success. This includes the type of audience you will be addressing, the age of the people who will be visiting the fire department's booth, the volume of visitors, and the concerns that the public may have about any specific regulations or ordinances. After obtaining this information, it will be much easier for you to plan for the task. Information before an event such as this can make the difference between calling the event a success or a failure. For example, expecting 100 visitors and really having 200 visitors could deplete your staff, handouts, and flyers.
- Even though this is an unfortunate situation to deal with, you can use this incident as a teaching tool to instill the importance of giving accurate information to the dispatcher when reporting an emergency. After the fire has been suppressed and overhauled, explain to the onlookers that your engine company was dispatched to a completely different location and that this lengthened the incident response time considerably. Also issue a press release to further spread the educational message to the public and remove any doubts about your department's competence and response abilities.

### Fire Officer II

#### Matching

- |                 |                 |                 |
|-----------------|-----------------|-----------------|
| 1. B (page 213) | 2. C (page 215) | 3. A (page 215) |
|-----------------|-----------------|-----------------|

#### Multiple Choice

- |                 |                 |                 |
|-----------------|-----------------|-----------------|
| 1. B (page 217) | 2. A (page 216) | 3. A (page 215) |
|-----------------|-----------------|-----------------|

## Fill-in

1. spokesperson (page 215)
2. quoted (page 217)

## Fire Alarms

1. A press release should be dated and typed on department stationery, with the PIO contact information at the top. It should be as brief as possible, ideally one to two pages in length, using an accepted journalistic writing style. Make the lead paragraph powerful to entice the reporter to read on, and answer the basic “who, what, when, where, and why” questions.

# Chapter 12: Handling Problems, Conflicts, and Mistakes

## Fire Officer I

### Matching

- |                 |                      |                  |
|-----------------|----------------------|------------------|
| 1. E (page 232) | 5. D (page 224)      | 9. F (page 230)  |
| 2. I (page 235) | 6. J (page 224)      | 10. B (page 226) |
| 3. H (page 227) | 7. A (pages 228–229) |                  |
| 4. G (page 224) | 8. C (page 224)      |                  |

### Multiple Choice

- |                 |                 |                  |                  |                  |
|-----------------|-----------------|------------------|------------------|------------------|
| 1. C (page 225) | 5. D (page 225) | 9. D (page 226)  | 13. A (page 227) | 17. D (page 232) |
| 2. B (page 224) | 6. A (page 225) | 10. B (page 227) | 14. A (page 228) | 18. B (page 233) |
| 3. A (page 225) | 7. C (page 226) | 11. C (page 227) | 15. C (page 230) | 19. C (page 235) |
| 4. C (page 225) | 8. B (page 226) | 12. B (page 227) | 16. A (page 230) | 20. A (page 236) |

## Fill-in

- |                                       |                             |                        |
|---------------------------------------|-----------------------------|------------------------|
| 1. problem (page 224)                 | 5. corrective (page 226)    | 9. schedule (page 227) |
| 2. conflicts or complaints (page 224) | 6. stop (page 226)          | 10. B (page 227)       |
| 3. high-profile (page 225)            | 7. brainstorming (page 227) |                        |
| 4. before (page 225)                  | 8. value (page 227)         |                        |

## Fire Alarms

1. The committee chair needs to call for a break and needs to bring the committee back together with some clearly defined rules to move the process forward. A process needs to be developed using the five-step decision-making process. Everyone needs to have the opportunity to provide input, but valid input is a must and the decisions need to be logical.
2. It is very important as a fire officer to completely listen to the complaint/concern, ask questions, and take notes so that you clearly understand the concern before making any assumptions. The next step is to investigate the complaint to obtain any necessary information either through observation or interviewing the two fire fighters who have been harassing the concerned fire fighter. After the investigation phase, you must take action to correct the problem. The action taken must follow department policy without prejudice and be professional. Follow-up with the complainant should occur to close the situation and make sure the issue has been resolved.

## Chapter 13: Preincident Planning and Code Enforcement

### Fire Officer I

#### Matching

- |                 |                 |                 |                 |                  |
|-----------------|-----------------|-----------------|-----------------|------------------|
| 1. J (page 247) | 3. H (page 248) | 5. I (page 250) | 7. C (page 254) | 9. F (page 247)  |
| 2. A (page 252) | 4. G (page 252) | 6. B (page 248) | 8. D (page 249) | 10. E (page 248) |

#### Multiple Choice

- |                 |                  |                  |                  |                  |
|-----------------|------------------|------------------|------------------|------------------|
| 1. D (page 242) | 6. C (page 245)  | 11. C (page 245) | 16. D (page 250) | 21. A (page 254) |
| 2. B (page 243) | 7. C (page 245)  | 12. C (page 246) | 17. C (page 250) | 22. C (page 256) |
| 3. D (page 244) | 8. A (page 245)  | 13. B (page 247) | 18. B (page 251) |                  |
| 4. A (page 244) | 9. D (page 245)  | 14. A (page 248) | 19. B (page 253) |                  |
| 5. B (page 244) | 10. C (page 245) | 15. C (page 248) | 20. D (page 253) |                  |

#### Fill-in

- |                                |                              |
|--------------------------------|------------------------------|
| 1. partner (page 258)          | 6. distribution (page 245)   |
| 2. preincident plan (page 243) | 7. fuel load (page 246)      |
| 3. first (page 244)            | 8. plot; floor (page 244)    |
| 4. evacuate (pages 244–245)    | 9. decay (page 246)          |
| 5. HVAC (page 245)             | 10. building (pages 247–248) |

#### Fire Alarms

- Prior to conducting the pre-incident plan survey, it is imperative that you contact the building owner, in this case the college facilities supervisor, and obtain permission to complete the pre-incident plan survey. NFPA 1620 should be used as a guide to completing the pre-incident plan survey. Prior to conducting the pre-incident plan survey, make sure to develop an action plan with your crew and assign members to collect specific information about the structure. This will make the process go smoothly when you arrive at the facility. Conduct the pre-incident plan survey in a professional manner and ensure that you are able to obtain all of the necessary information. Normally, it is most convenient to collect all of the data in one trip. However, due to the size of the facility, you may need to make two or more trips. After collecting data, place them in your department's pre-incident plan format and submit for approval. To make pre-incident plans a valuable resource, make sure that each shift reviews new pre-incident plans.
- This is a major code violation and needs to be addressed *immediately* with the school. The school representative should be contacted as soon as possible, made aware of the violation, and corrective action must be taken immediately. This should be done in a professional manner while explaining the seriousness of the violation. The code violation should be referenced on the inspection form with proper documentation, including a digital photo, and should be forwarded to the fire marshal's office. This type of violation should be checked for future compliance on a regular basis due to the safety issue.

### Fire Officer II

#### Matching

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. B (page 264) | 2. A (page 264) | 3. C (page 264) | 4. D (page 265) |
|-----------------|-----------------|-----------------|-----------------|

## Fill-in

1. business continuity program (page 264)
2. risk assessment (page 264)
3. resources (page 264)
4. mitigation (page 265)

## Fire Alarms

1. The mitigation plan establishes interim and long-term actions to reduce the impact of hazards that cannot be eliminated. The recovery plan provides the short- and long-term priorities for restoration of functions, services, resources, facilities, and programs.

## Chapter 14: Budgeting and Organizational Change

### Fire Officer I and II

#### Matching

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. E (page 272) | 3. A (page 272) | 5. F (page 274) | 7. C (page 272) |
| 2. D (page 272) | 4. G (page 272) | 6. B (page 272) |                 |

#### Multiple Choice

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. B (page 272) | 3. D (page 274) | 5. D (page 276) | 7. B (page 279) |
| 2. B (page 273) | 4. B (page 276) | 6. A (page 277) | 8. A (page 279) |

#### Fill-in

- |                                    |                                      |                         |
|------------------------------------|--------------------------------------|-------------------------|
| 1. technical; political (page 272) | 3. advocates; gatekeepers (page 273) | 5. nonprofit (page 274) |
| 2. base (page 272)                 | 4. state (page 274)                  |                         |

#### Fire Alarms

1. The four-step method to develop a competitive grant proposal includes: 1) conducting a community and fire department needs assessment; 2) comparing weaknesses to the priorities of the grant program; 3) deciding what to apply for; 4) completing the application.
2. A bond levy is a certificate of debt issued by a government or corporation guaranteeing payment of the amount plus interest by a specific future date. This funding has to be approved by the citizens of the jurisdiction through a referendum. Bonds are normally repaid over a period of ten to thirty years and provide a fixed rate of return to any investors. Bonds are similar to a mortgage in which the facility or equipment is paid for while it is being used. Bonds are repaid through the collection of a special property tax or future income.

### Fire Officer II

#### Matching

- |                 |                 |                      |
|-----------------|-----------------|----------------------|
| 1. C (page 282) | 2. A (page 281) | 3. B (pages 280–281) |
|-----------------|-----------------|----------------------|

**Multiple Choice**

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. B (page 280) | 3. A (page 280) | 5. A (page 281) | 7. A (page 281) |
| 2. B (page 280) | 4. C (page 281) | 6. D (page 281) | 8. C (page 282) |

**Fill-in**

- |                          |                                     |
|--------------------------|-------------------------------------|
| 1. needs (page 280)      | 4. capital (page 282)               |
| 2. accounting (page 281) | 5. continuity; personnel (page 282) |
| 3. personnel (page 281)  |                                     |

**Fire Alarms**

- \*The answer will vary depending on the student's department training expenditures.
- \*The answer will vary depending on the student's department purchasing process.

**Chapter 15: Managing Incidents****Fire Officer I and II****Matching**

- |                 |                 |                 |
|-----------------|-----------------|-----------------|
| 1. C (page 292) | 2. A (page 292) | 3. B (page 293) |
|-----------------|-----------------|-----------------|

**Multiple Choice**

- |                 |                 |                 |
|-----------------|-----------------|-----------------|
| 1. C (page 292) | 2. C (page 293) | 3. D (page 293) |
|-----------------|-----------------|-----------------|

**Fill-in**

- |  |                    |
|--|--------------------|
| 1. Incident Command System (ICS) (page 292)              | 3. NIMS (page 293) |
| 2. National Incident Management System (NIMS) (page 293) |                    |

**Fire Alarms**

- \*Fire alarm answers will vary depending on each department's SOGs and command boards.

**Fire Officer I****Matching**

- |                 |                 |                 |
|-----------------|-----------------|-----------------|
| 1. C (page 297) | 2. A (page 297) | 3. B (page 297) |
|-----------------|-----------------|-----------------|

## Multiple Choice

- |                 |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| 1. D (page 302) | 3. D (page 297) | 5. A (page 298) | 7. B (page 298) | 9. D (page 302) |
| 2. B (page 301) | 4. C (page 297) | 6. B (page 298) | 8. A (page 302) |                 |

## Fill-in

- |                              |                                    |
|------------------------------|------------------------------------|
| 1. accountability (page 301) | 5. size; complexity (page 300)     |
| 2. OSHA (page 301)           | 6. incident action plan (page 303) |
| 3. three to five (page 297)  | 7. planning (page 303)             |
| 4. quality (page 300)        |                                    |

## Fire Alarms

1. Fire-ground accountability is paramount to any successful incident and must be established from the beginning. In this case, that did not happen and as the incident commander, you need to correct that problem immediately to ensure that you can account for how many companies and personnel are at the incident. Depending upon the incident management system used in your department, sending the captain to collect accountability tags would be the first step. Most likely, you will have to go to each company to do this. If a company is in an interior combat role, it makes it difficult to gather tags. Gather their backup tags off their apparatus until they exit the structure. Once you have all company tags, you can account for the personnel that you have working on the scene.

## Fire Officer II

### Matching

- |                 |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| 1. F (page 307) | 3. G (page 307) | 5. B (page 308) | 7. A (page 307) | 9. H (page 306) |
| 2. C (page 307) | 4. D (page 308) | 6. I (page 308) | 8. E (page 308) |                 |

### Multiple Choice

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. A (page 304) | 2. C (page 307) | 3. D (page 307) | 4. C (page 308) |
|-----------------|-----------------|-----------------|-----------------|

### Fill-in

- |                                 |                         |
|---------------------------------|-------------------------|
| 1. task force leader (page 308) | 3. away from (page 308) |
| 2. strike team (page 308)       |                         |

### Fire Alarms

- Reinforcing a fire attack strategy by adding resources
- Relieving an exhausted crew from the first alarm and performing the fire-ground task that they were performing
- Performing support activities, such as salvage, overhaul, moving equipment to a forward staging area, going door-to-door to evacuate a neighborhood, assisting occupants in recovering personal items, or providing runners to support a face-to-face communications system
- Maintaining a ready reserve in a staging area
- Performing additional related duties. This catchall phrase means that the officer and company may be performing tasks that are not traditional fire company tasks, but are time or mission critical. For instance, they could be assigned to an evacuation center to provide assurance and assessment of the occupants who fled from an apartment fire. (page 307)

## Chapter 16: Rules of Engagement

### Fire Officer I and II

#### Matching

- |                 |                 |                 |                 |                  |
|-----------------|-----------------|-----------------|-----------------|------------------|
| 1. J (page 318) | 3. F (page 319) | 5. C (page 323) | 7. B (page 324) | 9. D (page 327)  |
| 2. I (page 323) | 4. H (page 322) | 6. A (page 319) | 8. G (page 331) | 10. E (page 331) |

#### Multiple Choice

- |                 |                 |                 |                 |                  |
|-----------------|-----------------|-----------------|-----------------|------------------|
| 1. D (page 318) | 3. A (page 319) | 5. B (page 320) | 7. B (page 320) | 9. C (page 324)  |
| 2. D (page 319) | 4. A (page 319) | 6. A (page 320) | 8. D (page 323) | 10. A (page 324) |

#### Fill-in

- |  |                                     |
|--|-------------------------------------|
| 1. Crew integrity (page 324)   | 5. situational awareness (page 327) |
| 2. PASS (page 324)   | 6. relationship between (page 327)  |
| 3. running out of air; getting caught in rapidly deteriorating fire conditions; becoming disoriented and lost in the building (page 326) | 7. radio traffic (page 328)         |
| 4. logistical commitment (page 327)  | 8. progress reports (page 328)      |
|  | 9. Rule 9 (page 329)                |
|  | 10. no fire fighter (page 330)      |

#### Fire Alarms

- The ultimate responsibility for enforcing the principle of crew integrity and ensuring that no members get separated or lost rests with you, the company officer. If survival is not possible for the entire search, locate, and removal period, a more cautious approach to fire operations must be taken. Fire control should be achieved before proceeding with the primary and secondary search efforts. Also, freelancing on the fire ground leads to injury and death. As the company officer, you must stop their attempt at search in a fully involved structure.

## Chapter 17: Fire Attack

### Fire Officer I and II

#### Matching

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. C (page 340) | 2. A (page 340) | 3. B (page 341) | 4. D (page 342) |
|-----------------|-----------------|-----------------|-----------------|

#### Multiple Choice

- |                 |                 |
|-----------------|-----------------|
| 1. D (page 341) | 2. D (page 342) |
|-----------------|-----------------|

#### Fill-in

- Flow path (page 342)

## Fire Alarms

- As the incident commander, your major concerns would be proper ventilation and the safety of your personnel. Improper ventilation may result in a flash-over condition. (page 340)

## Fire Officer I

### Matching

- |                 |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| 1. A (page 347) | 2. C (page 352) | 3. B (page 345) | 4. E (page 347) | 5. D (page 348) |
|-----------------|-----------------|-----------------|-----------------|-----------------|

### Multiple Choice

- |                 |                 |                 |                  |                  |
|-----------------|-----------------|-----------------|------------------|------------------|
| 1. C (page 343) | 4. D (page 344) | 7. A (page 345) | 10. C (page 346) | 13. D (page 348) |
| 2. A (page 343) | 5. D (page 344) | 8. B (page 346) | 11. B (page 349) | 14. D (page 349) |
| 3. B (page 343) | 6. C (page 345) | 9. D (page 346) | 12. A (page 348) | 15. B (page 349) |

### Fill-in

- |                                   |                                  |
|-----------------------------------|----------------------------------|
| 1. applied water (page 357)       | 5. ongoing (page 347)            |
| 2. plan of operation (page 346)   | 6. dispatch (page 345)           |
| 3. information (page 343)         | 7. subordinates (344)            |
| 4. Strategies; tactics (page 348) | 8. direct supervision (page 343) |

## Fire Alarms

- As the first-arriving fire officer, it is imperative to keep a clear mind and maintain control. An incident of this magnitude with a serious life threat can become overwhelming quickly. Your first priorities should be rescue, confinement, and suppression. This type of fire would dictate an upgrade to an additional alarm prior to arriving on the scene based upon the information provided by dispatch. An aid in size-up would include the mnemonic "WALLACE WAS HOT."

## Fire Officer II

### Matching

- |                 |                 |                 |
|-----------------|-----------------|-----------------|
| 1. C (page 356) | 3. A (page 356) | 5. E (page 356) |
| 2. D (page 356) | 4. B (page 356) |                 |

### Multiple Choice

- |                 |                 |
|-----------------|-----------------|
| 1. D (page 354) | 2. C (page 354) |
|-----------------|-----------------|

### Fill-in

- |                                  |                                |
|----------------------------------|--------------------------------|
| 1. incident commander (page 352) | 3. dispatch center (page 354)  |
| 2. tasks; companies (page 353)   | 4. high-rise; lobby (page 356) |

## Fire Alarms

- As the incident commander, your major priorities should be personnel accountability, developing the IAP, and setting up a command structure. A high-rise fire scene needs additional command positions.

## Chapter 18: Fire Cause Determination

### Fire Officer I

#### Matching

- C (page 367)
- D (page 367)
- A (page 367)
- E (page 367)
- B (page 367)

#### Multiple Choice

- C (page 365)
- D (page 365)
- B (page 365)
- D (page 365)
- C (page 367)
- B (pages 367–368)

#### Fill-in

- formal (page 364)
- deliberate (page 365)
- accidental (page 366)

## Fire Alarms

- The first action would be to maintain safety of all personnel working on the scene and take a defensive posture. If possible, it would be advisable to take photos of the structure as quickly as possible to provide a record of the situation found, including the graffiti on the back of the house. Law enforcement and the fire marshal should be advised to respond and assist in any subsequent investigation. It is important not to jump to any conclusions. As the fire officer, it is important to protect as much evidence as possible with as little disruption as is necessary. Following the fire, it is important to have your personnel complete fire fighter observation reports, secure the scene, and deny entry. Depending on your department's procedures, you may or may not play a role in the investigation process and assist the fire investigators.
- Most likely, the fire fighters were involved in a backdraft created in the classroom. A possible cause of the backdraft could have been from someone pouring excessive fuel on the floor. In this situation, the fire would flash but then die down due to insufficient oxygen. When air was introduced to the area, the fire could reignite. This is most likely what occurred to the fire fighters when they opened the door of the classroom.

### Fire Officer II

#### Matching

- E (page 375)
- A (pages 369–374)
- I (page 369)
- H (page 375)
- C (page 375)
- G (page 370)
- B (pages 368–369)
- D (page 370)
- F (page 370)

## Multiple Choice

- |                 |                 |                 |                  |
|-----------------|-----------------|-----------------|------------------|
| 1. C (page 369) | 4. C (page 370) | 7. C (page 374) | 10. A (page 379) |
| 2. B (page 370) | 5. D (page 372) | 8. B (page 374) | 11. A (page 375) |
| 3. A (page 370) | 6. A (page 373) | 9. A (page 378) |                  |

## Fill-in

- |                         |   |
|-------------------------|---|
| 1. first (page 368)     | 5. open-ended (page 371)                          |
| 2. intensity (page 369) | 6. VIN (vehicle identification number) (page 373) |
| 3. second (page 369)    | 7. embezzlement (page 378)                        |
| 4. potential (page 370) |   |

## Fire Alarms

- Use caution with straight- or solid-stream water patterns; they can move, damage, or destroy physical evidence.
- Restrict the use of water for washing down, and try to avoid possible areas of fire origin.
- Refrain from moving any knobs or switches.
- Use caution with power tools in the fire scene. Refuel this equipment away from the fire scene.
- Limit the number of fire fighters performing overhaul and salvage until the fire investigator is finished documenting the scene.

## Chapter 19: Crew Resource Management

### Fire Officer I and II

## Matching

- |                 |                 |                      |                  |
|-----------------|-----------------|----------------------|------------------|
| 1. G (page 391) | 4. A (page 388) | 7. B (page 389)      | 10. C (page 392) |
| 2. D (page 392) | 5. E (page 389) | 8. J (pages 388–389) |                  |
| 3. H (page 388) | 6. I (page 386) | 9. F (page 392)      |                  |

## Multiple Choice

- |                 |                 |                 |                  |
|-----------------|-----------------|-----------------|------------------|
| 1. D (page 386) | 4. D (page 388) | 7. B (page 389) | 10. A (page 391) |
| 2. C (page 387) | 5. B (page 388) | 8. C (page 389) | 11. B (page 391) |
| 3. A (page 388) | 6. C (page 391) | 9. D (page 389) | 12. C (page 392) |

## Fill-in

- |  |                               |
|--|-------------------------------|
| 1. Active failures (page 387)                | 6. who; what (page 388)       |
| 2. Latent (page 387)                         | 7. communication (page 389)   |
| 3. Crew resource management (CRM) (page 388) | 8. common good (page 389)     |
| 4. standard; assertive (page 388)            | 9. dangerous (page 391)       |
| 5. authority (page 388)                      | 10. responsibility (page 391) |

## Fire Alarms

1. It is important that the entire crew focus on the call that they are responding to—not only to prepare, but to allow you to focus on the radio information and the driver to focus on the road. The crew should only exchange information that is pertinent to responding to and arriving safely at the scene.
2. It is important that you recognize that the fire fighter was correct and make the correction with the shift. It is not bad to be wrong, but it is bad if you do not recognize that you were wrong to the fire fighter and crew. Your credibility with your crew will be damaged if you do not admit the misinformation. Additionally, it is important when dealing with people that you do not cut them off when disagreeing with them, but respect their perspective and effectively listen to them. Fire Officer II