



FLORIDA DEPARTMENT OF FINANCIAL SERVICES
Division of State Fire Marshal
Bureau of Fire Standards and Training
11655 N.W. Gainesville Road
Ocala, FL 34482-1486

BFST9516

Chief Officer

Course Syllabus

Revision Date: **March 7, 2023**

This course is managed by The Executive Development Program Section

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Course Overview

This course meets or exceeds the requirements of:

NFPA 1021, *Standard for Fire Officer Professional Qualifications*, (2014 Edition),

NFPA 1037, *Standard for Professional Qualifications for Fire Marshal*, (2016 Edition),

Rule 69A-39.0071, Florida Administrative Code, *Procedures for Fire Code Administrator Certification*

Rule 69A-37.065(2)(d), Florida Administrative Code, *Programs of Study and Vocational Courses*

Course Objectives

This course examines the challenges faced by fire officers, fire marshals and inspectors who are charged with managing personnel as well as the corresponding laws and best practices.

Course Requirements

The successful student will demonstrate proficiency of the established objectives and job performance requirements by participating in a variety of class discussions and activities and demonstrate mastery of the course content through a combination of quizzes, tests, papers, projects and / or presentations as assigned by the course instructor.

Contact Hours

This course requires 60 contact hours.

Certification Program

This course is part of the Fire Officer III Certification and Fire Code Administrator Certification Programs of Study.



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Continuing Education Credits

Approved for 60 CEUs toward Fire Instructor and Firesafety Inspector.

Instructor Qualifications:

Per Rules 69A-37.065 and 69A-39.005, Florida Administrative Code.

Recommended Textbook

Chief Officer Principles and Practice, 3rd Edition, Jones and Bartlett
 Chapter 633, Florida Statutes
 Rule 69A, Florida Administrative Code.

Recommended Practical Applications

The Bureau of Fire Standards and Training (BFST) recommends using current data in all course deliveries whenever feasible. Consistent with the dynamic needs of the Florida Fire Service, practical applications for this course should include projects, case studies, activities, and experiences that are appropriate to the given course including, but not limited to:

1. "The 16 Firefighter Life Safety Initiatives" established by the National Fallen Fire Fighters Foundation (NFFF).
2. The Florida Fire Incident Reporting System (FFIRS) and National Fire Incident Reporting System (NFIRS).

Fire Officer III Job Performance Requirements

The bolded / underlined Job Performance Requirements (JPRs) are addressed in this course curriculum.

JPRS not underlined are addressed in the course listed under "Associated BFST Course."

NFPA 1021 Standard for Fire Officer Professional Qualifications, 2014 Edition

Job Performance Requirement	Associated Course
6.1 General. For qualification at Fire Officer Level III, the Fire Officer II shall meet the job performance requirements defined in Sections 6.2 through 6.8 of this standard.	BFST3780 Analytical Approaches to Public Fire Protection
6.1.1 General Prerequisite Knowledge. Current national and international trends and developments related to fire service organization, management, and administrative principles, as well as public and private organizations that support the fire and emergency services and the functions of each.	
6.1.2 General Prerequisite Skills. The ability to research, to use evaluative methods, to analyze data, to communicate orally and in writing, and to motivate members.	
6.2 Human Resource Management. This duty involves establishing procedures for hiring, assigning, promoting, and encouraging professional development of members, according to the following job performance requirements.	BFST2770 Ethical and Legal Issues for the Fire Service



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Job Performance Requirement

Associated Course

6.2.1 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.

BFST2770
Ethical and
Legal Issues for
the Fire Service

(A) Requisite Knowledge. Minimum staffing requirements, available human resources, and policies and procedures.

(B) Requisite Skills. The ability to relate interpersonally and to communicate orally and in writing.

6.2.2 Develop procedures for hiring members, given policies of the AHJ and legal requirements, so that the process is valid and reliable.

(A) Requisite Knowledge. Applicable federal, state/ provincial, and local laws; regulations and standards; and policies and procedures.

(B) Requisite Skills. The ability to communicate orally and in writing.

6.2.3 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.

(A) Requisite Knowledge. Applicable federal, state/provincial, and local laws; regulations and standards; and policies and procedures.

(B) Requisite Skills. The ability to communicate orally and in writing, to encourage professional development, and to mentor members.

6.2.4 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.

(A) Requisite Knowledge. Interpersonal and motivational techniques, professional development model, goal setting, and personal and organizational goals.

(B) Requisite Skills. The ability to evaluate potential, to communicate orally, and to counsel members.

6.2.5 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.

(A) Required Knowledge. Agency's benefit program.

(B) Required Skills. The ability to conduct research and to communicate orally and in writing.

6.2.6 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).

(A) Required Knowledge. Agency's policies and procedures, and legal requirements or reasonable accommodations.

(B) Required Skills. The ability to conduct research and to communicate orally and in writing.

BFST2770
Ethical and
Legal Issues for
the Fire Service



Job Performance Requirement

Associated Course

6.2.7 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.

(A) Required Knowledge. Agency mission and goals, training program development, and needs assessment.

(B) Required Skills. Ability to perform a needs assessment and to communicate orally and in writing.

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6.3 Community and Government Relations. This duty involves developing programs that improve and expand service and build partnerships with the public, according to the following job performance requirements.

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

(A) Requisite Knowledge. Community demographics, resource availability, community needs, customer service principles, and program development.

(B) Requisite Skills. The ability to relate interpersonally, to communicate orally and in writing, and to analyze and interpret data.

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6.4 Administration. This duty involves preparing a divisional or departmental budget, developing a budget management system, soliciting bids, planning for resource allocation, and working with records management systems, according to the following job performance requirements.

6.4.1 Develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.

(A) Requisite Knowledge. The supplies and equipment necessary for existing and new programs; repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and approved budgeting system.

(B) Requisite Skills. The ability to allocate finances, to relate interpersonally, and to communicate orally and in writing.

6.4.2 Develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority.

(A) Requisite Knowledge. Revenue to date, anticipated revenue, expenditures to date, encumbered amounts, and anticipated expenditures.

(B) Requisite Skills. The ability to interpret financial data and to communicate orally and in writing.

6.4.3 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.

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Job Performance Requirement

Associated Course

(A) Requisite Knowledge. Purchasing laws, policies, and procedures.

(B) Requisite Skills. The ability to use evaluative methods and to communicate orally and in writing.

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

(A) Requisite Knowledge. The principles involved in the acquisition, implementation, and retrieval of information by data processing as it applies to the record and budgetary processes and the capabilities and limitations of information management systems.

(B) Requisite Skills. The ability to use evaluative methods, to communicate orally and in writing, and to organize data.

6.4.5 Analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended.

(A) Requisite Knowledge. The principles involved in the acquisition, implementation, and retrieval of information and data.

(B) Requisite Skills. The ability to use evaluative methods, to communicate orally and in writing, and to organize and analyze data.

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

(A) Requisite Knowledge. Policies and procedures, physical and geographic characteristics and hazards, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, recognized best practice assessment programs, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to research, to use evaluative methods, to analyze data, to communicate orally and in writing, and to organize.

6.5 Inspection and Investigation. This duty involves evaluating inspection programs of the AHJ to determine effectiveness and developing public safety plans, according to the following job performance requirements.

6.5.1 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.

(A) Requisite Knowledge. Policies and procedures, accepted inspection practices, program evaluation, and applicable codes, standards, and laws.

(B) Requisite Skills. The ability to use evaluative methods, to analyze data, and to communicate orally and in writing.

6.5.2 Develop a plan, given an identified fire safety problem, so that the approval for a new program, piece of legislation, form of public education, or fire safety code is facilitated.

BFST3780
Analytical
Approaches to
Public Fire
Protection

BFST3780
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Job Performance Requirement

Associated Course

(A) Requisite Knowledge. Policies and procedures and applicable codes, ordinances, and standards and their development process.

Public Fire Protection

(B) Requisite Skills. The ability to use evaluative methods, to use consensus-building techniques, to communicate orally and in writing, and to organize plans.

6.6 Emergency Service Delivery. This duty involves managing multi-agency planning, deployment, and operations, according to the following job performance requirements.

6.6.1 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.

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(A) Requisite Knowledge. Policies, procedures, and standards, including the current edition of NFPA 1600, and resources, capabilities, roles, responsibilities, and authority of

support agencies.

(B) Requisite Skills. The ability to use evaluative methods, to delegate authority, to communicate orally and in writing, and to organize plans.

6.6.2 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.

(A) Requisite Knowledge. Elements of a post-incident analysis, emergency management plan, critical issues, involved agencies' resources and responsibilities, procedures relating to dispatch response, strategy tactics and operations, and customer service.

(B) Requisite Skills. The ability to write reports, to communicate orally, and to evaluate skills.

6.6.3 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.

(A) Requisite Knowledge. Needs assessment and planning.

(B) Requisite Skills. The ability to conduct a needs assessment, evaluate external resources, and develop a plan.

6.7 Health and Safety. This duty involves developing, managing, and evaluating a departmental health and safety program, according to the following job performance requirements.

6.7.1 Develop a measurable accident and injury prevention program, given relevant local and national data, so that the results are evaluated to determine effectiveness of the program.

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Job Performance Requirement

Associated Course

(A) Requisite Knowledge. Policies and procedures, accepted safety practices, and applicable codes, standards, and laws.

(B) Requisite Skills. The ability to use evaluative methods, to analyze data, and to communicate orally and in writing.

6.8 Emergency Management. This duty involves policies, procedures, and programs for the role of the fire service in the community's emergency management plan and the roles of local, state/provincial, and national emergency management agencies.

6.8.1 Develop a plan for the integration of fire services resources in the community's emergency management plan, given the requirements of the community and the resources available in the fire department, so that the role of the fire service is in compliance with local, state/provincial, and national requirements.

(A) Required Knowledge. Role of the fire service; integrated emergency management system; preparedness-emergency management planning; emergency operations centers; and roles of local, state/provincial, and national emergency management agencies.

(B) Required Skills. The ability to communicate orally and in writing and to organize a plan; and familiarity with emergency management interagency planning and coordination.

Fire Code Administrator Job Performance Requirements

The bolded and underlined Job Performance Requirements (JPRs) are addressed in this course curriculum.

JPRs not bolded and underlined are addressed in the course listed under "Associated BFST Course."

NFPA 1037 Standard for Professional Qualifications for Fire Marshal, 2016 Edition

Job Performance Requirement	Associated Course
5.1 General.	BFST4585 Fire Prevention Organization Management
5.1.1 The Fire Marshal shall meet the core JPRs specified in Sections 5.2 through 5.5.	
5.1.2 The Fire Marshal shall meet the JPRs specified in Sections 5.6 through 5.8 as applicable to his or her jurisdiction.	
<u>5.2 Administrative Duties. The Fire Marshal shall provide the services and perform the duties assigned or designated by the jurisdiction. Specific administrative duties and functions shall vary in scope based on the individual jurisdictional requirements.</u>	<u>BFST9516 Chief Officer</u>
<u>5.2.1 Administer jurisdictional requirements related to the roles and responsibilities of the Fire Marshal, given regulations and organizational goals and objectives pertaining to personnel and labor management, so that the Fire Marshal functions in a</u>	



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Job Performance Requirement

Associated
Course

manner consistent with the organizational mission and complies with applicable personnel management laws and regulations.

(A) Requisite Knowledge. Organizational structure; organizational mission; fundamental strategic planning processes; staffing positions, roles, and responsibilities; and intra- and inter-organizational relationships.

(B) Requisite Skills. The ability to communicate in writing and orally; ability to consolidate information and data from a variety of sources for short- and long-term planning purposes; ability to forecast staffing, capital, and budgetary needs to support the roles and responsibilities of Fire Marshal; ability to establish an organizational structure, to include both existing and future staffing positions, to implement the roles and responsibilities of Fire Marshal consistent with the overall organizational structure; and ability to integrate relationships, functions, and needs of stakeholders.

5.2.2 Establish personnel assignments to maximize efficiency, given the knowledge, training, and experience of the members available, so that the organizational roles and responsibilities and legal requirements are met with the allocated resources and in accordance with jurisdictional requirements.

(A) Requisite Knowledge. Minimum staffing requirements, available human resources, and jurisdictional requirements.

(B) Requisite Skills. The ability to relate interpersonally and to communicate orally and in writing.

5.2.3 Establish a strategic and operational plan, given organizational goals and objectives, legal requirements, and available resources, so that the organizational roles and responsibilities and legal requirements are met with the allocated resources.

(A) Requisite Knowledge. Organizational structure, legal requirements, organizational mission, fundamental strategic planning processes, organizational staffing, roles, and responsibilities, stakeholder relationships.

(B) Requisite Skills. The ability to communicate in writing and orally; ability to consolidate information and data from a variety of sources for short- and long-term planning purposes; ability to forecast staffing, capital, and budgetary needs to support the roles and responsibilities of Fire Marshal; ability to establish an organizational structure, to include both existing and future staffing positions, to implement the roles and responsibilities of Fire Marshal consistent with the overall organizational structure; and ability to integrate relationships, functions, and needs of stakeholders.

5.2.4 Establish a budget, given the available resources, so that the roles and responsibilities of the Fire Marshal can be implemented within organizational goals and objectives.

(A) Requisite Knowledge. Organizational budgeting process and basic accounting requirements.

(B) Requisite Skills. The ability to carry out the organizational budgeting process (i.e., forms, orders, etc.) as related to the roles and responsibilities of Fire Marshal, and ability to communicate the budgetary needs to support the roles and responsibilities of the Fire Marshal.

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Job Performance Requirement

Associated Course

5.2.5 Monitor the condition of the approved budget during the budgeting period, given the available resources and budgetary requirements, so that the roles and responsibilities of the Fire Marshal can be implemented within organizational goals and objectives.

(A) Requisite Knowledge. Organizational budgetary process and basic accounting requirements.

(B) Requisite Skills. The ability to track and analyze trends of financial data pertinent to the roles and responsibilities of Fire Marshal.

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

(A) Requisite Knowledge. The principles involved in the acquisition, implementation, and retrieval of information by data processing as it applies to the record-keeping and budgetary processes, capabilities, and limitations of information management systems.

(B) Requisite Skills. The ability to use evaluative methods, to communicate orally and in writing, and to organize data.

5.3 Risk Management. This duty involves the recommendation, creation, and evaluation of jurisdictional requirements that reduce risks in and to the community. BFST3533
Community Risk Reduction

5.3.1 General Requisite Knowledge. Community planning processes, emergency planning processes, strategic planning, and operational plans.

5.3.2 Evaluate target risks and emergency incident data, given community profile levels of protection, occupancy types, percent of responses by occupancy type, perspectives of risk, and available data and information including loss, so that a community risk profile can be developed based on an acceptable level of risk.

(A) Requisite Knowledge. Occupancy types, levels of protection, emergency response capability, loss history, and the unique hazards associated with the community.

(B) Requisite Skills. The ability to compare hazards, probability of occurrence, and consequence to established risk and to rank those risks based on the effect to and in the community.

5.3.3 Manage a data and information management program, given identified inputs and outputs, data collection system, and personnel, so that data and information are collected, processed, stored, and maintained. BFST3780
Analytical Approaches to Public Fire Protection

(A) Requisite Knowledge. Target risks, available input and output, available data management systems, available personnel, and related organizational policies.

(B) Requisite Skills. The ability to establish the parameters for data and information collection, and maintain data management and storage systems. BFST3780
Analytical Approaches to Public Fire Protection

5.3.4 Interpret data and information, given output from a data/information management system, so that the data and

information provide an adequate basis of knowledge to conduct risk analysis.



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Job Performance Requirement

Associated Course

(A) Requisite Knowledge. Facts, trends, and high-risk areas.

(B) Requisite Skills. The ability to analyze and interpret data and information and identify trends.

5.3.5 Conduct risk analysis, given data and information trends, target risks, community input, and available resources, so that a risk profile and management solutions are developed.

(A) Requisite Knowledge. Data and information trends, community perceptions of risk, available resources, potential solutions, and constraints.

(B) Requisite Skills. The ability to evaluate risk, compare risk to an established or perceived level of risk, and identify potential solutions.

5.3.6 Evaluate risk management solutions, given the risk analysis, organizational and community constraints, regulatory requirements, available resources, and financial impacts, so that the most beneficial and cost-effective solution(s) can be established.

(A) Requisite Knowledge. Effects of external and internal influences upon the risk management solutions, available resources, and costs.

(B) Requisite Skills. The ability to identify and evaluate the effects of internal and external influences on the risk management solutions.

5.3.7 Integrate the risk management solutions with related organizational groups, given organizational structure and constraints, so that the analysis and solution(s) can be used for organizational planning, development, and implementation.

BFST3533
Community
Risk
Reduction

(A) Requisite Knowledge. Roles and responsibilities of other organizational groups and how the proposed risk management solution(s) affect those other units.

(B) Requisite Skills. The ability to recognize the applicability of the risk management solution(s) to the roles and responsibilities to the other organizational groups.

5.3.8 Integrate the risk management solution(s) with community stakeholders, given interface with community individuals and organizations, so that the risk management solution(s) can be used for community planning, development, and implementation.

(A) Requisite Knowledge. Roles and responsibilities of community stakeholders and how the risk management solution(s) affect those stakeholders.

(B) Requisite Skills. The ability to recognize the applicability of the risk management solution(s) to the roles and responsibilities to the other community stakeholders.

5.3.9 Evaluate the risk management program, given the existing risk analysis, implemented solution(s), and data and information applications, so that continued improvement of the program goals and objectives can be monitored and achieved.

(A) Requisite Knowledge. The goals and objectives, available information, established level of risk, and evaluation methodologies.

(B) Requisite Skills. The ability to interpret and analyze the data on the impact of the risk management program.



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Job Performance Requirement

Associated Course

5.3.10 Develop a plan, given an identified fire safety problem, so that the approval for a new program, piece of legislation, form of public education, or fire safety code is facilitated.	BFST3533 Community Risk Reduction
(A) Requisite Knowledge. Applicable codes, standards, and jurisdictional requirements and their development process.	
(B) Requisite Skills. The ability to use evaluative methods, to use consensus-building techniques, to communicate orally and in writing, and to organize plans.	
5.4 Community Relations. This duty involves the development and maintenance of effective relationships within the community.	BFST3533 Community Risk Reduction
5.4.1 Develop relationships with community groups, given a description of local groups and organizational policies for relationships with community groups, attendance at community meetings, and participation at community events, so that a schedule is established for ongoing contacts.	
(A) Requisite Knowledge. Community demographics, formal and informal community leaders, community groups, community and civic issues, effective customer service methods, and organizational policies for community relations.	
(B) Requisite Skills. The ability to effectively communicate in writing and orally.	
5.4.2 Present safety proposals to community groups, given a list of groups with shared concerns, and an understanding of relevant safety measures, so that the justification for the safety proposal is provided, issues are explained, and solutions, impacts, and benefits are stated.	
(A) Requisite Knowledge. Community demographics, formal and informal community leaders, community groups, community and civic issues, effective customer service methods, and organizational policies for community relations.	
(B) Requisite Skills. The ability to effectively communicate in writing and orally.	
5.4.3 Create media communication strategies and policies, given a list of media outlets such as newspaper, radio, web	
pages, and television; characteristics of local media including deadlines; and the resources to provide media with accurate information, so that consistent and accurate prevention information is disseminated in an understandable manner.	
(A) Requisite Knowledge. Methods of disseminating information to the media, media needs, and organizational policies for media relations.	
(B) Requisite Skills. The ability to maintain a constructive relationship with media groups and provide written and oral information.	
5.4.4 Participate in media interviews, given information about organizational goals and prevention practices and strategies; and knowledge of interview techniques, so that consistent and accurate information is disseminated in an understandable manner.	BFST3533 Community Risk Reduction
(A) Requisite Knowledge. Interview methodology and techniques, organizational policies and practices.	



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Job Performance Requirement

Associated Course

(B) Requisite Skills. The ability to communicate orally and demonstrate proper interview techniques.

5.5 Professional Development. This duty involves the recommendation, creation, and evaluation of jurisdictional requirements for professional development, according to the job performance requirements in 5.5.2 through 5.5.6.

BFST4045
Personnel
Management

5.5.1 General Requisite Knowledge. Training and professional development principles, guides, and standards.

5.5.2 Evaluate organization and individual professional development needs, given organizational goals, objectives, and jurisdictional requirements, so that professional development needs are identified and prioritized.

(A) Requisite Knowledge. Needs analysis, task analysis, development of JPRs, organizational goals and objectives, jurisdictional requirements, lesson planning, instructional methods, characteristics of adult learners, instructional media, curriculum development, and development of evaluation instruments.

(B) Requisite Skills. Conducting research, facilitating committee meetings, and needs and task analysis; organizing information into functional groupings; and interpreting data.

5.5.3 Prescribe professional development programs, given the results of a professional development needs analysis, so that the knowledge and skills are job-related, training is performance-based, adult learning principles are used, and the program meets organizational goals and requirements.

(A) Requisite Knowledge. Organizational goals and requirements, instructional design, adult learning principles, and principles of performance-based education.

(B) Requisite Skills. The ability to conduct instructional planning and evaluate training options.

5.5.4 Implement professional development programs, given selected options and available resources, so that professional development programs meet organizational goals and objectives.

(A) Requisite Knowledge. Organizational goals and objectives, available resources, and instructional methods.

(B) Requisite Skills. The ability to assign responsibility, conduct research, facilitate committee meetings, organize information, communicate orally and in writing, and interpret data.

5.5.5 Evaluate organizational professional development programs, given organizational goals and objectives, so that professional development meets organizational goals and objectives.

BFST4045
Personnel
Management

(A) Requisite Knowledge. Organizational goals and objectives, record-keeping systems, data acquisition techniques, and instructional methods.

(B) Requisite Skills. The ability to analyze and evaluate data.



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Job Performance Requirement

Associated Course

<p>5.5.6 Forecast organizational professional development needs, given professional trends, emerging technologies, and future organizational goals and objectives, so that future organizational and individual professional development needs are planned.</p> <p>(A) Requisite Knowledge. Professional trends, emerging technologies, future organizational constraints, and future resources.</p> <p>(B) Requisite Skills. The ability to conduct research, evaluate trends, and forecast needs.</p>	
<p>5.6 Regulatory Programs. This duty involves development, management, and application of regulatory programs.</p> <p>5.6.1 General Requisite Knowledge. Codes, standards, and jurisdictional requirements applicable to the management of the regulatory environment including, but not limited to, NFPA 1031 and other fire, building, and life safety codes.</p> <p>5.6.2 Manage a process for the adoption, modification, and maintenance of codes, standards, and jurisdictional requirements, given fire loss data and/or a demonstrated need or deficiency, so that the code, standard, or jurisdictional requirement is written and addresses the identified need or deficiency.</p> <p>(A) Requisite Knowledge. Applicable jurisdictional requirements; applicable legal and administrative processes in the jurisdiction for the adoption and modification of codes, standards, and jurisdictional requirements; statistical analysis; model codes and standards development process; and identified facts, trends, and high-risk areas.</p> <p>(B) Requisite Skills. The ability to apply the required knowledge to the organizational jurisdictional requirements; to apply the required knowledge to the codes, standards, and jurisdictional requirements development and modification process; and to apply statistical analysis to a problem.</p>	<p>BFST2770 Ethical and Legal Issues for the Fire Service</p>
<p>5.6.3 Manage a process for conducting compliance inspections, given applicable codes, standards, and jurisdictional requirements and/or an identified issue, so that the applicable codes, standards, and jurisdictional requirements are identified, deficiencies are identified and documented, and compliance determined.</p> <p>(A) Requisite Knowledge. All applicable codes, standards, and jurisdictional requirements; administratively implementing documents and methods; and technological tools to aid compliance inspections.</p> <p>(B) Requisite Skills. The ability to develop jurisdictional requirements for the administration of the inspection functions and programs.</p>	<p>BFST4585 Fire Prevention Organization and Management</p>
<p>5.6.4 Manage a process for plan reviews, given the policies of the jurisdiction requiring plan reviews, so that requirements for plan reviews are completed in accordance with the policies of the jurisdiction.</p> <p>(A) Requisite Knowledge. All applicable codes, standards, and jurisdictional requirements; workflow processes of the jurisdiction; and technological tools for the plan review process.</p> <p>(B) Requisite Skills. The ability to develop jurisdictional requirements for the administration of the plan review functions and program and to assign tasks.</p>	<p>BFST4585 Fire Prevention Organization and Management</p> <p>BFST4585 Fire Prevention Organization</p>



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Job Performance Requirement

Associated Course

5.6.5 Manage an appeals process, given the codes, standards, and jurisdictional requirements, so that appeals can be resolved in compliance with the intent of the applicable codes, standards, and jurisdictional requirements.

(A) Requisite Knowledge. Administrative and legal processes for managing appeals.

(B) Requisite Skills. The ability to effectively manage appeals in conformance with the applicable codes, standards, and jurisdictional requirements.

5.6.6 Manage a process for record keeping, given the need to document the processes of the regulatory program, so that there is a record of the regulatory actions.

(A) Requisite Knowledge. Record-keeping requirements of the jurisdiction.

(B) Requisite Skills. The ability to manage records according to the applicable requirements.

5.6.7 Manage a process for administering, evaluating, and issuing permits, licenses, and/or certificates of fitness, given the applicable jurisdictional requirements, so that applicable codes, standards, and jurisdictional requirements are met.

(A) Requisite Knowledge. Legal processes for managing permits, licenses, and/or certificates of fitness.

(B) Requisite Skills. The ability to manage permit applications in conformance with the applicable codes, standards, and jurisdictional requirements.

5.6.8 Manage the compliance interpretation process for prescriptive codes, standards, and jurisdictional requirements, given complex issues related to codes, standards, and jurisdictional requirements, so that a resolution of the issue meets the intent of the prescriptive codes, standards, and jurisdictional requirements.

(A) Requisite Knowledge. Applicable codes, standards, and jurisdictional requirements, administrative and legal considerations of compliance interpretations.

(B) Requisite Skills. The ability to evaluate prescriptive codes, standards, and jurisdictional requirements.

5.6.9 Manage a program for alternative compliance measures, given the submittal of equivalencies, alternative methods, and performance-based design, so that the final design meets the intent of the codes, standards, and jurisdictional requirements.

(A) Requisite Knowledge. Codes, standards, and jurisdictional requirements; administrative and legal considerations of equivalencies, alternative methods, and performance-based design; evaluative programs for objective analysis of alternative compliance measures; and technological solutions for alternative compliance measures.

(B) Requisite Skills. The ability to evaluate and verify the validity of nonprescriptive design approaches and to develop jurisdictional requirements for the administration of alternative compliance programs.

5.6.10 Manage the process for reconciling complaints, given the report of a situation or condition, so that complaints are resolved and appropriate action is taken.

(A) Requisite Knowledge. Applicable codes, standards, and jurisdictional requirements and administrative and legal considerations for managing and resolving complaints.

and
Management

BFST 4585
Fire
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Job Performance Requirement

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(B) Requisite Skills. The ability to evaluate and resolve complaints through use of the appropriate legal and administrative requirements.

5.6.11 Generate jurisdictional requirements for administering the regulatory management program, given management objectives, so that the requirements are clearly defined, concise, and in accordance with the legal obligations of the jurisdiction.

(A) Requisite Knowledge. Jurisdictional requirements and management objectives for the regulatory management program.

(B) Requisite Skills. The ability to effectively interpret jurisdictional requirements and to write jurisdictional requirements in accordance with administrative and legal guidelines.

5.6.12 Manage a program to coordinate with other agencies, given that other agencies' requirements can overlap the local jurisdictions, so that conflicts are eliminated and clear lines of responsibility are developed.

(A) Requisite Knowledge. Other regulatory agencies that affect the local jurisdiction and administrative and legal authorities pertaining to the program.

(B) Requisite Skills. The ability to evaluate other regulatory agencies' requirements and to negotiate and resolve conflicts.

5.7 Fire and Life Safety_Education. This duty involves managing fire and life safety educational programs.

5.7.1 General Requisite Knowledge. Fire and life safety education planning and evaluation processes, management of

educational programs, and professional development requirements, including those contained in NFPA 1035.

5.7.2 Develop a comprehensive organizational fire and life safety education strategy, given a systematic planning process and relevant information, so that program goals, design, resources, implementation, and evaluation methods are included.

(A) Requisite Knowledge. Fire and life safety education issues, program administration issues, community concerns, available community resources, and cost/benefit analysis methods.

(B) Requisite Skills. The ability to design program strategy, select program components, and interact with community groups, partnerships, and collaborative efforts.

5.7.3 Create a collaborative fire and life safety education partnership, given a description of local community groups, a list of fire and injury priorities, and organizational policies for community partnerships, so that a specific fire or injury priority is mitigated by the partnership.

(A) Requisite Knowledge. Potential community partners with shared concerns and resources and team development dynamics.

(B) Requisite Skills. The ability to facilitate meetings, motivate partners to achieve goals, and manage and maintain teamwork.

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Job Performance Requirement

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- 5.7.4 Create an awareness campaign within the organization, given identified fire and life safety education goals and policies, so that all members are informed of their role within the organization's fire and life safety education strategy. and
Management
- (A) Requisite Knowledge. Organization mission statement, communication systems, goals, policies, and education strategy.
- (B) Requisite Skills. The ability to create an awareness campaign, disseminate information internally, and implement market strategy.
- 5.7.5 Create comprehensive fire and life safety education report(s) for policy makers, given relevant information, so that educational strategies, goals, objectives, activities, impact, budgets, and outcomes are clearly described.
- (A) Requisite Knowledge. Public policy process of the organization and educational activities and outcomes.
- (B) Requisite Skills. The ability to generate reports and analyze data.
- 5.7.6 Evaluate fire and life safety programs, given data to indicate risk reduction and loss reduction, so that measurable interpretation of educational efforts can be reported.
- (A) Requisite Knowledge. Evaluation instruments, learning objectives, testing policies, survey policies, and procedures.
- (B) Requisite Skills. The ability to apply evaluation practices and procedures.
- 5.7.7 Implement a comprehensive fire and life safety program, given a systematic development process, so that program goals, objectives, design, resources, and evaluation methods are included.
- (A) Requisite Knowledge. Program administration issues, community concerns, and available resources.
- (B) Requisite Skills. The ability to select program components, stimulate interest among community groups, and establish partnerships and collaborative efforts.
- 5.8 Investigation. This duty involves the management of a variety of investigations. BFST3780
- 5.8.1 General Requisite Knowledge. Codes, standards, and jurisdictional requirements, as they relate to the investigative process. Analytical
Approaches
to Public Fire
Protection
- 5.8.2 Administer applicable codes, standards, and jurisdictional requirements for investigations, given applicable codes, standards, and jurisdictional requirements for investigations, so that investigators are knowledgeable and operate within the organizational policies.
- (A) Requisite Knowledge. Local, state, federal, and provincial laws; investigation methodology; and applicable codes, standards, and jurisdictional requirements to conduct investigations.
- (B) Requisite Skills. The ability to manage the investigative process and evaluate the results.
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<p>5.8.3 Review and assess investigation reports and data to be submitted in anticipation of litigation or resolution, given details of an investigation including evidence collected, reports, scene sketches, photographs, other related information, and data relevant to the investigation, so that complete, accurate documents are submitted for possible legal action.</p> <p>(A) Requisite Knowledge. Local, state, federal, and provincial laws related to investigation, codes, standards, and jurisdictional requirements, and other pertinent references.</p> <p>(B) Requisite Skills. The ability to write technical reports and compile and analyze investigative data.</p>	BFST3780 Analytical Approaches to Public Fire Protection
<p>5.8.4 Conduct investigative analysis given reports compiled from investigation data, to recommend action, so that fire prevention and other programs can be enhanced.</p> <p>(A) Requisite Knowledge. Oral and written communication and statistical analysis.</p> <p>(B) Requisite Skills. The ability to write technical reports and evaluate data.</p>	
<p>5.8.5 Manage technical resources needed to perform investigations, given personnel, protective equipment, jurisdictional requirements, and other necessary equipment, including investigation tools and resources for investigations so that investigators are adequately protected and equipped and investigations are conducted according to safety requirements.</p> <p>(A) Requisite Knowledge. Local, state, federal, and provincial laws, regulations, and standards for the safety of employees; technical knowledge of equipment; and use of personal protective ensemble and tools needed for investigations.</p> <p>(B) Requisite Skills. The ability to coordinate tasks and people, write procedures, communicate, and utilize resources.</p>	
<p>5.8.6 Develop and manage a comprehensive investigation program given reference materials and laws related to investigations, including due process, so that legal mandates are met and jurisdictional requirements are formulated for required investigations that are consistent, complete, and safe.</p> <p>(A) Requisite Knowledge. Technical writing and procedure/policy formatting, policy issues, law and legal aspects of investigations, and codes, standards, and jurisdictional requirements.</p> <p>(B) Requisite Skills. The ability to communicate both orally and in writing.</p>	
<p>5.8.7 Construct a resource plan for investigations with allied groups to adapt to incident needs, given knowledge of the capabilities of available groups and resources, so that response to various types of incidents can be completely investigated.</p> <p>(A) Requisite Knowledge. Local, state, federal, and provincial resources available for use.</p> <p>(B) Requisite Skills. The ability to communicate effectively, coordinate resources, and utilize those resources.</p>	BFST3780 Analytical Approaches to Public Fire Protection

Behavioral Health Access

“A Departments Approach for the Chief Officer”

Instructor Guide

Motivational Statement: The culture of a fire department begins with the chief. The chief must establish an attitude of safety and demonstrate a commitment to safety for all personnel. This also drives the culture of the fire department.

Objectives:

- Discuss steps a chief can take to lead by example.
- Identify what resources can be established to assure a behavior health access program is available to all personnel.
- Discuss how to implement resources and programs.
- Describe ways to know the culture of your department.
- Identify components of the Yellow Ribbon Report and the impact on the fire department.
- Discuss the components of the National Fallen Firefighter Fire Service Behavioral Health Management Guide.
- Discuss being proactive
- Describe how to get involved locally

I. Leading by example

A. Good communications

1. Provide training on mental wellness at all levels in your department
 - a) Awareness level for all
 - b) Advanced training for officers on recognizing signs in their crews
 - c) Officer training for how to handle events that need additional resources such as EAP, counseling, assistance with drug/alcohol abuse, etc.
2. When an incident occurs, lead your department.
 - a) Address the incident
 - b) Provide facts that are known
 - c) Participate in peer support, chaplaincy, CISM at your level
 - (1) More difficult as a chief
 - (2) Establish rapport with other chiefs
 - (3) Know who you can go to for help

B. Show strength in leadership

1. It's okay to not be okay
2. You can admit that you are hurting personally as well
3. Provide a path to coping, healing, and growth from the incident (lessons learned)

C. Model traits you want followed

1. Use the resources yourself
2. Identify:
 - a) Stressors
 - b) Your coping mechanisms
 - c) When you need to seek additional help
3. Open, honest communications
4. Develop a safe culture
 - a) Allows personnel to speak of their concerns
 - b) Ability to ask for help without being ashamed or scared of retaliation or humiliation by others who see it as weakness
5. Develop SOPs
 - a) how to access levels
 - b) when to use and mobilize your resources
 - c) how to access counseling

II. Resources

A. Counselor Training

1. UCF Restores
 - a) <https://ucfrestores.com/about/>
 - b) Also includes FL A&M University
 - c) Includes training
2. PEER counseling programs
 - a) IAFF
 - b) UCF Restores
3. Chaplaincy
4. CISM
5. Redline Rescues – part of UCF Restores
 - a) Trained personnel
 - (1) Search to find a clinician
 - (2) Search to find a peer support provider
 - (3) Provides resources on how to be listed as a clinician or peer support resource including training
 - b) Resources for fire department
6. Florida Safety & Health Collaborative
7. First Responder Center for Excellence (NFFF)
8. 2nd Alarm Project – serving first responders in the Panhandle area
 - a) Struggle well program awareness level training and above
 - b) Post traumatic growth
9. State Fire Marshal
 - a) If you need assistance with teams, peers, etc.
 - b) Have established a section under ESF 4 & 9 to respond to state declared emergencies, but can also be used to get resources

III. Implementing Resources and Programs

A. Be proactive

1. After incident bring in resources
2. Have access to clinicians
 - a) Some departments are now employing clinicians
 - b) EAP with trained counselors
3. Establish training programs that inform firefighters of options and how to access them
4. Establish culture that if anyone has concerns about a fellow firefighter or crew member that they can get help for the individual
5. Establish resources outside of department as there may still be a stigma attached to asking for help

6. Make sure your first line officers are trained and have the resources needed
7. Make sure personnel know there are resources to deal with personal issues as well
 - a) Family concerns
 - b) Health concerns
 - c) Drug/alcohol abuse

IV. The Department's Culture

- A. Chief must get out of his/her office
 1. Talk to your personnel
 2. Are your officers telling you the truth or what they think you want to hear?
 - a) No bad news
 - b) Everything is fine
 - c) We're handling it
 - (1) Have heard many times from chief's that they depend on their officers for information
 - (2) Officers may feel they are failing if they can't handle the situation
 3. Have an honest discussion with everyone regarding the culture
 - a) Is it one of growth and balance?
 - b) Is there bullying, harassment, intimidation, hazing
 - c) Are firefighters truly happy
 - d) What do firefighters think can be done to make a better environment
 4. Observation
 - a) Old theory of management by walking around
 - b) Sometimes is better to be seen than heard
 5. Communications cannot be stressed enough
 6. Chief's need training as well
 - a) Responsible for your officer's mental health and wellness
 - b) How to develop a behavioral health access program
 - (1) components
 - (2) SOPs

V. Yellow Ribbon Report – best practices

- A. psychological safety inside workplace
- B. employ and model leadership excellence
- C. establish peer-support program
- D. health insurance for firefighters and families that include professional counseling

- E. have peer counselors sit down with personnel who have experience traumatic event within 72 hours
 - F. train first-level supervisors
 - G. conduct training for all members normalizing mental health impacts of vocation
 - H. orientation for recruits and family and include behavior wellness issues
 - I. train and deploy spousal advocates
 - J. encourage individuals to gain insights into traumatic and stress-inducing events
 - K. develop and implement annual education sessions
- VI. NFFF Fire Service Behavioral Health Management Guide
- A. Leader and manager of behavioral health program
 - B. Provide support to others
 - C. Model desired behavior
 - D. Identify licensed clinical provider
 - E. Working relations with clinical options in community
 - F. Self-care and recognize symptoms in other
 - G. Confidentiality
 - H. Selection of peer support members
 - I. Establishing CISM
 - J. Chaplaincy
 - K. Clinician Training
- VII. Being Proactive
- A. Figuring out what to do when situation arises becomes a stressor
 - B. Establish goals and objectives and timelines for events
 - C. Fire Service Behavioral Health Rapid Response
 - 1. Progressive timeline outlining steps to conduct from pre-planning, immediate, rescue, recovery and return to life
 - 2. On-Duty Fatality, Injury or Severe Close Call
 - 3. Mass Violence Incident
 - 4. Suicide
 - D. SOPs
 - 1. Access for employees and families
 - 2. Steps to be followed when there is an incident
 - a) Knowing who to call and numbers available
 - b) Having a plan to follow
 - E. Recruit mentorship
 - F. Retirees
 - 1. Keep involved
 - 2. Part of recruit training
 - 3. Establishment of retiree groups and activities

VIII. Local Involvement

- A. Health and Safety Collaborative
- B. Chiefs' meetings
 - 1. Make this a discussion point
 - 2. Regional approaches
- C. Department Safety Committee

"The buck stops here."

The Chief is ultimately responsible for all employees.