



**FIRE OFFICER IV
NFPA 1021, 2020 Edition
Practical Skills/Test Construction Guide**

Skill sheets developed for Fire Officer IV assessment are intended to serve as a guide to aid candidates in preparing their project/presentation supporting documents, and for scoring by evaluators.

Candidates will take a 50-question written exam and prepare 5 projects to be evaluated post-course. When all projects are complete and submitted to the TCO, the SFMO will randomly select three projects for each candidate to present for evaluation.

All projects must be the candidate's original work. All projects will be submitted to the SFMO (in PDF format) by the TCO.

- Human Resource Management (NFPA 1021 7.2)
- Community and Government Relations (NFPA 1021 7.3)
- Fire Department Administration (NFPA 1021 7.4)
- Emergency Service Delivery (NFPA 7.6)
- Health and Safety (NFPA 7.7)



FIRE PROTECTION BUREAU
FIRE SERVICE CERTIFICATION
PO Box 42642
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FIRE OFFICER IV

Candidate Name _____ Skill Sheet 1

FEMA ID _____ Date _____

NFPA STANDARD: 1021, 2020 edition		JPR: 7.2.1		SKILL AREA: Human Resource Management: Appraise Department Human Resources	
TASK: Candidate shall appraise the department's human resource demographics;					
CONDITIONS: Given appropriate demographic data;					
PERFORMANCE OUTCOME: So that the recruitment, selection, and placement of human resources is effective and consistent with law and current best practices.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies applicable laws and standards	☐	☐	☐	☐
2.	Identifies methods for evaluating demographics and practices	☐	☐	☐	☐
3.	Identifies community demographics	☐	☐	☐	☐
4.	Completes evaluation of demographics and practices	☐	☐	☐	☐
5.	Identifies SWOT	☐	☐	☐	☐
6.	Identifies any needed corrective action	☐	☐	☐	☐
7.	Identifies time frame for action	☐	☐	☐	☐
8.	Identifies time frame for reevaluation.	☐	☐	☐	☐
9.	Delegates authority as needed for resolution.	☐	☐	☐	☐
10.	Completes executive summary.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

Evaluator/Candidate Comments _____

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FIRE OFFICER IV

Candidate Name _____ Skill Sheet 2

FEMA ID _____ Date _____

NFPA STANDARD: 1021, 2020 edition		JPR: 7.2.2		SKILL AREA: Human Resource Management: Evaluate Employee/Management Relations	
TASK: Candidate shall initiate the development of a program;					
CONDITIONS: Given current member/management relations;					
PERFORMANCE OUTCOME: So that a positive and participative member/management program exists.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies methods for evaluating employee/management relations.	☐	☐	☐	☐
2.	Identifies data sources for evaluation.	☐	☐	☐	☐
3.	Assesses data and facts.	☐	☐	☐	☐
4.	Identifies corrective action process.	☐	☐	☐	☐
5.	Identifies timeframe for corrective action and follow-up.	☐	☐	☐	☐
6.	Completes and summarizes findings.	☐	☐	☐	☐
7.	Presents summary of findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

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Candidate Name _____ Skill Sheet 3

FEMA ID _____ Date _____

NFPA STANDARD: 1021, 2020 edition		JPR: 7.2.3		SKILL AREA: Human Resource Management: Establish/Evaluate Training Goals	
TASK: Candidate shall establish and evaluate a list of education and in-service training goals;					
CONDITIONS: Given a summary of the job requirements for all positions within the department;					
PERFORMANCE OUTCOME: So that all members can achieve and maintain required proficiencies.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Completes summary of requirements by position.	☐	☐	☐	☐
2.	Identifies department training and education needs by type.	☐	☐	☐	☐
3.	Identifies timeline for required training.	☐	☐	☐	☐
4.	Evaluates existing training resources and options.	☐	☐	☐	☐
5.	Identifies and evaluates training budget.	☐	☐	☐	☐
6.	Selects and justifies training program goals and objectives.	☐	☐	☐	☐
7.	Evaluates and enumerates steps to implement training program.	☐	☐	☐	☐
8.	Identifies plan for evaluating training program.	☐	☐	☐	☐
9.	Presents summary of findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐			Equipment Stop Safety: Yes ☐		

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Candidate Name _____ Skill Sheet 4

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NFPA STANDARD: 1021, 2020 edition		JPR: 7.2.4		SKILL AREA: Human Resource Management: Appraise Employee Assistance Program	
TASK: Candidate shall appraise a member assistance program;					
CONDITIONS: Given data about the program;					
PERFORMANCE OUTCOME: So that the program, when used, produces state program outcomes.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies evaluation method used for appraisal.	☐	☐	☐	☐
2.	Identifies Employee Assistance Program (EAP) utilization.	☐	☐	☐	☐
3.	Provides a description of the EAP.	☐	☐	☐	☐
4.	Identifies goals of the EAP.	☐	☐	☐	☐
5.	Identifies and evaluates training budget.	☐	☐	☐	☐
6.	Provides a summary of the EAP, including data, findings, conclusion, and recommendation.	☐	☐	☐	☐
7.	Presents summary of findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐			Equipment Stop Safety: Yes ☐		

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Candidate Name _____ Skill Sheet 5

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NFPA STANDARD: 1021, 2020 edition		JPR: 7.2.5		SKILL AREA: Human Resource Management: Evaluate Incentive Program	
TASK: Candidate shall evaluate an incentive program;					
CONDITIONS: Given research and data about the program;					
PERFORMANCE OUTCOME: So that a determination is made regarding achievement of the desired results.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies evaluation method used for evaluating the incentive program.	☐	☐	☐	☐
2.	Identifies incentive program utilization.	☐	☐	☐	☐
3.	Provides a description of the incentive program.	☐	☐	☐	☐
4.	Identifies goals of the incentive program.	☐	☐	☐	☐
5.	Provides a summary of the incentive program, including data, findings, conclusion, and recommendations.	☐	☐	☐	☐
6.	Identifies a timeline to implement the incentive program.	☐	☐	☐	☐
7.	Presents summary of findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

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Candidate Name _____ Skill Sheet 6

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NFPA STANDARD: 1021, 2020 edition		JPR: 7.3.1		SKILL AREA: Community and Government Relations: Project a Positive Image for the Fire Department.	
TASK: Candidate shall attend, participate in, and assume a leadership role in community-based events;					
CONDITIONS: Given community needs based on feedback from community requirements;					
PERFORMANCE OUTCOME: So that the image of the organization is enhanced.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies required role in community leadership.	☐	☐	☐	☐
2.	Assesses current role and determine necessary changes.	☐	☐	☐	☐
3.	Identifies appropriate data sources.	☐	☐	☐	☐
4.	Identifies departmental activities for participation in a leadership role.	☐	☐	☐	☐
5.	Demonstrates familiarity with the public relations needs of the community.	☐	☐	☐	☐
6.	Presents findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐			Equipment Stop Safety: Yes ☐		

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Candidate Name _____ Skill Sheet 7

FEMA ID _____ Date _____

NFPA STANDARD: 1021, 2020 edition		JPR: 7.4.1		SKILL AREA: Develop a Comprehensive Long-Range Plan	
TASK: Candidate shall develop a comprehensive long-range plan;					
CONDITIONS: Given community requirements, current department status, and resources;					
PERFORMANCE OUTCOME: So that the projected needs of the community are met.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Develops and executive summary/statement.	☐	☐	☐	☐
2.	Reviews and analyzes the data.	☐	☐	☐	☐
3.	Identifies departmental needs.	☐	☐	☐	☐
4.	Selects and defines goals and objectives.	☐	☐	☐	☐
5.	Develops requirements for meeting department goals and objectives.	☐	☐	☐	☐
6.	Summarizes alternatives.	☐	☐	☐	☐
7.	Implements plan with timeframes.	☐	☐	☐	☐
8.	Identifies budget requirements.	☐	☐	☐	☐
9.	Conducts periodic evaluation.	☐	☐	☐	☐
10.	Presents findings to agency and public stakeholders.	☐	☐	☐	☐
11.	Adheres to agency policy regarding official statements or proposals to the public.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

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Candidate Name _____ Skill Sheet 8

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NFPA STANDARD: 1021, 2020 edition		JPR: 7.4.2		SKILL AREA: Administration: Evaluate/Project Training and Facilities Needs	
TASK: Candidate shall evaluate and project training requirements, facilities and building needs;					
CONDITIONS: Given data that reflects the community needs and resources, and department needs;					
PERFORMANCE OUTCOME: So that departmental training goals are met.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies method for evaluating training and facility needs.	☐	☐	☐	☐
2.	Reviews and analyzes data to identify department needs.	☐	☐	☐	☐
3.	Selects and identifies goals and objectives.	☐	☐	☐	☐
4.	Develops requirements for meeting goals and objectives for the department.	☐	☐	☐	☐
5.	Summarizes alternatives.	☐	☐	☐	☐
6.	Implements plan with timeframes.	☐	☐	☐	☐
7.	Identifies budget requirements.	☐	☐	☐	☐
8.	Conducts periodic evaluation.	☐	☐	☐	☐
9.	Develops and executive summary.	☐	☐	☐	☐
10.	Presents findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐			Equipment Stop Safety: Yes ☐		

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Candidate Name _____ Skill Sheet 9

FEMA ID _____ Date _____

NFPA STANDARD: 1021, 2020 edition		JPR: 7.4.3		SKILL AREA: Administration: Develop a Comprehensive Hazard/Risk Analysis	
TASK: Candidate shall complete a written, comprehensive risk, hazard, and value analysis of the community;					
CONDITIONS: Given the appropriate features of the service area of the organization:					
PERFORMANCE OUTCOME: So that an accurate evaluation is made for service delivery decision making.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies department mission and operational direction.	☐	☐	☐	☐
2.	Identifies data sources to determine comprehensive risks, trends, and issues for analysis.	☐	☐	☐	☐
3.	Identifies, when applicable, potential hazards and consequences resulting from inadequate attention on:	☐	☐	☐	☐
	a. Accident and/or injury prevention programs and investigations.	☐	☐	☐	☐
	b. Facility, apparatus, equipment and PPE inspection practices.	☐	☐	☐	☐
	c. Personnel health and well-being policies, and practices, including infection control, physical examinations, and Critical Incident Stress Management.	☐	☐	☐	☐
	d. Training related health and safety issues.	☐	☐	☐	☐
	e. Development and maintenance of consistent, updated SOP's for operational guidance.	☐	☐	☐	☐
4.	Defines considerations for assessing the role of a Safety and Health Committee within a department's overall Health and Safety Plan.	☐	☐	☐	☐
5.	Presents findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

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Candidate Name _____ Skill Sheet 10

FEMA ID _____ Date _____

NFPA STANDARD: 1021, 2020 edition		JPR: 7.4.4		SKILL AREA: Administration: Develop a Plan for a Capital Project or Program.	
TASK: Candidate shall develop a plan for a capital improvement project or program;					
CONDITIONS: Given unmet needs in the community:					
PERFORMANCE OUTCOME: So that there is adequate information to educate citizens about the needs of the department.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Defines the demographics of the community, its population, and its potential hazards.	☐	☐	☐	☐
2.	Identifies any customer and/or community special needs or unmet needs.	☐	☐	☐	☐
3.	Defines the specific capital improvement project or program and assigns objectives and budget proposal(s).	☐	☐	☐	☐
4.	Designs an assessment tool and analysis for the present program or project.	☐	☐	☐	☐
5.	Defines how the jurisdiction will fund the capital project/program.	☐	☐	☐	☐
6.	Presents summary of findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

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FIRE OFFICER IV

Candidate Name _____ Skill Sheet 11

FEMA ID _____ Date _____

NFPA STANDARD: 1021, 2020 edition		JPR: 7.6.1 & 7.6.2		SKILL AREA: Emergency Services Delivery: Develop a Comprehensive Disaster Plan	
TASK: Candidate shall develop a comprehensive disaster plan that integrates other agencies' resources;					
CONDITIONS: Given risk, vulnerability, agency data and capability data;					
PERFORMANCE OUTCOME: So that the organization can mitigate the impact to the community and the agency operating at a civil disturbance, integrates with other agencies' actions, and provide for the safety and protection of members.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies the mission of the department.	☐	☐	☐	☐
2.	Identifies use of an Incident Management System (IMS).	☐	☐	☐	☐
3.	Identifies role of specialized decision-makers.	☐	☐	☐	☐
4.	Identifies delegation of authority.	☐	☐	☐	☐
5.	Identifies specific tasks of management personnel.	☐	☐	☐	☐
6.	Identifies method of hazard assessment.	☐	☐	☐	☐
7.	Identifies fire department operation plan.	☐	☐	☐	☐
8.	Identifies interagency cooperation and lists specific agencies for response to AHJ.	☐	☐	☐	☐
9.	Describes proposed action plan for Comprehensive Disaster Response.	☐	☐	☐	☐
10.	Describes special considerations for Civil Disturbance incidents.	☐	☐	☐	☐
11.	Develops an executive summary.	☐	☐	☐	☐
12.	Presents summary of findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

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FIRE OFFICER IV

Candidate Name _____ Skill Sheet 12

FEMA ID _____ Date _____

NFPA STANDARD: 1021, 2020 edition		JPR: 7.3.2		SKILL AREA: Community and Government Relations: Develop a Media Relations Program	
TASK: Candidate shall develop a media relations program;					
CONDITIONS: Given community needs, AHJ policies and procedures;					
PERFORMANCE OUTCOME: So that the image of the organization is enhanced, and dissemination of information is accurate and accessible.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies community demographics and socioeconomics.	☐	☐	☐	☐
2.	Identifies community and civic issues.	☐	☐	☐	☐
3.	Identifies formal and informal leaders.	☐	☐	☐	☐
4.	Identifies fire department policies and procedures for information dissemination.	☐	☐	☐	☐
5.	Identifies applicable laws, rules, and regulations governing information release.	☐	☐	☐	☐
6.	Identifies fundamentals of media relations.	☐	☐	☐	☐
7.	Identifies social media platforms.	☐	☐	☐	☐
8.	Identifies effective customer service methods.	☐	☐	☐	☐
9.	Identifies future opportunities to get involved in the community.	☐	☐	☐	☐
10.	Describes proposed media relations program.	☐	☐	☐	☐
11.	Develops a media release containing the who, what, when, where, why, and how of an event.	☐	☐	☐	☐
12.	Presents a summary of findings.	☐	☐	☐	☐
Overall Skill Sheet Score		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

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FIRE OFFICER IV

Candidate Name _____ Skill Sheet 13

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NFPA STANDARD: 1021, 2020 Edition		JPR: 7.7.1		SKILL AREA: Health & Safety – Develop a Risk Management Program	
TASK: Develop, maintain, and provide leadership for a risk management program;					
CONDITIONS: Given specific data;					
PERFORMANCE OUTCOME: So that injuries are property damage incidents are reduced.					
No.	TASK STEPS	FIRST TEST		RETEST	
		Pass	Fail	Pass	Fail
1.	Identifies mission of the department	☐	☐	☐	☐
2.	Identifies risks and trends related to department health and safety issues	☐	☐	☐	☐
3.	Selects and defines risk management goals and objectives to address identified concerns.	☐	☐	☐	☐
4.	Develops an executive summary statement that:	☐	☐	☐	☐
	a. references appropriate laws, regulations, and standards	☐	☐	☐	☐
	b. identifies requirements for meeting goals and objectives	☐	☐	☐	☐
	c. describes implementation process and timeframe	☐	☐	☐	☐
	d. identifies schedule for periodic evaluation of process	☐	☐	☐	☐
5.	Presents summary findings	☐	☐	☐	☐
Overall Skill Sheet Score:		☐	☐	☐	☐
Candidate Stop Safety: Yes ☐		Equipment Stop Safety: Yes ☐			

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