



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

# **BFST4045**

## **Personnel Management for Fire and Emergency Services**

### **Course Curriculum**

Revision Date: June 12, 2018

**This course is managed by The Executive Development Program Section**

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#### **Course Overview**

This course will provide an overview of the personnel issues that challenge today's fire service leaders. Topics include: personnel management, organizational development, productivity, recruitment and selection, performance management systems, discipline, and collective bargaining.

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), and Rule 69A-39.005, Florida Administrative Code and Rule 69A-37.065(2)(d), Florida Administrative Code.

#### **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 45 contact hours.

#### **Certification Program**

This course is part of the Fire Officer IV Certification and Fire Code Administrator Certification.



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### Continuing Education Credits

Approved for 45 CEUs toward Fire Instructor and Firesafety Inspector.

### Instructor Qualifications:

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

### Recommended Textbook

*Human Resources Management in Public Service, 5<sup>th</sup> Edition* by Evan M. Berman, James S. Bowman, Jonathan P. West, and Montgomery R. Van Wart in concert with the *Chapter 633, Florida Statutes / Rule 69A, F.A.C. Pamphlet* that is available for purchase from the Florida State Fire College Bookstore.

### Recommended Practical Applications

The Bureau of Fire Standards and Training (BFST) recommends using real 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 Incident Fire Reporting System (NFIRS).

### Fire Officer IV Job Performance Requirements

The bolded and 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 BFST Course
7.1 General. For qualification at Fire Officer Level IV, the Fire Officer III shall meet the job performance requirements defined in Sections 7.2 through 7.7 of this standard.	Courses Listed Below
<b><u>7.2 Human Resource Management. This duty involves administrating job performance requirements and evaluating and improving the department, according to the following job performance requirements.</u></b>	<b><u>BFST4045 Personnel Management for Fire and Emergency Services</u></b>
<b><u>7.2.1 Appraise the department’s human resource demographics, given appropriate community demographic data, so that the recruitment, selection, and placement of human resources is effective and consistent with law and current best practices.</u></b>	
<b><u>(A) Requisite Knowledge. Policies and procedures; local, state/provincial, and federal regulations; community demographics; community issues; and formal and informal community leaders.</u></b>	



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## Job Performance Requirement

## Associated BFST Course

7.2.2 Initiate the development of a program, given current member/management relations, so that a positive and participative member/management program exists.

BFST4045  
Personnel  
Management  
for Fire and  
Emergency  
Services

(A) Requisite Knowledge. Policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, to negotiate, to analyze current status of member relations, to relate interpersonally, to analyze the current member/management relations, and to conduct program implementation.

7.2.3 Establish and evaluate a list of education and in-service training goals, given a summary of the job requirements for all positions within the department, so that all members can achieve and maintain required proficiencies.

(A) Requisite Knowledge. Training resources, community needs, internal and external customers, policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.

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

7.2.4 Appraise a member-assistance program, given data, so that the program, when used, produces stated program outcomes.

(A) Requisite Knowledge. Policies and procedures, available assistance programs, contractual agreements, and local, state/ provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, to relate interpersonally to members, and to analyze needs and results.

7.2.5 Evaluate an incentive program, given data, so that a determination is made regarding achievement of the desired results.

(A) Requisite Knowledge. Policies and procedures, available incentive programs, contractual agreements, and local, state/provincial, and federal regulations.

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

7.3 Community and Government Relations. This duty involves projecting a positive image of the fire department to the community, according to the following job performance requirements.

BFST3533  
Community Risk  
Reduction

7.3.1 Attend, participate in, and assume a leadership role in community functions, in given community needs, so that the image of the organization is enhanced.

(A) Requisite Knowledge. Community demographics, community and civic issues, effective customer service methods, and formal and informal community leaders.

(B) Requisite Skills. Familiarity with public relations and the ability to communicate orally.

7.4 Administration. This duty involves long-range planning and fiscal projections, according to the following job performance requirements.

BFST3720  
Strategic  
Planning

7.4.1 Develop a comprehensive long-range plan, given community requirements, current department status, and resources, so that the projected needs of the community are met.

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



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## Job Performance Requirement

## Associated BFST Course

(B) Requisite Skills. The ability to communicate orally and in writing, make public presentations, interpret fiscal analysis, comply with public policy processes, forecast resources, and analyze current department status requirements.

BFST3720  
Strategic  
Planning

7.4.2 Evaluate and project training requirements, facilities, and buildings needs, given data that reflect community needs and resources, so that departmental training goals are met.

(A) Requisite Knowledge. Policies and procedures, physical and geographic characteristics, building and fire codes, departmental plan, staffing requirements, training standards, needs assessment, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, make public presentations, interpret fiscal analysis, forecast needs, and analyze data.

7.4.3 Complete a written comprehensive risk, hazard, and value analysis of the community, given the appropriate features of the service area of the organization, so that an accurate evaluation is made for service delivery decision-making.

(A) Requisite Knowledge. Risk, hazard, and value analysis methods and process, as well as community development features, community demographics, and assessed valuation of properties in the community.

(B) Requisite Skills. The ability to conduct a needs assessment plan, to effectively communicate in writing, and to problem solve.

7.4.4 Develop a plan for a capital improvement project or program, given an unmet need in the community, so that there is adequate information to educate citizens about the needs of the department.

BFST9884  
Quantitative  
Analysis

(A) Requisite Knowledge. Strategic planning, capital improvement planning and budgeting, and facility planning.

(B) Requisite Skills. The ability to conduct a needs assessment plan, to effectively communicate in writing, and to problem solve.

7.5 Inspection and Investigation.

Not Applicable

7.5.1 Definition of Duty. No additional job performance requirements at this level.

7.6 Emergency Services Delivery. This duty involves developing plans for major disasters, according to the following job performance requirements.

BFST3533  
Community Risk  
Reduction

7.6.1 Develop a comprehensive disaster plan that integrates other agencies' resources, given risk, vulnerability, and capability data, so that the organization can mitigate the impact to the community.

(A) Requisite Knowledge. Major incident policies and procedures, physical and geographic characteristics, demographics, target hazards, incident management systems, communications systems, intelligence data, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.

(B) Requisite Skills. The ability to analyze data, to communicate orally and in writing, to develop a disaster plan, and to coordinate interagency activity.

7.6.2 Develop a comprehensive plan, given data (including agency data), so that the agency operates at a civil disturbance, integrates with other agencies' actions, and provides for the safety and protection of members.



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**Job Performance Requirement**

**Associated BFST Course**

<p>(A) Requisite Knowledge. Major incident policies and procedures, physical and geographic characteristics, demographics, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.</p> <p>(B) Requisite Skills. The ability to communicate orally and in writing and to organize a plan; familiarity with interagency planning and coordination.</p>	<p>BFST3533 Community Risk Reduction</p>
<p>7.7 Health and Safety. This duty involves administering a comprehensive risk management program, according to the following job performance requirements.</p> <p>7.7.1 Maintain, develop, and provide leadership for a risk management program, given specific data, so that injuries and property damage accidents are reduced.</p> <p>(A) Requisite Knowledge. Risk management concepts, retirement qualifications, occupational hazards analysis, and disability procedures, regulations, and laws.</p> <p>(B) Requisite Skills. The ability to communicate orally and in writing, to analyze data, and to use evaluative methods.</p>	<p>BFST3533 Community Risk Reduction</p>

**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, 2012 Edition**

**Job Performance Requirement**

**Associated BFST Course**

<p>5.1 General.</p> <p>5.1.1 The Fire Marshal shall meet the core JPRs specified in Sections 5.2 through 5.5.</p> <p>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.</p>	<p>BFST4585 Fire Prevention Organization Management</p>
<p>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.</p> <p>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 manner consistent</p>	<p>BFST9516 Chief Officer</p>



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## Job Performance Requirement

Associated  
BFST  
Course

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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.

BFST9516  
Chief Officer

(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.



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## Associated BFST Course

(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.

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. BFST9516  
Chief Officer

(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.



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## Associated BFST Course

(B) Requisite Skills. The ability to establish the parameters for data and information collection, and maintain data management and storage systems.

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.

(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.

(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.

BFST3780  
Analytical  
Approaches  
to Public Fire  
Protection

BFST3533  
Community  
Risk  
Reduction





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### Job Performance Requirement

### Associated BFST Course

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.

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.



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## Associated BFST Course

(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.

(A) Requisite Knowledge. Interview methodology and techniques, organizational policies and practices.

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

BFST3533  
Community  
Risk  
Reduction

**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.**



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### Job Performance Requirement

Associated  
BFST  
Course

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**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.**

**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.**

**(A) Requisite Knowledge. Professional trends, emerging technologies, future organizational constraints, and future resources.**

**(B) Requisite Skills. The ability to conduct research, evaluate trends, and forecast needs.**

5.6 Regulatory Programs. This duty involves development, management, and application of regulatory programs.

BFST2770  
Ethical and  
Legal Issues  
for the Fire  
Service

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.

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.

(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.

(B) Requisite Skills. The ability to apply the required knowledge



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### Job Performance Requirement

### Associated BFST Course

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.

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.

BFST4585 Fire  
Prevention  
Organization  
and  
Management

(A) Requisite Knowledge. All applicable codes, standards, and jurisdictional requirements; administratively implementing documents and methods; and technological tools to aid compliance inspections.

(B) Requisite Skills. The ability to develop jurisdictional requirements for the administration of the inspection functions and programs.

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.

BFST4585  
Fire  
Prevention  
Organization  
and  
Management

(A) Requisite Knowledge. All applicable codes, standards, and jurisdictional requirements; workflow processes of the jurisdiction; and technological tools for the plan review process.

(B) Requisite Skills. The ability to develop jurisdictional requirements for the administration of the plan review functions and program and to assign tasks.

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.



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## Job Performance Requirement

Associated  
BFST  
Course

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.

BFST 4585  
Fire  
Prevention  
Organization  
Management

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.

(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.



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## Associated BFST Course

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<p>5.7 Fire and Life Safety Education. This duty involves managing fire and life safety educational programs.</p>	BFST4585
<p>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.</p>	Fire Prevention Organization and Management
<p>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.</p> <p>(A) Requisite Knowledge. Fire and life safety education issues, program administration issues, community concerns, available community resources, and cost/benefit analysis methods.</p> <p>(B) Requisite Skills. The ability to design program strategy, select program components, and interact with community groups, partnerships, and collaborative efforts.</p>	
<p>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.</p>	BFST4585 Fire Prevention Organization and Management
<p>(A) Requisite Knowledge. Potential community partners with shared concerns and resources and team development dynamics.</p> <p>(B) Requisite Skills. The ability to facilitate meetings, motivate partners to achieve goals, and manage and maintain teamwork.</p>	
<p>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.</p>	
<p>(A) Requisite Knowledge. Organization mission statement, communication systems, goals, policies, and education strategy.</p> <p>(B) Requisite Skills. The ability to create an awareness campaign, disseminate information internally, and implement market strategy.</p>	
<p>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.</p>	
<p>(A) Requisite Knowledge. Public policy process of the organization and educational activities and outcomes.</p> <p>(B) Requisite Skills. The ability to generate reports and analyze data.</p>	

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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.

5.8.1 General Requisite Knowledge. Codes, standards, and jurisdictional requirements, as they relate to the investigative process.

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.

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.

(A) Requisite Knowledge. Local, state, federal, and provincial laws related to investigation, codes, standards, and jurisdictional requirements, and other pertinent references.

(B) Requisite Skills. The ability to write technical reports and compile and analyze investigative data.

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.

(A) Requisite Knowledge. Oral and written communication and statistical analysis.

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(B) Requisite Skills. The ability to write technical reports and evaluate data.

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.

(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.

(B) Requisite Skills. The ability to coordinate tasks and people, write procedures, communicate, and utilize resources.

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.

(A) Requisite Knowledge. Technical writing and procedure/policy formatting, policy issues, law and legal aspects of investigations, and codes, standards, and jurisdictional requirements.

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

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.

(A) Requisite Knowledge. Local, state, federal, and provincial resources available for use.

(B) Requisite Skills. The ability to communicate effectively, coordinate resources, and utilize those resources.

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