MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 - 201**	Candidate Number	
Skill Title: **Human Resource Management: Task Assignment – Performance Evaluation**		
NFPA JPR: 1021-2020 5.2.1, 5.2.2	Date: 12-12-2024	Minimum for Passing - 8 11 points

SCORING:
Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (1 point each)	Points
	INCIDENT ACTION PLAN	
1	Performance evaluation is complete, and accurate Evaluation must include the following as a minimum: a. Required behavior b. Current behavior c. Strategy for attaining and/or maintaining acceptable performance	
2	Data and evidence is provided to support conclusions. Data and evidence assembly includes the 5 - A's: 1. Ask, 2. Acquire, 3. Appraise 4. Apply 5. Audit	
3	Acceptable performance levels are identified	
4	Unacceptable performance levels are identified	
5	Plan for corrective action is identified, documented, and supported	
6	Timelines and benchmarks for corrective action strategies are identified	
7	Corrective Action Plan implementation process is identified	
8	Candidate meets with employee and conduct a face-to-face evaluation/counseling session identifying current and acceptable performance levels.	
9	Candidate relates interpersonally to the employee and leads a clear, professional and appropriate discussion verbally discussion.	
10	All information and recommendations are justified	
11	Potential consequences are identified if improvement goals are not attained	
	Minimum points needed to pass FO 2 201 is **08** **TOTAL POINTS**	

Examiner_____ Date_____/_____/_____	Pass_____ Fail_____
Coordinator Review_____ Date _____/_____/_____	Pass_____ Fail_____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 -202**	Candidate Number	
Skill Title: **Administration: Policy Development and Report Transmittal**		
NFPA JPR:1021-2020 5.4.1,5.4.5,5.4.6	Date: 12-12-2024	Minimum for Passing - 7 of 9 points

SCORING:
Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (1 point each)	Points
1.	Evaluation of the existing policy is accurate and documented. The evaluation will include the following as a minimum: a. Strengths b. Weaknesses c. Recommendations d. Action items e. Timelines	
2.	Data supports the conclusion(s)	
3.	Policy changes are clearly addressed, documented, and explained in detail	
4.	Timeline and process for implementation is identified	
5.	Process for evaluation of changes is identified a. Process must include responsible person/area	
6.	Benefits from the proposed changes are identified a. Must present two benefit elements	
7.	Proposal clearly states the goal, scope, and background information for the proposed change	
8	An organized and complete proposal is submitted and must include the following as a minimum: a. Transmittal Memorandum b. Executive Summary c. Proposal Statement d. Introduction e. Purpose f. Scope g. Background h. Problem i. Proposal j. Monitoring and Control k. Advantages l. Conclusion to include an action	
9	A new/revised policy is provided by the candidate with the proposal	
	Minimum points needed to pass FO 2 202 is **07** **TOTAL POINTS**	

Examiner_____ Date____/____/____	Pass____ Fail____
Coordinator Review_____ Date ____/____/____	Pass____ Fail____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 - 203**	Candidate Number	
Skill Title: **Administration: Budget Request and Purchasing Process**		
NFPA JPR: 1021-2020 5.4.2, 5.4.3	Date: 12-12-2024	Minimum for Passing - 7 of 9 points

SCORING:

Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (1 point each)	Points
1.	Budget worksheet is complete and accurate	
2.	Budget planning must include the following as a minimum: a. Review prior year assumptions b. Establish planning parameters c. Review budget model allocations d. Review revenue assumptions e. Review fixed/overhead costs f. Capital needs and justifications	
3.	Justification for budget requests are accurate and complete based on necessary annual increases and equipment needs	
4.	Budget worksheet addresses capital, operating, and personnel, if applicable	
5.	The purchasing process is in accordance with organizational policy. (Policy can be candidate's organizational policy provided by candidate or policy can be based on the policy provided.)	
6.	Process for solicitation and awarding bid are identified and clearly explained.	
7.	Sample bid awarded in accordance with policies and procedures	
8.	Justification complete and accurate for the awarding of the bid	
9.	Purchasing process is explained from request to final inspection and acceptance	
	Minimum points needed to pass FO 2 203 is **07** **TOTAL POINTS**	

Examiner_____ Date____/____/____	Pass____ Fail____
Coordinator Review_____ Date ____/____/____	Pass____ Fail____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 - 204**	Candidate Number	
Skill Title: **Administration: Administration News Release**		
NFPA JPR 1021-2020: 5.4.4	Date: 12-12-2024	Minimum for Passing - 4 of 5 points

SCORING:

Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (Each step one point)	Points
1.	Release is factual and accurate.	
2.	Release is completed in an appropriate format. • Main points/elements are listed first. • Pertinent information follows the main points/elements. • Benefit/advantage or disadvantage if present at the end. • Include as many of the five WAS as needed.	
3.	Media sources are identified. Must include a minimum of three media sources.	
4.	Procedure for authorizing the release of organizational information is identified. Procedure must include the following as a minimum: • The person(s) who approves the content of press releases within the agency. • The person(s) who distributes the press release within the organization. • The persons(s) who field questions received after the press release.	
5.	Authorizing person(s) within the organization are identified in the process document.	
	Minimum points needed to pass FO2 204 are **04** **TOTAL POINTS**	

Examiner_____ Date____/____/____	Pass____ Fail____
Coordinator Review_____ Date ____/____/____	Pass____ Fail____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 - 205**	Candidate Number	
Skill Title: **Inspection and Investigation: Origin and Cause**		
NFPA JPR: 1021-2020 5.5.1	Date: 12-12-2024	Minimum for Passing - 7 of 10 points

SCORING:
Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (1 point each)	Points
1.	Evidence from fire room is accurately analyzed	
2.	Witness statements and first arriving crew interviews are accurately analyzed	
3.	Burn patterns, fire growth, heat indicators are accurately analyzed	
4.	Past and recent history is accurately analyzed	
5.	Candidate logically assessed data to determine the point of origin	
6.	Consideration of arson or criminal element is addressed	
7.	Determination of findings is based on factual data and evidence	
8.	Candidate logically assessed data to determine the preliminary cause	
9.	Report accurately reflects the facts and data associated with the incident	
10.	Report is accurate, complete, and organized	
	Minimum points needed to pass FO 2 205 is **07** **TOTAL POINTS**	

Examiner_____ Date____/____/____	Pass_____ Fail_____
Coordinator Review_____ Date ____/____/____	Pass_____ Fail_____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 206**	Candidate Number	
Skill Title: **Human Resource Management: Professional Development Plan**		
NFPA JPR: 1021-2020 5.2.3	Date: 12-12-24	Minimum for Passing - 7 of 9 points

SCORING:
Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (1 point each)	Points
1.	Professional development plan is clear and comprehensive They must include the following as a minimum: a. Executive Summary b. Goal Statement c. Introduction d. Purpose e. Scope f. Background g. Plan Main Elements h. Monitoring and Control i. Advantages j. Conclusion to include an action	
2.	Career path is clear and in a logical progression for the organization	
3.	Currently required and needed education, training, and certification levels are identified based on the job descriptions and response data	
4.	Current and needed experience levels are identified based on the job descriptions and response data	
5.	Options for meeting promotional or advancement requirements are identified and presented in the plan	
6.	Assistance and guidance sources are identified in the plan	
7	Recommended timelines are identified	
8	On the job evaluation process is addressed in the plan	
9.	Plan evaluation process is outlined clearly	
	Minimum points needed to pass F O 2 206 is **07** **TOTAL POINTS**	

Examiner_____ Date____/____/____	Pass_____ Fail_____
Coordinator Review_____ Date ____/____/____	Pass_____ Fail_____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 - 207**	Candidate Number	
Skill Title: **Emergency Services Delivery: Incident Report Analysis**		
NFPA JPR: 1021-2020 5.6.3	Date: 12-12-2024	Minimum for Passing - 5 of 7 points

SCORING:
Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (1 point each)	Points
1.	Data is analyzed effectively Steps for data analysis include: a) Identify issues and/or opportunities for collecting data b) Select issue(s) and/or opportunity(ies) and set goals c) Plan an approach and methods d) Collect data e) Analyze and interpret data f) Act on results	
2.	Findings are documented and supported; data is determined to be qualitative or quantitative	
3.	False indicators are identified and explained	
4.	Report conclusions are accurate, logical and support by the data	
5.	Reasons for the conclusions are clearly explained. a) Data was properly inspected, cleansed, transformed, and modeled to goals and objectives	
6.	Trends that support service demands are identified and clearly explained	
7	Written report is accurate, complete, and valid	
	Minimum points needed to pass F O 2 207 is **05** **TOTAL POINTS**	

Examiner_____ Date_____/_____/_____	Pass_____ Fail_____
Coordinator Review_____ Date _____/_____/_____	Pass_____ Fail_____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 208**	Candidate Number	
Skill Title: **Emergency Services Delivery: Task Assignment – Emergency Incident**		
NFPA JPR: 1021-2020 5.6.1, 5.6.2 Date: 10-01-2023		Minimum for Passing-12 of 16 points

SCORING:
Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column

	TASK STEPS (Each step is 1 point)	Points
1.	Evaluation of size up information is accurate and effective	
2.	Utilization of resources is reasonable for the incident	
3.	An approved Incident Management System is used	
4.	Assignments are accurate and reasonable for the incident	
5.	An approved Incident Management System is developed	
6.	A written Incident Action Plan is developed	
7.	Incident Action Plan is evaluated for effectiveness and back-up options are identified	
8.	Strategies and tactical objectives established for the Incident Action Plan supports the required mitigation needs for the incident	
9	Assignments are clear, complete and accurate	
10	Assignments support incident strategies and tactical objectives	
11	Assignments are evaluated for safety and effectiveness. Incident safety is established	
12	Assignment outcomes are established and supported	
13	Post Incident Analysis is clear and complete Post Incident Analysis must address the following areas as a minimum: a. Incident strategies b. Incident tactics c. Water supply d. Required vs. actual incident resources e. Utilization of incident resources	
14	Post Incident Analysis addresses strengths, weaknesses and lessons learned	
15	Post Incident Analysis addresses critical data elements necessary to improve services and delivery a. Resource management, correct resources, enough resources to manage the incident b. Response, strategies, tactics c. Arrival time, incident control time, return to service time	
16	Preplan for the incident was examined and utilized for developing the Post Incident Analysis	
	Minimum points needed to pass F O 2 208 is **12** **TOTAL POINTS**	

Examiner_____ Date____/____/____	Pass_____ Fail_____
Coordinator Review_____ Date ____/____/____	Pass_____ Fail_____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: C F O 2 - 209	Candidate Number	
Skill Title: **Health & Safety: Root Cause Analysis**		
NFPA JPR: 1021-2020 5.7.1	Date: 12-12-2024	Minimum for Passing - 6 of 8 points

SCORING:

Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (Each step 1 point)	Points
1.	Analysis of facts and data is complete and accurate a. Analysis can be either informative or directive	
2.	Confidentiality of records and information is maintained and demonstrated	
3.	Trends are identified and supported with existing data a. A minimum of two trends must be identified	
4.	Root-cause(s) are determined and supported with existing data	
5.	A minimum of two recommendations are submitted to the appropriate supervisory level a. Recommendations must have associated action items b. Each recommendation must a minimum of three action items	
6.	Implementation timelines and action items are identified	
7.	Method of evaluation is clearly identified, stated, and assigned a. The evaluation process/strategy must include a minimum of three success criteria	
8.	Report is complete and is supported by existing data and information	
	Minimum points needed to pass F O 2 209 is **06** **TOTAL POINTS**	

Examiner_____ Date_____/_____/_____	Pass_____ Fail_____
Coordinator Review_____ Date _____/_____/_____	Pass_____ Fail_____

MASSACHUSETTS FIRE TRAINING COUNCIL
FIRE OFFICER II CERTIFICATION PRACTICAL EXAMINATION

Skill Sheet No.: **C F O 2 - 210**	Candidate Number	
Skill Title: **Community and Government Relations: Mutual Aid**		
NFPA JPR: 1021-2020 5.3.1	Date: 12-12-24	Minimum for Passing - 7 of 5 points

SCORING:

Indicate zero (0) points for each section failed in the last column for that Task.
Indicate one (1) point for each section successfully completed in the last column for that Task.
Total all points given in the bottom of the last column.

	TASK STEPS (Each step 1 point)	Points
1.	Research is provided to support conclusions. a. Candidate must cite a minimum of two research sources.	
2.	Mutual aid types and assistance levels are identified to reduce risk in the community.	
3.	Required resource needs are clearly stated in the report.	
4.	Potential consequences are identified if mutual aid and assistance strategies are not attained.	
5.	The candidate verbally communicates the benefits of this CRR strategy and indicates how the candidate will supervise the implementation of this plan.	
6.	The report and briefing detail the benefit of implementing the expanded use of mutual aid as a community risk reduction strategy.	
7.	All information and recommendations are justified and supported.	
	Minimum points needed to pass F O 2 210 is **05** **TOTAL POINTS**	

Examiner_____ Date_____/_____/_____	Pass_____ Fail_____
Coordinator Review_____ Date _____/_____/_____	Pass_____ Fail_____