

PRACTICE EXAM 10: SIMULATION

1. A first-arriving officer recalls from the pre-incident plan that a building uses lightweight wood-truss construction, then keeps crews out as conditions deteriorate. Which competencies are working together here?

- A. Community relations informing the budget process
- B. Pre-incident planning informing size-up and risk management
- C. Grievance handling informing water supply assessment
- D. Performance evaluation informing the chain of custody

2. Which leadership style is most appropriate when an experienced crew is planning next quarter's training with ample time available?

- A. A strictly autocratic style
- B. A democratic, participative style
- C. A no-input command style
- D. A hands-off style with no objectives

3. An officer can transfer authority and assign responsibility, but which element remains with the officer regardless?

- A. Accountability for the outcome
- B. The resources to complete the task
- C. The right to direct the work
- D. The timeframe for completion

4. Place the three incident priorities in correct order from first to last.

- A. Life safety, incident stabilization, property conservation
- B. Property conservation, life safety, incident stabilization
- C. Incident stabilization, property conservation, life safety
- D. Life safety, property conservation, incident stabilization

5. During overhaul, an officer notices multiple separate points of origin and an accelerant odor. What is the most appropriate action?

- A. Continue overhaul to expose both areas fully
- B. Release the scene to the owner quickly
- C. Secure the scene and notify a trained investigator
- D. Question bystanders to identify a suspect

6. Which NFPA standard establishes the professional qualifications for the Fire Officer I?

- A. NFPA 1021
- B. NFPA 1500
- C. NFPA 1620
- D. NFPA 1851

7. A new officer must correct a close friend's repeated lateness. The most appropriate approach is to:

- A. Overlook it because of the friendship
- B. Make a public example of the friend
- C. Reassign the friend to avoid the issue
- D. Address it privately and consistently, as with any member

8. Which heat transfer mechanism drives fire upward and across ceilings within a compartment?

- A. Conduction
- B. Radiation
- C. Convection
- D. Direct impingement

9. A member's personal problem appears to involve a possible threat of harm to self. The most appropriate response is to:

- A. Wait to see if it resolves on its own
- B. Keep it confidential and take no action
- C. Act promptly through proper channels and resources
- D. Address it casually at the next crew meeting

10. Which duty area carries the most Job Performance Requirements under NFPA 1021 Chapter 4?

- A. Administration
- B. Human Resource Management
- C. Inspection and Investigation
- D. Health and Safety

11. An officer finds a sprinkler control valve closed during a pre-incident survey. The most significant concern is that:

- A. It raises the building's water pressure
- B. It improves system reliability
- C. It indicates an overactive alarm
- D. The system cannot control a fire while closed

12. Which of the following is the FIRST step in the typical accident investigation process?

- A. Ensuring care for any injured member
- B. Identifying underlying contributing factors
- C. Documenting the investigation
- D. Recommending corrective actions

13. An officer establishing initial command finds too many companies reporting directly, overwhelming supervision. The officer should:

- A. Continue managing all companies alone
- B. Stop communicating with the companies
- C. Expand the ICS structure to maintain manageable span of control
- D. Have dispatch manage the companies

14. Which fire cause classification applies to a fire caused by lightning with no human involvement?

- A. Accidental
- B. Incendiary
- C. Natural
- D. Undetermined

15. An officer enforcing seatbelt use, promoting fitness, and ensuring PPE decontamination is targeting which category of threats?

- A. Only dramatic fireground hazards
- B. Only psychological stress
- C. Only infectious disease
- D. The leading and largely preventable causes of harm

16. Which best distinguishes a policy from a procedure?

- A. A policy states the method; a procedure states intent
- B. A policy states intent; a procedure states the method
- C. They are interchangeable terms
- D. A procedure is always broader than a policy

17. After an evacuation order, the operation is complete only when:

- A. The fire is fully extinguished
- B. The property owner is notified
- C. The apparatus returns to quarters
- D. Every member is confirmed accounted for via a PAR

18. Which base of power flows from an officer's demonstrated knowledge and competence?

- A. Expert power
- B. Legitimate power
- C. Coercive power
- D. Reward power

19. An officer delivering fire safety education to preschoolers should:

- A. Present detailed national statistics
- B. Use simple, repeated rules and engaging delivery
- C. Cover advanced engineering concepts
- D. Focus on commercial fire codes

20. Which construction type is fire-resistive with the greatest fire resistance?

- A. Type V wood-frame
- B. Type III ordinary
- C. Type IV heavy timber
- D. Type I fire-resistive

21. A citizen complaint alleges serious misconduct with legal implications. After listening courteously, the officer should:

- A. Resolve it entirely at the company level
- B. Dismiss it as likely unfounded
- C. Document it and refer it to higher authority
- D. Discuss the allegation openly with the crew

22. Which best describes the purpose of size-up?

- A. The continuous evaluation of factors affecting an incident
- B. A single assessment made only on arrival
- C. The written report completed afterward
- D. The roll call of personnel at benchmarks

23. During a fire, conditions favor entry, a savable occupant may be trapped, and resources are adequate. The risk management principle supports:

- A. Taking no risk under any circumstances
- B. Risking everything regardless of conditions
- C. Taking a calculated risk to save a savable life
- D. Prioritizing property over the rescue

24. Which rating error overweighs recent events while ignoring the full rating period?

- A. The halo effect
- B. The recency effect
- C. Central tendency
- D. The horns effect

25. Place the four stages of fire development in correct order.

- A. Growth, incipient, fully developed, decay
- B. Incipient, growth, fully developed, decay
- C. Incipient, fully developed, growth, decay
- D. Decay, growth, incipient, fully developed

26. An officer notices smoke pulsing at door seams, oily window residue, and no visible flame in a closed structure. The most appropriate action before entry is to:

- A. Force immediate entry without ventilation
- B. Assume the fire is fully controlled
- C. Conclude the structure is in safe decay
- D. Recognize backdraft indicators and coordinate proper tactics

27. The "Five E's" of community risk reduction include Education, Engineering, Enforcement, Economic Incentives, and:

- A. Emergency Response
- B. Evaluation
- C. Equipment
- D. Environment

28. An officer disagrees with a new policy they must enforce. The appropriate action is to:

- A. Quietly apply a personal alternative
- B. Follow it while advocating for change through proper channels
- C. Instruct the crew to disregard it
- D. Criticize it openly to the public

29. Which best describes the primary purpose of discipline?

- A. Punishing members for violations
- B. Establishing the officer's dominance
- C. Correcting behavior and improving performance
- D. Creating a record for termination

30. During a complaint, a hostile citizen is partly mistaken. To protect the department's image, the officer should:

- A. Correct every error firmly before listening
- B. Listen fully and remain calm and professional
- C. Dismiss the complaint as partly mistaken
- D. Match the citizen's tone to assert authority

31. Which NFPA standard governs the selection, care, and maintenance of structural firefighting protective ensembles?

- A. NFPA 1021
- B. NFPA 1500
- C. NFPA 1620
- D. NFPA 1851

32. An officer assigns a routine task to a junior member as a development opportunity while retaining accountability. This reflects:

- A. Coercive power and central tendency
- B. Matching tasks to capability while retaining accountability
- C. Freelancing and unity of command
- D. Reward power and the recency effect

33. Which best describes community risk reduction?

- A. A data-driven, proactive process
- B. A reactive, incident-based process only
- C. A process based mainly on intuition
- D. A process focused solely on suppression

34. Place the three components of a means of egress in order of travel outward.

- A. Exit, exit access, exit discharge
- B. Exit discharge, exit, exit access
- C. Exit access, exit, exit discharge
- D. Exit access, exit discharge, exit

35. An officer relies on recognition-primed decision-making to act rapidly on a deteriorating fireground. This capacity is best strengthened by:

- A. Realistic, repeated training and experience
- B. Avoiding all training scenarios
- C. Memorizing the operating budget
- D. Lengthening every deliberation

36. Which best distinguishes coaching from mentoring?

- A. Coaching addresses long-term career growth
- B. Coaching is a disciplinary process
- C. Coaching is a formal grievance procedure
- D. Coaching targets specific near-term skills

37. A member is hurt when scaffolding collapses. After ensuring care, the officer investigates beyond the obvious to find a defective securing procedure. This represents:

- A. The immediate cause only
- B. An underlying contributing factor
- C. An irrelevant detail to omit
- D. The retail value of the equipment

38. Which leadership style best fits an inexperienced crew during a fast-moving emergency?

- A. A laissez-faire style with minimal direction
- B. A directive style giving clear, immediate orders
- C. A consensus style requiring full agreement
- D. A delegative style granting full autonomy

39. An outdated pre-incident plan is dangerous primarily because it may:

- A. Increase the required fire flow
- B. Reduce the number of hydrants
- C. Lead responders to rely on inaccurate information
- D. Cancel the dispatch automatically

40. Which best describes the relationship between strategy and tactics?

- A. Tactics set the broad approach; strategy carries it out
- B. Strategy and tactics are identical
- C. Strategy is the broad approach; tactics carry it out
- D. Tactics are chosen before any strategy

41. An officer wants a performance evaluation to hold no surprises. The best way to ensure this is to:

- A. Skip the formal review entirely
- B. Provide continuous feedback beforehand
- C. Document only at year's end
- D. Avoid discussing weaknesses

42. A firefighter declares a Mayday during interior operations. The officer's response must prioritize:

- A. An immediate, organized rescue
- B. Continuing the existing attack unchanged
- C. Completing the incident report first
- D. Determining the fire's area of origin

43. Which two bases of power flow from the person rather than the position?

- A. Legitimate and reward power
- B. Coercive and legitimate power
- C. Expert and referent power
- D. Reward and coercive power

44. An officer finds a chained exit during business hours; the owner cites theft prevention. The best classification and response is:

- A. A critical egress hazard requiring correction
- B. An acceptable security measure
- C. A cosmetic issue of low priority
- D. A matter solely for the owner

45. Which best describes when size-up begins?

- A. Before arrival, drawing on dispatch and pre-plans
- B. Only at the moment of arrival
- C. Only after the fire is controlled
- D. Exclusively during the post-incident analysis

46. An officer ensures a crew uses protective barriers on every EMS call and reports exposures. The principle treating all bodily fluids as potentially infectious is:

- A. Modular organization
- B. Unity of command
- C. Recognition-primed decision-making
- D. Standard precautions

47. A crew habitually skips a safety step that has not yet caused harm. Tolerating this most likely creates:

- A. A more efficient workflow
- B. A dangerous norm that can lead to injury
- C. An improvement worth adopting

D. A neutral practice with no consequence

48. Which best describes the company officer's role regarding department policy?

A. Creating new policy independently

B. Negotiating the labor agreement

C. Ignoring inconvenient policy

D. Implementing and enforcing it consistently

49. An officer must transfer command to an arriving chief during an active incident. The transfer should be:

A. Explicitly communicated to those on scene

B. Done silently without announcement

C. Delayed until the incident concludes

D. Performed by the dispatcher

50. Which best describes the fire department connection (FDC)?

A. A device for communicating with occupants

B. A switch to shut off the building's electricity

C. A connection allowing responders to supplement a sprinkler or standpipe system

D. A panel for testing the fire alarm

51. A member complies with orders only because the officer can impose discipline. This relies on which power, with what limitation?

A. Expert power; it requires no competence

B. Referent power; it breeds resentment

- C. Reward power; it guarantees loyalty
- D. Coercive power; overuse breeds resentment and fear

52. Which best describes the value of public fire safety education?

- A. It generates direct revenue for the department
- B. It replaces the need for emergency response
- C. It prevents emergencies rather than only responding
- D. It eliminates the need for inspections

53. Place the progressive discipline steps in order from least to most severe.

- A. Termination, suspension, reprimand, counseling
- B. Reprimand, counseling, termination, suspension
- C. Counseling, written reprimand, suspension, termination
- D. Suspension, counseling, termination, reprimand

54. An officer continually reassesses changing conditions and adjusts the action plan. This reflects which relationship?

- A. The plan is fixed once made
- B. Size-up ends when the plan is formed
- C. The plan precedes any size-up
- D. Ongoing size-up continually informs the plan

55. Which best describes the company officer's place in the organization?

- A. The first line of supervision
- B. The senior administrative manager

- C. The executive setting department policy
- D. The lead fire cause investigator

56. Which best describes the fire tetrahedron compared to the fire triangle?

- A. The tetrahedron removes oxygen
- B. The tetrahedron has only two elements
- C. The tetrahedron is identical to the triangle
- D. The tetrahedron adds a self-sustaining chemical chain reaction

57. An officer recognizes Type V wood-frame construction is combustible throughout. This knowledge most directly informs:

- A. The community education topic
- B. The grievance procedure
- C. The capital budget
- D. Collapse risk and tactical decision-making

58. Which best describes the purpose of a post-incident analysis?

- A. To assign blame for errors
- B. To review incident costs for the budget
- C. To capture lessons and improve future performance
- D. To generate publicity

59. An officer requesting mutual aid recognizes it should be requested early because additional resources:

- A. Reduce the incident commander's authority

- B. Take time to arrive, so needs must be anticipated
- C. Automatically violate the chain of command
- D. Increase the building's fire resistance

60. Which best describes a Mayday's priority on the radio?

- A. Routine traffic queued in turn
- B. A low-priority administrative message
- C. Secondary to ongoing fire attack
- D. The highest priority, triggering immediate rescue

61. An officer wants the most durable influence over the crew. The most effective approach is:

- A. Demonstrating competence and consistent integrity
- B. Relying primarily on the rank
- C. Using the threat of discipline
- D. Offering rewards for every task

62. Which best describes means of egress?

- A. The fire department connection
- B. The sprinkler control valve
- C. The building's occupancy classification
- D. A continuous, unobstructed path to a public way

63. Place these steps for securing a fire scene in correct order.

- A. Document, notify, then assure life safety

- B. Notify owner, release, then secure
- C. Protect evidence, release, then assure life safety
- D. Assure life safety, establish scene control, then protect evidence

64. An officer recognizes the department's image is built from member interactions, and a crew member behaves unprofessionally in public. The officer should:

- A. Ignore it since the member was on the clock anyway
- B. Excuse it because no victim resulted
- C. Address the conduct, as it affects the department's image
- D. Document it only if a formal complaint is filed

65. Which best describes integrity?

- A. Consistently doing right, even when unobserved
- B. Knowing the difference between right and wrong
- C. Maintaining a professional appearance
- D. Following orders from a superior

66. An officer assigns a clearly defined task with resources, safety considerations, and confirmed understanding. Who remains answerable for the outcome?

- A. The officer, who retains accountability
- B. The crew alone, since it was delegated
- C. The dispatcher who logged it
- D. No one, because responsibility transferred

67. Which best describes the recommended optimal span of control?

- A. Approximately ten subordinates
- B. Approximately fifteen subordinates
- C. Approximately twenty subordinates
- D. Approximately five subordinates

68. A "V" pattern on a wall during fire investigation generally indicates:

- A. The direction of fire travel toward the origin
- B. The building's occupancy classification
- C. The required fire flow
- D. The retail value of the loss

69. An officer balances genuine care for a struggling member with the duty to maintain performance. This reflects:

- A. Supportive recognition combined with appropriate referral
- B. Diagnosing and treating the member personally
- C. Ignoring the problem to avoid intrusion
- D. Publicizing the problem to the crew

70. Which best describes the principle "praise in public, correct in private"?

- A. Praise privately; correct openly
- B. Praise openly; correct privately
- C. Both praise and correct openly
- D. Both praise and correct privately

71. An officer must verify a building's fire protection during pre-planning. Beyond confirming systems are present, the officer must verify that they are:

- A. In service and unimpaired
- B. Purchased at a low price
- C. From recognized brands
- D. In the local jurisdiction

72. Which best describes the danger of freelancing on the fireground?

- A. It improves coordination among crews
- B. It is required by the Incident Command System
- C. It undermines accountability and creates conflicting operations
- D. It is a recommended form of initiative

73. A crew member with rising competence now handles routine tasks reliably. Under situational leadership, the officer should:

- A. Increase close oversight
- B. Revert to autocratic control
- C. Move toward delegating with greater autonomy
- D. Withdraw all support abruptly

74. Which best describes why life safety is the first incident priority?

- A. Property is generally more valuable than life
- B. Documentation must precede any action
- C. Stabilization always comes first
- D. Protecting human life always takes precedence

75. An officer documents a fire investigation. To meet professional standards, the officer should:

- A. Blend facts and opinions for readability
- B. Clearly distinguish facts from conclusions
- C. Record only speculation about a suspect
- D. Omit observations to stay concise

76. Which best describes a standard operating procedure (SOP)?

- A. A list of members' contact information
- B. A record of annual expenditures
- C. A broad statement of intent only
- D. A written directive establishing a standardized method

77. An officer wants public education to actually change behavior in an adult audience. The best approach is to:

- A. Provide a few clear, actionable messages
- B. Overwhelm them with statistics
- C. Focus only on frightening outcomes
- D. Tailor content to the presenter's interests

78. A firefighter reports to two supervisors with conflicting orders. Which principle is violated, and what must be restored?

- A. Span of control; reduce the crews
- B. Modular organization; collapse the structure
- C. Unity of command; ensure one supervisor per member
- D. Common terminology; standardize language

79. Which heat transfer mechanism can ignite an exposure building across a gap without contact?

- A. Radiation
- B. Conduction through a shared beam
- C. Convection within a sealed room
- D. Direct flame impingement only

80. An officer conducting a PIA wants honest participation. The most important condition is to:

- A. Identify someone to discipline
- B. Maintain a constructive, non-punitive tone
- C. Limit participation to avoid disagreement
- D. Focus on assigning fault

81. Which best describes why occupational cancer and infectious disease are emphasized as serious firefighter threats?

- A. They are among the most serious long-term dangers of the profession
- B. They affect only gear appearance
- C. They are relevant only during live-fire training
- D. They are minor compared to all other risks

82. A business owner becomes defensive about a violation during an inspection. The most effective approach is to:

- A. Threaten immediate legal penalties
- B. Abandon the inspection to avoid conflict
- C. Report the owner to law enforcement at once
- D. Explain the hazard and correction cooperatively

83. Which best describes why a closed control valve is the leading cause of sprinkler system failure?

- A. It increases the system's water pressure
- B. It improves the system's reliability
- C. It cuts off the water the system needs to operate
- D. It indicates an overactive alarm panel

84. An officer protects scheduled training time over an urgent but low-value interruption. This reflects the ability to distinguish:

- A. Conduction from convection
- B. Policy from procedure
- C. The important from the merely urgent
- D. Strategy from tactics

85. Which best describes the company officer's role in firefighter safety?

- A. The most important individual in firefighter safety
- B. Solely the designated safety officer's responsibility
- C. A matter to defer entirely to the chief
- D. An optional duty for company officers

86. A firefighter with growing confidence handles routine tasks well. The best supervisory adjustment is to:

- A. Increase step-by-step oversight
- B. Revert to strictly directive control
- C. Withdraw all guidance abruptly
- D. Move toward delegating with greater autonomy

87. Which best describes flashover?

- A. A slow smoldering during decay
- B. The first ignition of a small fire
- C. The near-simultaneous ignition of contents at a critical temperature
- D. A minor flare-up that self-extinguishes

88. An officer recognizes that undocumented training, from a compliance standpoint, should be treated as:

- A. Fully sufficient for certification
- B. Though, practically, it never occurred
- C. Superior to documented training
- D. Acceptable since members attended

89. Which best describes the appropriate first action when handling any citizen complaint?

- A. Explaining why the citizen is mistaken
- B. Listening fully without becoming defensive
- C. Referring it upward before listening
- D. Documenting it before hearing the concern

90. An officer must select the strategy for a fully involved, vacant, structurally unsound building. The best choice and rationale is:

- A. Offensive, because property must be conserved
- B. Interior search, because all buildings must be searched
- C. Aggressive attack, regardless of conditions
- D. Defensive, because no savable life or property remains

91. Which best describes the high-risk audiences for fire safety education?

- A. Young children and older adults
- B. Trained emergency responders
- C. Commercial business owners
- D. Building code officials

92. An officer wants to reinforce a high performer's excellent work effectively. The best approach is often:

- A. Withholding feedback to prevent complacency
- B. Sincere, specific recognition of the achievement
- C. A purely financial reward with no acknowledgment
- D. Ignoring it since the work is already good

93. Which best describes the purpose of a Personnel Accountability Report (PAR)?

- A. To determine the fire's area of origin
- B. To calculate the incident's total cost
- C. To confirm all assigned personnel are accounted for
- D. To assign blame for errors

94. An officer recognizes lightweight engineered components that fail rapidly under fire. This most directly informs:

- A. The community education topic
- B. The department's budget category
- C. The collapse-risk assessment and tactical choice
- D. The chain of custody for evidence

95. Which best describes the appropriate response when an occupant refuses entry for a routine company inspection?

- A. Force entry to complete it immediately
- B. Refer the matter to the proper authority
- C. Permanently remove the occupancy from records
- D. Arrest the occupant for obstruction

96. An officer plans a critical radio message before keying the microphone and requires a repeat-back. These practices support:

- A. Maximizing total radio airtime
- B. Disciplined, reliable communication under stress
- C. Eliminating the chain of command
- D. Avoiding standard terminology

97. Which best describes the difference between ethics and integrity?

- A. Ethics is doing right; integrity is knowing right from wrong
- B. Ethics and integrity are identical
- C. Ethics applies on duty; integrity off duty
- D. Ethics is knowing right from wrong; integrity is consistently doing right

98. An officer recognizes that selectively enforcing some policies while ignoring others is damaging because it:

- A. Improves the officer's credibility
- B. Signals that rules are optional and creates unfairness
- C. Strengthens consistency across the crew

D. Reduces the need for documentation

99. Which best describes the officer's role when a fire shows clear incendiary indicators?

- A. Make a final, conclusive arson determination
- B. Recognize the need for expert investigation and protect the scene
- C. Interrogate witnesses to obtain a confession
- D. Close the case as accidental to avoid complications

100. An officer conducts a PIA reviewing building construction, fire protection systems, water supply, tactics, and safety, then updates training and pre-plans. This most directly improves:

- A. The fire's chain of custody
- B. The department's tax rate
- C. The building's occupancy classification
- D. Future training, pre-plans, and procedures

Answer Key & Full Explanations

1. B — Pre-incident planning informing size-up and risk management. A pre-incident plan supplies building information (such as lightweight truss construction) that feeds size-up, which drives the risk-versus-benefit decision. These competencies integrate to keep crews out of structures likely to fail rapidly.

2. B — A democratic, participative style. With ample time and an experienced crew, a participative style produces a better plan and stronger buy-in. Matching style to time and crew experience is the essence of situational leadership.

3. A — Accountability for the outcome. Authority and responsibility can be delegated, but accountability for the result always remains with the officer. This is why effective delegation requires clear instructions and follow-up.

4. A — Life safety, incident stabilization, property conservation. The three incident priorities are always addressed in this fixed order, with life safety first. When priorities compete, the higher one prevails.

5. C — Secure the scene and notify a trained investigator. Multiple separate origins and accelerant odor are incendiary indicators, shifting the priority to securing the scene and summoning an investigator. Continued overhaul or releasing the scene destroys evidence.

6. A — NFPA 1021. NFPA 1021 is the Standard for Fire Officer Professional Qualifications, with Chapter 4 defining the Fire Officer I. It is the basis of the certification exam.

7. D — Address it privately and consistently, as with any member. Consistency and fairness build trust, and applying the same standard to a friend that applies to everyone marks a successful peer-to-supervisor transition. Favoritism would erode the crew's confidence.

8. C — Convection. Convection transfers heat through moving heated gases, driving fire upward and across ceilings within a compartment. Understanding it helps the officer trace and predict fire spread.

9. C — Act promptly through proper channels and resources. Signs of possible harm to self require immediate action through proper channels and professional resources. The officer must never ignore indicators that a member may be a danger to self.

10. B — Human Resource Management. This duty area carries more Job Performance Requirements than any other under NFPA 1021 Chapter 4. It reflects how much of the officer's role is managing people.

11. D — The system cannot control a fire while closed. A closed control valve cuts off the water the sprinkler system needs and is a leading cause of system failure. The closure means the system cannot protect the building.

12. A — Ensuring care for any injured member. The accident investigation process begins with caring for any injured member before gathering facts or documenting. Care always precedes the investigative steps.

13. C — Expand the ICS structure to maintain manageable span of control. When too many companies report directly, the officer expands the ICS structure by adding supervisory levels to restore manageable span of control. This preserves effective supervision and accountability.

14. C — Natural. A fire caused by lightning with no human involvement is classified as natural. This is distinct from accidental, incendiary, and undetermined.

15. D — The leading and largely preventable causes of harm. Seatbelt use, fitness, and decontamination target cardiac events, vehicle crashes, and occupational cancer — leading, largely preventable threats. Focusing here addresses what is statistically most likely to harm firefighters.

16. B — A policy states intent; a procedure states the method. A policy is a broad statement of position ("what"), while a procedure describes the step-by-step method ("how"). The officer implements and enforces both consistently.

17. D — Every member is confirmed accounted for via a PAR. An evacuation is complete only when a PAR confirms everyone is out and safe. Ordering withdrawal is merely the first step.

18. A — Expert power. Expert power flows from an officer's demonstrated knowledge and competence. Along with referent power, it earns genuine, durable followership.

19. B — Use simple, repeated rules and engaging delivery. Public education must be tailored to the audience, and young children learn through simple, repeated rules rather than statistics or advanced concepts. Matching the message to the audience makes it effective.

20. D — Type I fire-resistive. Type I is fire-resistive, built of noncombustible materials with the greatest fire resistance. It is typical of high-rise and major buildings.

21. C — Document it and refer it to higher authority. Allegations of serious misconduct with legal implications exceed the officer's authority and must be documented and referred upward. Resolving such matters alone creates liability.

22. A — The continuous evaluation of factors affecting an incident. Size-up is the ongoing mental evaluation that begins before arrival and continues as conditions change. Treating it as a one-time event leaves the officer unprepared.

23. C — Taking a calculated risk to save a savable life. The risk management principle permits great, calculated risk to save savable lives, and favorable conditions with adequate resources support entry. A possibly trapped savable occupant justifies calculated risk.

24. B — The recency effect. The recency effect overweights recent events while ignoring the rest of the rating period. Continuous documentation throughout the period is the defense.

25. B — Incipient, growth, fully developed, decay. Fire development proceeds through these four stages in order. Understanding them is essential for both firefighting and investigation.

26. D — Recognize backdraft indicators and coordinate proper tactics. Smoke pulsing at seams, oily residue, and no visible flame are classic backdraft signs, so the officer must recognize them and coordinate proper ventilation. Sudden uncoordinated entry could trigger an explosive ignition.

27. A — Emergency Response. The Five E's are Education, Engineering, Enforcement, Economic Incentives, and Emergency Response. Together they form a comprehensive risk-reduction toolkit.

28. B — Follow it while advocating for change through proper channels. When disagreeing with a policy, the officer follows it while pursuing change appropriately, never selectively ignoring it. Selective enforcement destroys consistency and accountability.

29. C — Correcting behavior and improving performance. The primary purpose of discipline is corrective, not punitive. Punishment is a last resort when correction fails, not the goal.

30. B — Listen fully and remain calm and professional. Calm, attentive professionalism de-escalates complaints and protects the department's image, even when the citizen is hostile or partly mistaken. Arguing or dismissing confirms their worst impression.

31. D — NFPA 1851. NFPA 1851 governs the selection, care, and maintenance of structural firefighting protective ensembles. Proper care protects firefighters and extends equipment life.

32. B — Matching tasks to capability while retaining accountability. Effective delegation assigns tasks based on member capability and development needs, yet the officer remains accountable for the outcome. This is the essence of sound task assignment.

33. A — A data-driven, proactive process. CRR uses local data to identify and prioritize a community's actual risks, then applies strategic interventions. This proactive, evidence-based approach distinguishes it from reactive response.

34. C — Exit access, exit, exit discharge. A means of egress consists of these three components in order of travel from inside the building to the public way. Together they form the continuous, unobstructed path.

35. A — Realistic, repeated training and experience. Recognition-primed decision-making draws on a library of experience, best built through realistic, repeated training. This is why such training is so valuable for rapid fireground decisions.

36. D — Coaching targets specific near-term skills. Coaching focuses on improving specific skills and near-term performance, while mentoring is longer-term, relationship-based growth. Both are key officer development duties.

37. B — An underlying contributing factor. The collapse is the immediate cause, but a defective securing procedure is an underlying contributing factor. Correcting contributing factors, not just surface causes, prevents recurrence.

38. B — A directive style giving clear, immediate orders. An inexperienced crew during a fast-moving emergency calls for a directive style with clear, immediate orders. Matching style to crew experience and time available is situational leadership.

39. C — Lead responders to rely on inaccurate information. An outdated pre-incident plan may reflect a removed system, changed occupancy, or new hazard, making it potentially worse than none. Plans must be kept current and verified on scene.

40. C — Strategy is the broad approach; tactics carry it out. Strategy is the overall approach ("what"), and tactics are the specific operations executing it ("how"). For example, an offensive strategy is carried out by advancing an interior attack line.

41. B — Provide continuous feedback beforehand. A formal evaluation holds no surprises when the officer has provided continuous feedback throughout the period. The review then simply summarizes what was already communicated.

42. A — An immediate, organized rescue. A Mayday signals a firefighter in distress and receives absolute priority, triggering an immediate, organized rescue. Every officer must know how to manage one.

43. C — Expert and referent power. Expert (competence) and referent (character) power flow from the person, while legitimate, reward, and coercive power flow from the position. The personal bases earn the most durable followership.

44. A — A critical egress hazard requiring correction. A chained exit during business hours blocks the means of egress, among the most critical life safety concerns, and requires correction. Security concerns do not justify obstructing required egress.

45. A — Before arrival, drawing on dispatch and pre-plans. Size-up begins before arrival using dispatch information, pre-incident plans, and observations en route, and continues throughout the incident. Treating it as starting only on arrival leaves the officer unprepared.

46. D — Standard precautions. Standard precautions treat all blood and bodily fluids as potentially infectious, using protective barriers. This protects responders regardless of a patient's known infection status.

47. B — A dangerous norm that can lead to injury. Tolerating a skipped safety step establishes a dangerous norm that eventually causes injury. The unsafe act overlooked today becomes accepted practice tomorrow.

48. D — Implementing and enforcing it consistently. The company officer does not create policy but implements and enforces it uniformly at the unit level. Consistent application prevents liability and injustice.

49. A — Explicitly communicated to those on scene. Transfers of command must be explicit and communicated so everyone knows who holds command authority. Silent or delayed transfers create dangerous confusion.

50. C — A connection allowing responders to supplement a sprinkler or standpipe system. The fire department connection allows responders to pump water into a building's sprinkler or standpipe system. Locating it is a key pre-planning and fireground consideration.

51. D — Coercive power; overuse breeds resentment and fear. Compliance obtained only through the ability to discipline relies on coercive power, which compels but breeds resentment and fear when overused. Expert and referent power earn willing followership instead.

52. C — It prevents emergencies rather than only responding. Public education's key value is preventing emergencies through behavior change, which is far better than responding after they occur. It does not generate revenue or replace response or inspections.

53. C — Counseling, written reprimand, suspension, termination. Progressive discipline escalates from least to most severe in this order (with a verbal warning typically between counseling and written reprimand). The purpose is correction, reserving severe steps for serious or repeated behavior.

54. D — Ongoing size-up continually informs the plan. Size-up is continuous, and the action plan is adjusted as conditions change. The plan is never fixed; it evolves with the reassessment.

55. A — The first line of supervision. The Fire Officer I is the first line of supervision in the fire department organization. This distinguishes the company officer from chief officers above.

56. D — The tetrahedron adds a self-sustaining chemical chain reaction. The fire tetrahedron adds the chemical chain reaction to the triangle's fuel, oxygen, and heat. Removing any one of the four elements extinguishes the fire.

57. D — Collapse risk and tactical decision-making. Type V wood-frame construction is combustible throughout, contributing to fire spread and collapse risk. This knowledge is a critical input to tactical and safety decisions.

58. C — To capture lessons and improve future performance. The PIA is a blame-free learning tool that reinforces what worked and identifies what to improve. Conducting it as a search for blame discourages the honesty it depends on.

59. B — Take time to arrive, so needs must be anticipated. Because additional resources take time to arrive, the officer must anticipate the need and request help early. Under-resourcing an escalating incident endangers everyone.

60. D — The highest priority, triggering immediate rescue. A Mayday signals a firefighter in distress and receives absolute priority with an immediate rescue response. Every officer must know how to manage one.

61. A — Demonstrating competence and consistent integrity. Expert and referent power, built on competence and character, produce the most durable influence. Rank, threats, and rewards compel compliance but do not earn lasting followership.

62. D — A continuous, unobstructed path to a public way. A means of egress is a continuous, unobstructed path from any point in a building to a public way. It comprises the exit access, exit, and exit discharge.

63. D — Assure life safety, establish scene control, then protect evidence. Scene security follows assuring life safety and controlling the fire, then establishing control of access, then protecting evidence. Life safety always precedes evidence preservation.

64. C — Address the conduct, as it affects the department's image. The department's image is built from member interactions, so unprofessional public conduct must be addressed. Every member is effectively a public relations representative.

65. A — Consistently doing right, even when unobserved. Integrity is the consistent doing of right, especially when unobserved, while ethics is knowing right from wrong. The officer sets the company's ethical standard by example.

66. A — The officer, who retains accountability. Delegating authority and assigning responsibility never transfers accountability, which remains with the officer. Even a well-delegated task leaves the officer answerable for the outcome.

67. D — Approximately five subordinates. The recommended span of control is three to seven, with five optimal. Exceeding this range degrades supervision, accountability, and safety.

68. A — The direction of fire travel toward the origin. A "V" pattern indicates the fire's direction of travel and helps locate the area of origin. Determining origin is generally the first step toward determining cause.

69. A — Supportive recognition combined with appropriate referral. Balancing genuine care with the duty to maintain performance means addressing the member supportively and referring them to resources. The officer does not diagnose, ignore, or publicize the problem.

70. B — Praise openly; correct privately. The principle directs praising in public and correcting in private. Public praise motivates, while private correction preserves the member's dignity.

71. A — In service and unimpaired. Beyond confirming systems are present, the officer must verify they are in service and unimpaired, since an impaired system offers no protection. A closed valve or obstructed head renders a sprinkler system useless.

72. C — It undermines accountability and creates conflicting operations. Freelancing destroys coordination, undermines accountability, and creates conflicting operations that endanger everyone. ICS specifically prevents it.

73. C — Move toward delegating with greater autonomy. Under situational leadership, rising competence and confidence warrant a shift toward delegation. This develops the member while freeing the officer for higher-level supervision.

74. D — Protecting human life always takes precedence. Life safety is the first incident priority because protecting human life always outweighs property and stabilization. When priorities compete, the higher one prevails.

75. B — Clearly distinguish facts from conclusions. Investigation documentation must objectively separate observed facts from conclusions and avoid speculation, because it may become legal evidence. Blending them compromises the record's integrity.

76. D — A written directive establishing a standardized method. An SOP is a written directive establishing a standardized method for performing operations or tasks. It promotes consistency, safety, and coordination, especially on the emergency scene.

77. A — Provide a few clear, actionable messages. Effective public education delivers a small number of clear, actionable messages rather than overwhelming the audience. Telling people specifically what to do changes behavior.

78. C — Unity of command; ensure one supervisor per member. Reporting to two supervisors with conflicting orders violates unity of command, which must be restored so each member takes direction from one supervisor. This prevents conflicting instructions.

79. A — Radiation. Radiation transfers heat through electromagnetic waves across space, igniting an exposure building without contact. Understanding heat transfer helps anticipate fire spread to exposures.

80. B — Maintain a constructive, non-punitive tone. The PIA's value depends on honest participation, which requires a constructive, non-punitive tone. A blame-driven analysis causes members to withhold the information it needs.

81. A — They are among the most serious long-term dangers of the profession. Occupational cancer and infectious disease are among the most serious long-term threats firefighters face over a career. The officer protects against them through daily decontamination and infection control.

82. D — Explain the hazard and correction cooperatively. A defensive owner is best handled by explaining the hazard and the correction needed cooperatively, seeking voluntary compliance. Threatening or abandoning the inspection undermines both safety and the relationship.

83. C — It cuts off the water the system needs to operate. A closed control valve is the leading cause of sprinkler failure because it cuts off the water the system needs. Identifying this impairment is a critical inspection function.

84. C — The important from the merely urgent. Protecting scheduled training over a low-value interruption reflects distinguishing the important from the merely urgent. This builds long-term capability rather than living in reaction mode.

85. A — The most important individual in firefighter safety. The company officer, closest to the crew and present at the point of risk, is the most important figure in firefighter safety. Safety enforcement is a core duty, not solely the safety officer's job.

86. D — Move toward delegating with greater autonomy. Rising competence and confidence warrant a shift toward delegation under situational leadership. This develops the member while freeing the officer for higher-level supervision.

87. C — The near-simultaneous ignition of contents at a critical temperature. Flashover is the near-simultaneous ignition of a compartment's contents at a critical temperature. It marks the transition to a fully developed fire and is a leading cause of firefighter deaths.

88. B — Though, practically, it never occurred. Undocumented training cannot prove compliance, support certification, or provide legal protection, so it should be treated as though it never occurred. Accurate records are essential.

89. B — Listening fully without becoming defensive. The first task in handling any complaint is attentive, non-defensive listening, which de-escalates and preserves the department's image. Action, documentation, and referral follow.

90. D — Defensive, because no savable life or property remains. A fully involved, vacant, structurally unsound building offers no savable life or property, so a defensive strategy applies. Risking nothing for what is already lost is core to fireground safety.

91. A — Young children and older adults. These groups are consistently identified as high-risk for fire death and injury and receive priority in education. Targeting high-risk groups is where prevention saves the most lives.

92. B — Sincere, specific recognition of the achievement. Recognition is a powerful intrinsic motivator that reinforces strong performance and costs little but sincerity. Withholding feedback or relying solely on money is less effective.

93. C — To confirm all assigned personnel are accounted for. A PAR systematically verifies that every member operating at an incident is accounted for and safe. It is conducted at benchmarks as a continuous fireground responsibility.

94. C — The collapse-risk assessment and tactical choice. Knowledge that lightweight components fail rapidly under fire directly informs collapse-risk assessment and the tactical decision. This is a critical firefighter-safety input.

95. B — Refer the matter to the proper authority. When entry is refused, the officer respects the legal limits of inspection authority and refers the matter upward rather than forcing entry. Routine company inspections rely on consent.

96. B — Disciplined, reliable communication under stress. Planning a message before keying the microphone and requiring a repeat-back support disciplined, reliable communication under stress. This conserves the channel and reduces miscommunication.

97. D — Ethics is knowing right from wrong; integrity is consistently doing right. Ethics is knowing the difference between right and wrong, while integrity is acting on it consistently, especially when unobserved. The officer sets the company's ethical standard by example.

98. B — Signals that rules are optional and creates unfairness. Selective enforcement signals that rules are optional, undermines credibility, and creates unfairness. Policies must be applied consistently to retain their authority.

99. B — Recognize the need for expert investigation and protect the scene. The Fire Officer I makes a preliminary determination but, on finding incendiary indicators, recognizes the need for a trained

investigator and protects the scene. The officer does not make final arson determinations or interrogate witnesses.

100. D — Future training, pre-plans, and procedures. The PIA translates findings into improvements in training, pre-plans, and procedures. This closes the loop between operations and organizational learning.