

# PRACTICE EXAM 10 SIMULATION

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1. A Fire Officer II is described as having shifted from supervisor to manager. What best captures this shift?

- A. The officer no longer supervises anyone directly
- B. The officer only prepares budgets and writes policy
- C. The officer coordinates resources toward goals over time while still supervising
- D. The officer focuses solely on emergency operations

2. A multi-unit operational plan must comply with the four standards named in JPR 5.6.1. Which standard governs career department deployment?

- A. NFPA 1600
- B. NFPA 1700
- C. NFPA 1710
- D. NFPA 1720

3. A member capable of the work is choosing not to perform. This is best classified as which problem type?

- A. A "cannot" problem from a skill gap
- B. A resource barrier
- C. A clerical error
- D. A "will not" problem from a motivation issue

4. At a fire scene, which fact should the Fire Officer II determine first?

- A. The area of origin
- B. The suspect's identity
- C. The motive
- D. The property loss value

5. Which type of power is rooted in respect, trust, and the officer's personal credibility?

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

6. A Fire Officer II reviewing a budget request finds accurate figures with no explanation of need. Under JPR 5.4.2, what is missing?

- A. The justification tying costs to the division's needs
- B. The arithmetic, which is complete
- C. A media release component
- D. An accountability seed

7. Which leadership style is generally most appropriate during a time-critical emergency requiring immediate, unified action?

- A. Democratic (participative)
- B. Laissez-faire (delegative)
- C. Consensus committee
- D. Autocratic (directive)

8. A Fire Officer II suspects arson after finding multiple separate points of origin. What is the appropriate role?

- A. Conduct a full criminal investigation personally
- B. Interrogate suspects at the scene
- C. Release the scene immediately
- D. Protect the scene and notify law enforcement and a fire investigator

9. Which precisely defines a procedure as distinct from a policy?

- A. A broad statement of organizational intent
- B. The step-by-step method for carrying out a policy
- C. An elected official's directive
- D. A statistical population profile

10. A Fire Officer II maximizing performance proactively should do which of the following?

- A. Wait for problems before acting
- B. Set clear expectations, recognize good work, and remove obstacles
- C. Use discipline as the default
- D. Withhold feedback to avoid conflict

11. Which budgeting method requires every expense to be justified from zero each cycle?

- A. Line-item budgeting
- B. Incremental budgeting
- C. Performance budgeting
- D. Zero-based budgeting

12. Which strategic priority takes precedence first in any operational plan?

- A. Property conservation
- B. Life safety
- C. Salvage and overhaul
- D. Equipment accountability

13. A Fire Officer II implementing a disliked policy wants members to adopt it. Which approach best supports adoption?

- A. Announce it and require immediate compliance
- B. Withhold the rationale to avoid debate
- C. Impose it without consultation
- D. Explain the reasons, involve members, and provide training

14. Which standard named in JPR 5.6.1 addresses continuity, emergency, and crisis management?

- A. NFPA 1710
- B. NFPA 1720
- C. NFPA 1600
- D. NFPA 1700

15. A Fire Officer II must determine origin and cause. Which represents a common mistake to avoid?

- A. Determining the area of origin before the cause
- B. Testing hypotheses against evidence
- C. Deciding the cause first and seeking a matching origin
- D. Recording undetermined when evidence is insufficient

16. Which precisely defines "responsive" in the bidder standard?

- A. The vendor responded fastest
- B. The vendor is the largest available
- C. The vendor offered the lowest price regardless of specs
- D. The bid meets the specifications and requirements

17. A member is surprised by criticism during the annual evaluation. What process failure does this reveal?

- A. The evaluation should have been public
- B. Feedback was not provided throughout the year
- C. The evaluation should have contained no criticism
- D. The evaluation should reflect only the recent month

18. Which precisely defines mutual aid as distinct from automatic aid?

- A. Resources dispatched on the initial alarm automatically
- B. Assistance provided on request when local resources are exceeded
- C. A competitive bidding cooperative
- D. Assistance limited to non-emergency events

19. A Fire Officer II must classify the cost of firefighter salaries, overtime, and benefits. Which category applies?

- A. Personnel costs
- B. Capital costs
- C. Operating costs
- D. Grant-restricted costs

20. Which of the following is NOT one of the "Five E's" of community risk reduction?

- A. Education
- B. Eradication
- C. Enforcement
- D. Engineering

21. A Fire Officer II must explain why personnel accountability is maintained as conditions worsen. Which reason is strongest?

- A. Its loss is a leading factor in firefighter deaths when a missing member goes unnoticed
- B. It is an administrative payroll tool
- C. It is a media briefing requirement
- D. It is completed only after the incident

22. Which type of power is derived from an officer's knowledge and demonstrated competence?

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

23. A Fire Officer II must explain the relationship between strategy and tactics. Which is correct?

- A. Tactics set the goals; strategy carries them out
- B. Strategy sets the goals; tactics are the actions that achieve them
- C. They are unrelated to operations
- D. Tactics are written only after the incident

24. A grant-funded purchase requires the officer to follow which procurement rules?

- A. Only local policy
- B. Whichever rule is loosest
- C. No procurement rules
- D. The stricter federal requirements in addition to local policy

25. Which precisely defines the point of origin?

- A. The general location where a fire began
- B. The char pattern on a wall
- C. The specific location where ignition source and first fuel met
- D. The stage of full development

26. A member's poor performance is traced to a lack of training. Which response best matches this cause?

- A. Immediate termination
- B. Referral to law enforcement
- C. A poor evaluation with no support
- D. Targeted training and coaching

27. Which budget-cycle stage involves spending and managing within the approved budget?

- A. Preparation
- B. Adoption
- C. Execution
- D. Evaluation

28. A Fire Officer II must explain why a fire code is not automatically law. Which reason is correct?

- A. It is enforceable the moment it is published
- B. It can never become enforceable law
- C. It becomes enforceable only when a jurisdiction adopts it
- D. It is enforceable only if printed in a manual

29. Which rating error occurs when an evaluator rates everyone in the middle of the scale?

- A. Halo effect
- B. Recency error
- C. Horn effect
- D. Central tendency

30. A Fire Officer II must explain the benefit of cooperating with an allied agency. Which fits the JPR's intent?

- A. Combining complementary resources solves the problem more completely than one agency alone
- B. Cooperation lets the department avoid the problem
- C. Cooperation is required only during disasters
- D. The benefit is reducing department paperwork

31. Which precisely defines the area of origin?

- A. The specific location where ignition occurred
- B. The general location where a fire began
- C. The char pattern on a vertical surface
- D. The stage of decay

32. A Fire Officer II must select the standard governing volunteer department deployment. Which applies?

- A. NFPA 1710
- B. NFPA 1600
- C. NFPA 1700
- D. NFPA 1720

33. A Fire Officer II must select the development method in which a member observes a higher role before holding it. Which is it?

- A. Progressive discipline
- B. Performance evaluation
- C. Competitive bidding
- D. Job shadowing

34. A Fire Officer II must classify a newly purchased fire engine. Which cost category applies?

- A. Operating cost
- B. Personnel cost
- C. Capital cost
- D. Recurring supply cost

35. A Fire Officer II must explain why the area of origin precedes the cause. Which reason is best?

- A. The cause can only be established where the fire began
- B. The cause is unrelated to the origin
- C. The origin follows naming a suspect
- D. Property value must be set first

36. All of the following are appropriate when preserving a suspected arson scene EXCEPT:

- A. Limiting overhaul near the origin
- B. Controlling scene access
- C. Avoiding unnecessary movement of evidence
- D. Conducting full aggressive overhaul as on any fire

37. A Fire Officer II must explain why documentation is described as accountability. Which reason is correct?

- A. Documentation is optional in government
- B. Records are never reviewed externally
- C. Accurate, timely records support decisions and protect everyone involved
- D. Memory is more reliable than records

38. Which precisely defines "responsible" in the bidder standard?

- A. The vendor is capable of actually delivering what is required
- B. The vendor responded fastest
- C. The vendor is the largest available
- D. The vendor offered the lowest price regardless of capability

39. A Fire Officer II must select the duty area covering origin and cause determination. Which is it?

- A. Administration
- B. Emergency Service Delivery
- C. Human Resource Management
- D. Inspection and Investigation

40. A Fire Officer II must explain why "undetermined" is sometimes the correct finding. Which reason is right?

- A. It is never appropriate
- B. It is used only to avoid paperwork
- C. It is the default for all residential fires
- D. When evidence supports no specific cause, it is the honest finding

41. Which precisely defines a policy as distinct from a procedure?

- A. The step-by-step method for a task
- B. An informal verbal instruction
- C. A broad statement of organizational intent—the "what and why"
- D. A summary of demographic data

42. A Fire Officer II dividing one large purchase into smaller orders to avoid the bid threshold is engaging in what?

- A. Zero-based budgeting, a legitimate method
- B. Responsive bidding, a best practice
- C. Strategic partnering, an encouraged tactic
- D. Bid splitting, a recognized procurement violation

43. Which rating error occurs when one positive trait inflates ratings across all dimensions?

- A. Horn effect
- B. Halo effect
- C. Central tendency
- D. Recency error

44. A Fire Officer II must explain why responder safety belongs in an operational plan. Which reason is strongest?

- A. A plan that ignores responder safety is not sound regardless of effectiveness
- B. Responder safety is optional in large incidents
- C. Safety only matters after the incident
- D. Safety is solely the firefighters' concern

45. Which precisely defines the type of power rooted in the authority of rank?

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

46. A Fire Officer II must select the corrective action targeting an unsafe physical condition. Which fits?

- A. Engineering or equipment improvements
- B. Counseling for motivation
- C. A media release
- D. Increasing time-in-grade

47. A Fire Officer II must select the central responsibility in a CRR program under JPR 5.3.1. Which is it?

- A. Coordinating multiple units against the AHJ-approved plan
- B. Personally delivering one presentation alone
- C. Writing the entire master plan independently
- D. Avoiding outside organizations

48. Which of the following correctly identifies the order of fire development stages?

- A. Decay, growth, incipient, flashover, fully developed
- B. Flashover, incipient, decay, growth, fully developed
- C. Fully developed, decay, growth, incipient, flashover
- D. Incipient, growth, flashover, fully developed, decay

49. A Fire Officer II must select the document defining the minimum JPRs for Fire Officer II. Which is correct?

- A. NFPA 1021 Chapter 5
- B. NFPA 1001 Chapter 6
- C. NFPA 1041 Chapter 4
- D. NFPA 1021 Chapter 4

50. A Fire Officer II must select the type of power rooted in respect, trust, and credibility. Which is it?

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

51. A Fire Officer II must select the first step in developing a policy or solving a problem. Which is it?

- A. Accurately defining the actual problem
- B. Selecting a solution immediately
- C. Announcing the change
- D. Allocating a budget

52. A Fire Officer II must explain why personnel costs receive special budget attention. Which reason is correct?

- A. They are a negligible portion of the budget
- B. They are classified as capital expenditures
- C. They are unaffected by staffing
- D. They are typically the largest category, so decisions carry the greatest financial impact

53. A Fire Officer II must select the most accurate statement about a post-incident analysis. Which is right?

- A. It identifies critical elements and lessons learned, documented and communicated
- B. It is conducted before the incident
- C. It focuses on assigning individual blame
- D. It is filed and never shared

54. A Fire Officer II must select the community risk reduction strategy using financial encouragement of safe behavior. Which "E" is this?

- A. Education
- B. Engineering
- C. Economic incentive
- D. Enforcement

55. A Fire Officer II conducting active listening should do which of the following?

- A. Prescribe a solution before the member finishes
- B. Do most of the talking
- C. End the conversation quickly

D. Give full attention, withhold judgment, and confirm understanding

56. A Fire Officer II must explain why supervision differs from management. Which statement is correct?

A. They are identical functions

B. Supervision coordinates budgets; management oversees tasks

C. Supervision is direct oversight of tasks; management coordinates resources toward goals over time

D. Management removes all need for supervision

57. A Fire Officer II must select the duty area covering budget preparation and purchasing. Which is it?

A. Human Resource Management

B. Emergency Service Delivery

C. Administration

D. Health and Safety

58. A Fire Officer II must explain why a member surprised by evaluation criticism reveals a failure. Which principle was violated?

A. Evaluations should be public

B. Feedback should be ongoing so the evaluation holds no surprises

C. Evaluations should contain no criticism

D. Evaluations should reflect only the recent week

59. A Fire Officer II must select the purpose of an incident management system. Which is correct?

A. To provide a standardized, scalable structure for organizing incident resources

B. To track only incident costs

- C. To provide a media framework
- D. To replace command at small incidents

60. A Fire Officer II must select the fire-cause classification corresponding to arson. Which is it?

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

61. A Fire Officer II must select the budget-cycle stage in which the governing body approves the budget. Which is it?

- A. Preparation
- B. Adoption
- C. Execution
- D. Evaluation

62. A Fire Officer II must explain why a V-pattern alone does not prove an origin. Which reason is correct?

- A. Flashover, ventilation, and synthetic fuels can create misleading patterns
- B. V-patterns never form in real fires
- C. V-patterns indicate only property value
- D. V-patterns appear only in incendiary fires

63. A Fire Officer II must select the most accurate statement about mutual aid. Which is right?

- A. It is dispatched automatically on every alarm

- B. It is provided on request when local resources are exceeded
- C. It applies only to non-emergency events
- D. It is a shared-equipment purchasing agreement

64. A Fire Officer II must select the principle describing the number of subordinates per supervisor, and its optimal value. Which is it?

- A. Unity of command; optimally ten
- B. Chain of custody; optimally one
- C. Span of control; generally three to seven, optimally five
- D. Accountability reporting; optimally two

65. A Fire Officer II must explain why a development plan benefits the organization. Which reason is correct?

- A. It has no organizational benefit
- B. It deepens the department's bench and supports succession
- C. It only benefits the officer writing it
- D. It eliminates the need for evaluation

66. A Fire Officer II must select the cost category for apparatus fuel and utilities. Which is it?

- A. Capital cost
- B. Operating cost
- C. Personnel cost
- D. Restricted cost

67. A Fire Officer II must explain why misinterpreting data can be worse than presenting none. Which reason is correct?

- A. A wrong conclusion from accurate numbers can drive a costly wrong decision
- B. Accurate data is always misleading
- C. Clear presentation causes errors
- D. Concise reports cause misinterpretation

68. A Fire Officer II must select the corrective action that best targets unsafe behaviors specifically. Which fits?

- A. Engineering controls only
- B. Supervision and accountability measures
- C. Replacing all apparatus
- D. Increasing the budget alone

69. A Fire Officer II must select the leadership style best for a non-emergency planning session where buy-in matters. Which is it?

- A. Democratic (participative)
- B. Autocratic (directive)
- C. Coercive command
- D. Laissez-faire with no goals

70. A Fire Officer II must select the two qualities a report for a supervisor must have above all. Which are they?

- A. Accurate and concise
- B. Lengthy and detailed
- C. Persuasive and opinionated
- D. Informal and conversational

71. A Fire Officer II must explain why deferring necessary maintenance can be unwise. Which reason is correct?

- A. Deferral always saves money
- B. Maintenance is never a budget concern
- C. Deferral often creates larger costs and greater risk later
- D. Deferral eliminates capital planning

72. A Fire Officer II must select what should be withheld from a media release after a fatality. Which is it?

- A. The general location of the incident
- B. The deceased victim's name before next-of-kin notification
- C. The number of units that responded
- D. A statement that the cause is under investigation

73. A Fire Officer II must select the duty area covering analysis of accident and injury history. Which is it?

- A. Administration
- B. Emergency Service Delivery
- C. Health and Safety
- D. Inspection and Investigation

74. A Fire Officer II must select the first step in the systematic origin-and-cause method. Which is it?

- A. Observe the scene and examine damage and patterns
- B. Form a hypothesis of the cause
- C. Identify a suspect

D. Estimate the property loss

75. A Fire Officer II must explain why a CRR program must be measured. Which reason is correct?

A. Measurement wastes time

B. Programs should be uniform regardless of risk

C. Risk reduction that is never measured cannot be improved or defended

D. Measurement is the chief's sole responsibility

76. A Fire Officer II must select the stage marking near-simultaneous ignition of compartment surfaces. Which is it?

A. Flashover

B. Incipient

C. Growth

D. Decay

77. A Fire Officer II must explain why enabling legislation differs from regulatory legislation. Which statement is correct?

A. Enabling governs how an existing body operates

B. Enabling grants existence; regulatory governs operation

C. They are identical concepts

D. Regulatory creates the body's existence

78. A Fire Officer II must classify a new fire station construction project. Which cost category applies?

A. Operating cost

B. Personnel cost

- C. Capital cost
- D. Recurring supply cost

79. A Fire Officer II must select the corrective-action purpose in the health and safety duty. Which is correct?

- A. To treat only the immediate injury
- B. To eliminate the root cause so harm does not recur
- C. To assign blame to the injured member
- D. To document the event without further action

80. A Fire Officer II must explain why the accidental-versus-incendiary distinction matters most. Which reason is correct?

- A. It triggers law enforcement involvement when arson is suspected
- B. It selects the budgeting method
- C. It ends all documentation
- D. It guarantees an insurance payout

81. A Fire Officer II must select what the requisite knowledge for a JPR represents. Which is correct?

- A. Optional background reading
- B. Knowledge applying only to the fire chief
- C. Information unrelated to the task
- D. The knowledge a member must have to perform the task

82. A Fire Officer II must select the definition of demographics in community risk reduction. Which is right?

- A. The statistical characteristics of a population used to understand risk
- B. The total department budget
- C. The apparatus inventory
- D. A list of mutual aid agreements

83. A Fire Officer II must select the most accurate statement about the JPR 5.5.1 determination. Which is right?

- A. It is a binding criminal conviction
- B. It is a complete forensic laboratory analysis
- C. It is a preliminary determination, not a full criminal investigation
- D. It is an insurance settlement decision

84. A Fire Officer II must explain why members' personal social media posts can affect the department. Which reason is correct?

- A. Personal accounts are entirely separate from the role
- B. The department has no interest in off-duty conduct
- C. Privacy laws, conduct standards, and reputation follow a member online
- D. Personal posts are exempt from all policy

85. A Fire Officer II must select the recognized set of community risk reduction strategies. Which is it?

- A. The three priorities
- B. The four causes
- C. The chain of survival
- D. The Five E's

86. A Fire Officer II must select the characterization of the fire service's strong culture. Which is right?

- A. It has no effect on member behavior
- B. It always speeds adoption of new procedures
- C. It builds cohesion but can also resist necessary change
- D. It exists only in volunteer departments

87. A Fire Officer II must select the leadership style best for a chaotic, time-critical rescue. Which is it?

- A. Autocratic (directive)
- B. Democratic (participative)
- C. Laissez-faire (delegative)
- D. Consensus committee

88. A Fire Officer II must explain why the lowest bid is not always awarded. Which reason is correct?

- A. The lowest bid always wins regardless of specs
- B. The largest vendor always wins
- C. The fastest bidder always wins
- D. Award goes to the lowest responsive and responsible bidder

89. A Fire Officer II must select the most accurate statement about a media release's governing standard. Which is right?

- A. Formatting outweighs accuracy
- B. Speed outweighs verification
- C. Releases need no factual content
- D. Accuracy is the single governing standard

90. A Fire Officer II must select the duty area pairing multi-unit operational plans with post-incident analysis. Which is it?

- A. Administration
- B. Human Resource Management
- C. Emergency Service Delivery
- D. Inspection and Investigation

91. A Fire Officer II must explain why a personal problem within workplace scope is handled how?

- A. By counseling within the officer's role, focused on performance
- B. By immediate termination
- C. By referral to law enforcement
- D. By ignoring it entirely

92. A Fire Officer II must select the form of local government in which an elected council sets policy and a professional manager runs operations. Which is it?

- A. Strong mayor–council
- B. Council–manager
- C. Commission
- D. Independent district with no manager

93. A Fire Officer II must select the rating error in which recent events dominate the evaluation. Which is it?

- A. Halo effect
- B. Horn effect
- C. Central tendency
- D. Recency error

94. A Fire Officer II must select the development approach that builds genuine readiness beyond minimum qualifications. Which fits?

- A. Waiting only for time-in-grade
- B. Increasing the member's personal budget
- C. Progressively responsible assignments, mentoring, and job shadowing
- D. Assigning unrelated paperwork

95. A Fire Officer II must explain why the first step in solving a problem is defining it. Which reason is correct?

- A. A solution can be chosen before the problem is understood
- B. A solution aimed at a symptom leaves the root cause intact
- C. The budget must be set first
- D. The change must be announced first

96. A Fire Officer II must select the accredited Fire Officer II cognitive exam's typical format. Which is it?

- A. 50 questions with a 60% passing score
- B. 100 questions with a 70% passing score
- C. 75 questions with a 65% passing score
- D. 150 questions with an 80% passing score

97. A Fire Officer II must explain why a strategic partnership is built before it is needed. Which reason is strongest?

- A. Relationships established in advance are stronger and faster to mobilize
- B. Partnerships built during a crisis are strongest
- C. Partnerships should be avoided to stay flexible

D. Partnerships are one-time favors

98. A Fire Officer II must select what the officer must obtain to carry out an operational plan per JPR 5.6.1. Which is it?

- A. A media release for each task
- B. A new budget mid-incident
- C. The required resources and their assignments
- D. Individual approval from every firefighter

99. A Fire Officer II must select the prerequisite knowledge that budgets, policy, and authority flow from. Which is it?

- A. The Five E's of risk reduction
- B. The organization of local government
- C. The stages of fire development
- D. The inverted pyramid

100. A Fire Officer II confirms an operational plan protects responder safety. Why is this essential?

- A. Because responder safety is optional in large incidents
- B. Because safety only matters after the incident
- C. Because safety is solely the firefighters' concern
- D. Because a plan that ignores responder safety is not sound regardless of effectiveness

## Answer Key & Explanations

1. C — The shift from supervisor to manager means the officer coordinates resources toward goals over time while still supervising directly. The management layer is added on top of supervision, not substituted for it.

2. C — NFPA 1710 governs career department deployment, while NFPA 1720 covers volunteer departments. This career-versus-volunteer split is the most testable distinction among the four standards named in JPR 5.6.1.

3. D — A capable member choosing not to perform has a "will not" problem rooted in motivation. Identifying the cause as motivational directs the officer to counseling and accountability rather than training.

4. A — The area of origin is determined first, because the cause can only be established where the fire began. Suspect, motive, and property loss do not precede origin determination.

5. C — Referent power is rooted in respect, trust, and the officer's personal credibility. With expert power, it is among the most effective bases for leadership.

6. A — Accurate figures with no explanation of need are missing the justification tying costs to the division's needs. JPR 5.4.2 requires costs to be both determined and justified.

7. D — Autocratic (directive) leadership is most appropriate during a time-critical emergency requiring immediate, unified action. The situation dictates the directive style; participative methods fit planning.

8. D — When arson is suspected, the officer protects the scene and notifies law enforcement and a fire investigator. The Level II role is to recognize suspicion and refer—not to investigate the crime or interrogate suspects.

9. B — A procedure is the step-by-step method for carrying out a policy—the "how." Without a procedure, a policy is direction no one can reliably follow.

10. B — Maximizing performance proactively means setting clear expectations, recognizing good work, and removing obstacles. This ongoing work builds a capable unit, distinct from reacting to problems after they appear.

11. D — Zero-based budgeting requires every expense to be justified from zero each cycle rather than building on prior years. This forces justification of all spending, distinguishing it from incremental and line-item approaches.

12. B — Life safety takes precedence first in any operational plan, ahead of incident stabilization and property conservation. It protects both the public and responders.

13. D — Explaining the reasons, involving members, and providing training best supports adoption of a disliked policy. JPR 5.4.6 requires change implemented in a supportive manner, which turns resistance into ownership.

14. C — NFPA 1600 addresses continuity, emergency, and crisis management among the standards named in JPR 5.6.1. It provides the preparedness framework, distinct from deployment and firefighting standards.

15. C — Deciding the cause first and seeking a matching origin is the common mistake (expectation bias) to avoid. Determining origin before cause and testing hypotheses against evidence are correct, as is finding undetermined when evidence is insufficient.

16. D — "Responsive" means the bid meets the specifications and requirements. A bid that fails the spec is not responsive, which is why award goes to the lowest responsive and responsible bidder, not merely the lowest price.

17. B — Surprise criticism reveals that feedback was not provided throughout the year. The annual evaluation should summarize ongoing communication the member has already received, so nothing in it is a surprise.

18. B — Mutual aid is provided on request when local resources are exceeded, unlike automatic aid dispatched on the initial alarm. Mutual aid is reactive—summoned when an incident outgrows local capacity.

19. A — Salaries, overtime, and benefits are personnel costs—the cost of the workforce and typically the largest budget category. They are distinct from capital assets and recurring operating expenses.

20. B — Eradication is not one of the Five E's; the recognized strategies are education, engineering, enforcement, economic incentive, and emergency response. Knowing the genuine five prevents confusion with distractors.

21. A — Personnel accountability is maintained because its loss is a leading factor in firefighter deaths when a missing member goes unnoticed. It is a life-safety function, not payroll or media preparation.

22. B — Expert power is derived from an officer's knowledge and demonstrated competence. Members follow because the officer clearly knows the job, making it one of the most effective bases for leadership.

23. B — Strategy sets the goals; tactics are the actions that achieve them. The officer connects the two by translating strategic goals into the tactical assignments units carry out.

24. D — A grant-funded purchase requires following the stricter federal requirements in addition to local policy. When federal money is involved, the officer must follow the most stringent applicable rule or risk the grant.

25. C — The point of origin is the specific location where the ignition source and first fuel met. It is more precise than the area of origin, the general location identified first.

26. D — A lack of training is a "cannot" problem best met with targeted training and coaching. Discipline or termination would aim at the wrong cause, since the member lacks skill, not effort.

27. C — Execution is the budget-cycle stage involving spending and managing within the approved budget. It follows preparation and adoption and precedes evaluation.

28. C — A fire code becomes enforceable only when a jurisdiction formally adopts it through legislation. Publication by a development organization does not by itself give a standard the force of law.

29. D — Central tendency is the rating error in which an evaluator rates everyone in the middle of the scale to avoid extremes. Using the full scale and justifying ratings with evidence guards against it.

30. A — The JPR's intent is explaining that combining complementary resources solves a community problem more completely than one agency alone. Connecting the right partner to the right problem is the skill tested.

31. B — The area of origin is the general location where a fire began, identified before the more precise point of origin. Determining the area first narrows the search for the exact point.

32. D — NFPA 1720 governs volunteer department deployment, the counterpart to NFPA 1710 for career departments. This pairing is frequently tested in the emergency service delivery duty.

33. D — Job shadowing is the development method in which a member observes a higher role before holding it. It exposes the member to the realities of a target position in a low-risk way.

34. C — A newly purchased fire engine is a capital cost—a major, long-lasting asset used over many years. It is distinct from recurring operating costs and the personnel cost of the workforce.

35. A — The area of origin precedes the cause because the cause can only be established where the fire began. Reversing the order forces evidence to fit a presumed conclusion.

36. D — Conducting full aggressive overhaul as on any fire is the exception, because it destroys evidence. Limiting overhaul near the origin, controlling access, and avoiding unnecessary movement of evidence are all proper preservation actions.

37. C — Documentation is described as accountability because accurate, timely records support decisions and protect everyone involved. In a public organization, an undocumented action effectively did not happen for review.

38. A — "Responsible" means the vendor is capable of actually delivering what is required. Award goes to the lowest responsive and responsible bidder, so a low bid from an incapable vendor is properly rejected.

39. D — Inspection and Investigation is the duty area covering origin and cause determination, grouped under Section 5.5. Its central JPR directs the officer to determine area of origin and preliminary cause.

40. D — When evidence supports no specific cause, undetermined is the honest finding. Forcing a conclusion the evidence cannot sustain misleads an investigation, so an open finding is sometimes correct.

41. C — A policy is a broad statement of organizational intent—the "what and why"—as distinct from a procedure, the step-by-step "how." This distinction underlies all policy development at the level.

42. D — Dividing one large purchase into smaller orders to avoid the bid threshold is bid splitting, a recognized procurement violation. The thresholds apply to the actual need, not artificially divided pieces of it.

43. B — The halo effect occurs when one positive trait inflates ratings across all dimensions. Rating each dimension independently on its own evidence guards against it.

44. A — Responder safety belongs in a plan because a plan that ignores it is not sound regardless of effectiveness. Life safety includes responders, and protecting them is part of the officer's planning responsibility.

45. D — Legitimate power is rooted in the authority of rank or position. It is positional power, distinct from the expert and referent power that arise from the individual's competence and credibility.

46. A — Engineering or equipment improvements best target an unsafe physical condition. Counseling addresses motivation and a media release informs the public, but neither corrects a physical hazard.

47. A — Coordinating multiple units against the AHJ-approved plan is the central responsibility under JPR 5.3.1. Solo delivery or writing the master plan alone understate the multi-unit, managerial scope the JPR requires.

48. D — The correct order of fire development stages is incipient, growth, flashover, fully developed, decay. Recognizing this sequence helps an investigator understand how damage formed.

49. A — NFPA 1021 Chapter 5 defines the minimum JPRs for Fire Officer II; Chapter 4 covers Fire Officer I. Knowing the correct standard and chapter orients the candidate to the right JPRs.

50. B — Referent power is rooted in respect, trust, and credibility, leading members to follow because they admire the officer. With expert power, it is among the most effective bases for leadership.

51. A — The first step in developing a policy or solving a problem is accurately defining the actual problem. A solution aimed at a symptom leaves the root cause intact, so correct identification comes first.

52. D — Personnel costs are typically the largest category, so decisions about them carry the greatest financial impact. Staffing and overtime choices move more dollars than most others.

53. A — A post-incident analysis identifies critical elements and lessons learned, documented on approved forms and communicated to those who can act on them. Its purpose is learning, conducted after the incident, not blame.

54. C — Economic incentive is the community risk reduction strategy using financial encouragement of safe behavior, such as alarm subsidies. It is one of the "Five E's" integrated in a mature CRR program.

55. D — Active listening means giving full attention, withholding judgment, and confirming understanding before responding. It gathers better information and signals respect; prescribing a solution prematurely is the opposite.

56. C — Supervision is the direct oversight of tasks, while management coordinates resources toward goals over time. The Fire Officer II adds the management layer on top of supervision rather than replacing it.

57. C — Administration is the duty area covering budget preparation and purchasing, grouped under Section 5.4. It also covers policy, media releases, reports, and managing change.

58. B — A member surprised by evaluation criticism reveals that feedback should be ongoing so the evaluation holds no surprises. The formal evaluation summarizes communication the member has already received.

59. A — An incident management system provides a standardized, scalable structure for organizing incident resources. It scales from a single company to a large multi-agency operation using the same command principles.

60. B — The incendiary classification corresponds to the crime of arson—a fire intentionally ignited where it should not be. Recognizing it is what triggers law enforcement involvement.

61. B — Adoption is the budget-cycle stage in which the governing body approves the budget. It follows preparation and precedes execution.

62. A — A V-pattern alone does not prove an origin because flashover, ventilation, and synthetic fuels can create misleading patterns. This is one reason the Level II officer makes only a preliminary determination.

63. B — Mutual aid is provided on request when local resources are exceeded, unlike automatic aid dispatched on every alarm. Mutual aid is reactive—summoned when an incident outgrows local capacity.

64. C — Span of control is the number of subordinates one supervisor can effectively manage, generally three to seven and optimally five. A manageable span is a core principle of the incident management system.

65. B — A development plan benefits the organization by deepening its bench and supporting succession. Every member developed toward a higher position reduces the risk that a departure leaves a critical role unfilled.

66. B — Apparatus fuel and utilities are operating costs—recurring, ongoing expenses for day-to-day operations. They are distinguished from capital assets by recurrence rather than durability.

67. A — Misinterpreting data can be worse than presenting none because a wrong conclusion from accurate numbers can drive a costly wrong decision. Careful interpretation, distinguishing correlation from causation, is essential.

68. B — Supervision and accountability measures best target unsafe behaviors specifically. Engineering targets conditions and training targets knowledge gaps, but behavioral causes are addressed through oversight and enforcement.

69. A — Democratic (participative) leadership is best for a non-emergency planning session where buy-in matters. Involving members builds ownership when time allows, unlike directive command suited to emergencies.

70. A — Per JPR 5.4.5, a report for a supervisor must above all be accurate and concise. The standard's own language signals these priorities—relevant, correct information delivered efficiently.

71. C — Deferring necessary maintenance can be unwise because deferral often creates larger costs and greater risk later. A skipped maintenance cycle can lead to failures, injuries, or far costlier emergency expenditures.

72. B — The deceased victim's name before next-of-kin notification should be withheld from a media release. Releasing a victim's identity before family notification causes harm and violates basic protections.

73. C — Health and Safety is the duty area covering analysis of accident and injury history, grouped under Section 5.7. Its central JPR directs corrective action to prevent reoccurrence.

74. A — Observing the scene and examining damage and patterns is the first step in the systematic method. The method moves from observation through hypothesis to a supported conclusion.

75. C — A CRR program must be measured because risk reduction that is never measured cannot be improved or defended. Defining success measures and tracking results allows the program to be justified at budget time.

76. A — Flashover is the stage marking the near-simultaneous ignition of compartment surfaces as critical temperature is reached. It signals the transition to a fully developed fire.

77. B — Enabling legislation grants a body's existence, while regulatory legislation governs how that body operates. Enabling law answers "may we exist and act," and regulatory law sets the operating rules.

78. C — A new fire station is a capital cost—a major, long-lasting asset used over many years. It is distinct from recurring operating costs and the personnel cost of the workforce.

79. B — The purpose of corrective action is to eliminate the root cause so harm does not recur. Treating only the immediate injury or assigning blame leaves the underlying hazard intact.

80. A — The accidental-versus-incendiary distinction matters most because it triggers law enforcement involvement when arson is suspected. This is precisely why the JPR frames cause determination around determining if arson is suspected.

81. D — The requisite knowledge for a JPR is the knowledge a member must have to perform the task. It is the foundation that must be satisfied before the job performance can be evaluated.

82. A — Demographics are the statistical characteristics of a population used to understand risk. Reading these patterns lets the officer target prevention where it will save the most lives.

83. C — The JPR 5.5.1 determination is a preliminary determination, not a full criminal investigation. Recognizing this limit directs the officer to protect the scene and refer suspected arson to trained investigators.

84. C — Members' personal posts can affect the department because privacy laws, conduct standards, and reputation follow a member online. Sharing scene photos or protected information from a personal account can still violate policy and law.

85. D — The Five E's are the recognized set of community risk reduction strategies: education, engineering, enforcement, economic incentive, and emergency response. A mature program integrates them.

86. C — The fire service's strong culture builds cohesion but can also resist necessary change. Recognizing this duality lets the officer draw on the culture's strengths while steering it from its risks.

87. A — Autocratic (directive) leadership is best for a chaotic, time-critical rescue requiring immediate, unified action. The situation dictates the directive style; participative methods fit planning.

88. D — The lowest bid is not always awarded because award goes to the lowest responsive and responsible bidder. A low bid that fails the specs or comes from an incapable vendor is properly rejected.

89. D — Accuracy is the single governing standard of a media release. An inaccurate release is worse than none, because it carries the department's authority into error.

90. C — Emergency Service Delivery is the duty area pairing multi-unit operational plans with post-incident analysis, grouped under Section 5.6. It also covers service-demand reporting.

91. A — A personal problem within workplace scope is handled by counseling within the officer's role, focused on performance. The officer counsels on work behavior and refers problems exceeding that scope.

92. B — The council–manager form features an elected council that sets policy and a professional manager who runs operations. In this structure the fire chief typically reports to the manager rather than directly to elected officials.

93. D — The recency error is the rating error in which recent events dominate the evaluation. Documenting performance throughout the period guards against it.

94. C — Genuine readiness is built through progressively responsible assignments, mentoring, and job shadowing—beyond minimum qualifications. Certifications and time-in-grade create eligibility; experience creates readiness.

95. B — The first step in solving a problem is defining it because a solution aimed at a symptom leaves the root cause intact. Correct identification of the actual problem is most of the solution.

96. B — The accredited Fire Officer II cognitive exam typically consists of 100 questions with a 70% passing score. This format is consistent across IFSAC and Pro Board accredited programs.

97. A — A strategic partnership is built before it is needed because relationships established in advance are stronger and faster to mobilize. Those forged under crisis pressure are weaker and slower.

98. C — Per JPR 5.6.1, the officer must obtain the required resources and their assignments to carry out an operational plan. The standard requires that needed resources be both identified and secured.

99. B — The organization of local government is the prerequisite knowledge that budgets, policy, and authority flow from. This is why Chapter 5 lists it as foundational for the entire level.

100. D — Confirming an operational plan protects responder safety is essential because a plan that ignores responder safety is not sound regardless of effectiveness. Life safety includes responders, and protecting them is part of the officer's planning responsibility.