

# PRACTICE EXAM 4: SIMULATION

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1. A first-arriving officer uses the pre-incident plan to recall a building's lightweight wood-truss construction, then factors this into the decision to keep crews out of the structure. This illustrates how which two competencies work together?

- A. Pre-incident planning informs size-up and risk management
- B. Community relations informs the post-incident analysis
- C. Budget planning informs personnel evaluation
- D. Grievance handling informs water supply assessment

2. An officer assigns a complex search to a senior firefighter and a simple equipment check to a probationary member, while retaining answerability for both. Which combination of principles is the officer applying?

- 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

3. During a fire, conditions favor an interior attack, a savable occupant is reported inside, and resources are adequate. Which strategic choice and justification align with the risk management principle?

- A. Defensive, because no risk is ever justified
- B. Offensive, because calculated risk is justified to save a savable life
- C. Defensive, because property is more valuable than life
- D. Offensive, because property conservation comes first

4. An officer notices a firefighter's declining performance, learns of a personal hardship, refers them to the EAP, and later documents only the performance facts objectively. This response best integrates which two duty areas?

- A. Inspection and emergency service delivery
- B. Community relations and budget administration
- C. Investigation and water supply planning
- D. Human resource management and proper documentation

5. A company officer enforces seatbelt use, promotes fitness, and ensures PPE decontamination after every fire. These actions target which category of firefighter threats?

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

6. An officer arrives to find smoke pulsing from small openings, oily window residue, and no visible flame in a closed structure, and chooses to avoid opening it without proper ventilation tactics. The officer is responding to the risk of what, based on which knowledge?

- A. Flashover, based on community risk reduction data
- B. A decay-stage fire, based on budget analysis
- C. Backdraft, based on fire behavior knowledge
- D. An incipient fire, based on inspection records

7. A policy is created at headquarters; the company officer ensures the crew knows it, applies it uniformly, and advocates through channels when it seems flawed. This describes the officer's role as which of the following?

- A. The implementer and enforcer of policy at the unit level

- B. The author of new departmental policy
- C. The negotiator of the labor agreement
- D. The judge of which policies to ignore

8. During size-up, an officer integrates dispatch information, the pre-incident plan, en route observations, and a 360-degree assessment on arrival. This demonstrates that effective size-up is best characterized as what?

- A. A single snapshot taken only on arrival
- B. A task performed solely by the dispatcher
- C. The same as a post-incident analysis
- D. A continuous process beginning before arrival

9. An officer must correct a friend's repeated lateness exactly as they would any member, deliver it privately, and document it. This integrates the peer-to-supervisor transition with which discipline principle?

- A. Public correction for maximum deterrence
- B. Consistent, private, documented correction
- C. Skipping documentation to protect the friendship
- D. Immediate termination for a first lateness

10. A crew completes a difficult rescue. Afterward the officer conducts a blame-free review examining tactics, building behavior, and safety, then updates the pre-incident plan. This shows the PIA feeding into what?

- A. The department's annual budget adoption
- B. The labor grievance procedure
- C. Continuous improvement of planning and training
- D. The citizen complaint resolution process

11. An officer chooses a directive style for an inexperienced crew during a time-critical emergency but a participative style for routine training planning. This adaptive approach is best explained by which model?

- A. Trait theory of inborn leadership
- B. Pure autocratic leadership in all cases
- C. Pure laissez-faire leadership in all cases
- D. Situational leadership matching style to circumstances

12. A sprinkler system is present, but during a pre-incident survey the officer finds a closed control valve and notes it as a critical deficiency. The officer understands that this impairment does what?

- A. Increases the building's available water pressure
- B. Can render the entire system unable to control a fire
- C. Improves the reliability of the alarm panel
- D. Has no meaningful effect on protection

13. An officer assigns clear tactical objectives, sequences them by incident priority, anticipates resource shortfalls, and requests additional alarms early. This integrated approach reflects sound performance in which duty area?

- A. Inspection and investigation
- B. Community and government relations
- C. Emergency service delivery and resource deployment
- D. Administrative recordkeeping only

14. A firefighter is influenced to follow an officer because of demonstrated competence and personal integrity rather than rank. This reflects reliance on which two bases of power?

- A. Legitimate and coercive power

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

15. An officer recognizes that a fully involved, vacant, structurally compromised building offers no savable life or property, orders a defensive operation, and confirms accountability with a PAR. Which principle most directly drove the strategic decision?

- A. Property conservation outranks life safety
- B. Risking nothing for what is already lost
- C. Always attacking aggressively regardless of risk
- D. Documentation must precede any tactical choice

16. During an inspection, an officer finds a chained exit, explains the egress hazard to the owner, sets a correction timeframe, and follows up. This balances enforcement with which approach?

- A. Punitive citation only, with no education
- B. Abandoning the inspection to avoid conflict
- C. Gaining voluntary compliance through education
- D. Immediate arrest of the occupant

17. An officer providing a critical radio order in heavy noise requires a repeat-back and confirms accountability through periodic PARs. These practices share what underlying purpose?

- A. Closing the loop and confirming under high-risk conditions
- B. Reducing the department's documentation workload
- C. Determining the fire's area of origin
- D. Establishing the building's occupancy classification

18. A new lieutenant who avoids enforcing standards to stay popular and one who rules harshly to assert distance both fail. The reliable path between these extremes is built primarily on what?

- A. Maximizing the crew's affection at all costs
- B. Asserting authority through fear and rigidity
- C. Eliminating all standards to reduce conflict
- D. Consistency, fairness, and earned trust

19. An officer reviews local data showing frequent cooking fires among older residents, then prioritizes targeted smoke-alarm and education visits. This sequence reflects which process?

- A. Data-driven community risk reduction
- B. Reactive incident-based response only
- C. Capital budget forecasting
- D. Post-incident chain-of-custody preservation

20. A member is hurt when scaffolding collapses; the officer cares for the injured first, secures the scene, then investigates beyond the obvious to find a defective securing procedure. Identifying that procedure represents what?

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

21. An officer must communicate the department's role and mission to a skeptical community group while also handling a complaint courteously. Both tasks fall within which duty area?

- A. Health and safety
- B. Community and government relations

- C. Inspection and investigation
- D. Emergency service delivery

22. A crew's PPE is heavily contaminated after a fire. The officer enforces immediate decontamination, understanding the long-term threat this addresses is primarily what?

- A. Occupational cancer from absorbed carcinogens
- B. The weight of the protective ensemble
- C. The cost of station uniforms
- D. The time required to don the gear

23. An officer establishes initial command, limits how many companies report directly to keep supervision manageable, and later transfers command explicitly to a chief. Which ICS principles are demonstrated?

- A. Freelancing and unity of effort
- B. Mandatory autonomy and silent transfer
- C. Geographic power and central tendency
- D. Span of control and orderly transfer of command

24. A firefighter declares a Mayday; the officer immediately prioritizes rescue and uses the accountability system to locate the member. This integration of Mayday response and accountability serves what end?

- A. Reducing the incident's documentation
- B. Rapidly locating and rescuing the endangered firefighter
- C. Determining the fire's cause
- D. Calculating the operating budget

25. An officer wants a performance evaluation to be fair and accurate, so it relies on job-related standards, ongoing feedback, and objective documentation, avoiding rating errors. Why is ongoing feedback especially important?

- A. It eliminates the need for any documentation
- B. It guarantees no member ever makes a mistake
- C. It ensures the formal review holds no surprises
- D. It allows the officer to skip the formal review

26. A building has masonry exterior walls but combustible wood-joist floors and roof. An officer recognizes this as Type III and anticipates which hazard during operations?

- A. No fire spread risk because walls are masonry
- B. Guaranteed structural integrity throughout the fire
- C. Fire spread and collapse risk in combustible interior elements
- D. Immunity from interior fire development

27. An officer delivering public education to preschoolers uses simple repeated rules, while a session for adults emphasizes alarm maintenance and escape planning. This difference reflects which principle?

- A. Statistics motivate all audiences equally
- B. Fear is the most effective universal tool
- C. Education should match the presenter's interests
- D. The message must be tailored to the audience

28. An officer must justify the company's genuine equipment needs in the budget process while managing entrusted resources responsibly. This dual responsibility exists primarily because of what?

- A. The officer sets the jurisdiction's tax rate
- B. The officer adopts the final department budget

- C. The officer approves all capital purchases
- D. Fire departments operate on public funds requiring stewardship

29. During overhaul, an officer notices multiple separate burn points and an accelerant odor, halts unnecessary disturbance, secures the scene, and calls an investigator. The officer's restraint preserves what?

- A. The physical evidence and chain of custody
- B. The building's water pressure
- C. The department's annual budget
- D. The crew's training schedule

30. An officer continually reassesses a fire as conditions change, adjusting the action plan accordingly. This reflects which relationship between size-up and the action plan?

- A. Ongoing size-up continually informs and updates the plan
- B. The plan is fixed once made and never changes
- C. Size-up ends the moment the plan is formed
- D. The plan precedes any size-up at all

31. A member raises a safety concern during training; the officer takes it seriously, pauses to address the hazard, and reinforces that raising concerns is valued. This builds what?

- A. A culture of unsafe shortcuts
- B. Dependence on a single safety officer
- C. A strong safety culture
- D. A reason to skip future training

32. An officer explains that an offensive strategy might be executed by advancing an interior line and performing a search. This correctly distinguishes which two concepts?

- A. Policy versus procedure
- B. Ethics versus integrity
- C. Conduction versus radiation
- D. Strategy versus tactics

33. A citizen complaint alleges serious misconduct with legal implications. The officer stays courteous, documents it, and refers it upward rather than resolving it alone. This judgment reflects understanding of what?

- A. The limits of the officer's authority
- B. The building's construction type
- C. The department's fire flow requirements
- D. The Five E's of risk reduction

34. An officer ensures training is needs-driven, hands-on, safely conducted, evaluated, and documented. Why is the documentation step indispensable?

- A. It increases the apparatus maintenance burden
- B. It replaces the need for hands-on practice
- C. It improves the station's appearance
- D. Undocumented training may be treated as never having occurred

35. An officer weighing whether to commit crews interior recognizes lightweight engineered components and their tendency to fail rapidly under fire. This knowledge most directly supports which decision?

- A. The community education topic to present
- B. The brand of PPE to purchase
- C. The collapse-risk assessment and tactical choice
- D. The department's budget category selection

36. A member complies with an order only to avoid a suspension the officer could impose. The officer is relying on which base of power, and what is its typical limitation?

- A. Expert power; it requires no competence
- B. Referent power; it breeds resentment
- C. Coercive power; overuse breeds resentment and fear
- D. Reward power; it guarantees loyalty

37. An officer confirms that fire protection systems in a target building are not only present but in service and unimpaired during pre-planning. Why is the "in service" verification essential?

- A. It determines the occupants' political views
- B. An impaired system offers no real protection
- C. It sets the department's annual budget
- D. It establishes probable cause for an arrest

38. An officer recognizes a normally engaged firefighter has become withdrawn with declining performance and possible signs of crisis, and acts promptly through proper channels. This reflects which responsibility?

- A. Diagnosing and treating the condition personally
- B. Recognizing the problem and acting through proper channels
- C. Ignoring it until a safety incident occurs
- D. Announcing it to the entire crew for support

39. An officer organizes shift activities to protect time for training and prevention rather than being consumed by minor interruptions. This prioritization targets which quadrant?

- A. Urgent but unimportant interruptions
- B. Neither important nor urgent activities

- C. Important and urgent emergencies only
- D. Important but non-urgent capability-building work

40. A first-arriving officer at a small incident establishes command, assigns tactics within ICS, and prevents crews from acting independently. Preventing independent action guards against what?

- A. Proper exercise of personal initiative
- B. Effective unity of effort
- C. Freelancing that endangers everyone
- D. Orderly transfer of command

41. An officer reviews why firefighters die in the line of duty and emphasizes cardiac fitness and seatbelt enforcement. This emphasis is justified because these causes are what?

- A. Rare and largely unpreventable
- B. Among the leading and largely preventable causes
- C. Unrelated to firefighter fatalities
- D. Significant only in training settings

42. An officer determines a fire's preliminary origin by reading "V" patterns and char depth, then classifies the cause. Reading these patterns primarily helps establish what?

- A. The building's occupancy classification
- B. The department's fire flow requirement
- C. The retail value of the loss
- D. The area of origin and direction of travel

43. An officer maintains continuous personnel accountability and conducts PARs at benchmarks throughout an incident. The core purpose of this discipline is what?

- A. To determine the fire's cause
- B. To calculate the incident's cost
- C. To improve the department's public image
- D. To know who is operating, where, and to account for all

44. An officer communicates clear expectations to a new crew at the outset, understanding that without this, fair accountability is impossible. This reflects which principle?

- A. Documentation eliminates the need for expectations
- B. Members always perform without any standards
- C. Members cannot fairly be held to standards never communicated
- D. Expectations should be improvised during conflicts

45. An officer recognizes that handling a citizen complaint with calm professionalism, even when the citizen is hostile and the complaint unfounded, protects what?

- A. The building's fire resistance rating
- B. The crew's training schedule
- C. The fire's chain of custody
- D. The department's image and community trust

46. An officer integrates knowledge of the fire triangle when spotting combustibles stored against a heat source during inspection. The hazard exists because the condition does what?

- A. Removes oxygen from the area entirely
- B. Cools the potential ignition source
- C. Eliminates the available fuel load
- D. Brings fuel and a heat source dangerously together

47. An officer conducting a PIA maintains a constructive, non-punitive tone so members will share honestly. Undermining this tone with blame would most directly cause what?

- A. Faster extinguishment of future fires
- B. Members withholding the honest information the analysis needs
- C. A more accurate building construction assessment
- D. An improved chain of custody

48. An officer assigns a task with a clear objective, the resources to accomplish it, explicit safety considerations, and confirmation of understanding. Even after this, who remains answerable for the result?

- 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 fully

49. An officer recognizes that a department's image is built from countless individual member interactions, and therefore holds the crew accountable for professional conduct in public. This understanding links conduct to what outcome?

- A. Community trust, funding, and support
- B. The building's occupancy classification
- C. The fire's stage of development
- D. The department's span of control

50. An officer choosing between two important shift tasks protects scheduled training over an urgent but low-value interruption. This choice reflects the ability to distinguish what?

- A. Conduction from convection

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

51. A standpipe system in a high-rise allows crews to attack fire on upper floors. During pre-planning, the officer also locates the fire department connection because it does what?

- A. Communicates directly with building occupants
- B. Allows responders to supplement the system with water
- C. Shuts off the building's main electrical supply
- D. Tests the alarm panel from outside the building

52. An officer recognizes that flashover is preceded by rapidly building heat and rollover, and that this transition is a leading cause of firefighter deaths. This knowledge most directly supports what?

- A. Selecting the community education audience
- B. Recognizing warning signs to protect the crew
- C. Determining the department's budget
- D. Establishing the chain of custody

53. An officer applies departmental HR policy uniformly, operates within equal-opportunity and anti-harassment obligations, and escalates matters beyond their authority. This describes the officer's role in what system?

- A. The human resource system at the unit level
- B. The pre-incident planning process
- C. The chain-of-custody process
- D. The water supply assessment

54. An officer recognizes a member's first-time minor error and responds with coaching rather than formal punishment. This choice reflects the primary purpose of discipline being what?

- A. Establishing the officer's dominance
- B. Creating a record for future termination
- C. Punishing every violation severely
- D. Correcting behavior and improving performance

55. An officer recalls that life safety, incident stabilization, and property conservation must be addressed in order, and applies this when a savable occupant competes with property protection. Which principle resolves the conflict?

- A. Property always takes precedence over life
- B. The higher priority, life safety, prevails
- C. Stabilization must always come before life safety
- D. Documentation resolves all priority conflicts

56. An officer notes that NFPA 1500 establishes the framework for the department's occupational safety and health program. The officer's role relative to this framework is to do what?

- A. Author the NFPA 1500 standard itself
- B. Apply its safety requirements at the unit level
- C. Replace it with personal preferences
- D. Ignore it during emergency operations

57. An officer reading a fire scene with no human involvement, caused by a lightning strike, classifies it correctly and documents the basis objectively. The correct classification is what?

- A. Natural
- B. Incendiary

- C. Accidental
- D. Undetermined

58. An officer ensures the crew uses protective barriers on every EMS call and reports exposures per procedure. The principle treating all bodily fluids as potentially infectious is known as what?

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

59. An officer integrates the chain of command in both directions—passing orders down and reports up—without bypassing supervisors. Respecting this structure primarily preserves what?

- A. The building's fire resistance rating
- B. The fire's area of origin
- C. The department's annual budget
- D. Accountability and orderly communication

60. An officer recognizes that an experienced crew member now handles routine tasks reliably and shifts toward delegation. This adjustment is consistent with which model?

- A. Trait theory of fixed ability
- B. Pure coercive leadership
- C. Situational leadership keyed to readiness
- D. Central-tendency rating

61. An officer who tolerates a crew habitually skipping a safety step "to save time" is most likely creating what, despite the apparent efficiency?

- A. A formally approved best practice
- B. A neutral practice with no consequences
- C. A dangerous norm that can lead to injury
- D. A stronger overall safety culture

62. An officer documenting a fire investigation distinguishes observed facts from conclusions and avoids speculation, knowing the report may be used where?

- A. In criminal, civil, or insurance proceedings
- B. Only within the company's training files
- C. Solely in the apparatus maintenance log
- D. Exclusively in the operating budget

63. An officer recognizes that requesting mutual aid late at an escalating incident is dangerous because additional resources do what?

- A. Take time to arrive, so needs must be anticipated early
- B. Reduce the incident commander's authority
- C. Automatically violate the chain of command
- D. Increase the building's fire resistance rating

64. An officer integrates building construction knowledge during size-up, recognizing that a Type I high-rise behaves very differently under fire than a Type V dwelling. This knowledge primarily informs what?

- A. The community education schedule
- B. The department's grievance procedure
- C. Collapse risk and tactical decision-making
- D. The chain of custody for evidence

65. An officer confirms after an evacuation order that every member is out via a PAR before considering the operation complete. This reflects which understanding?

- A. Ordering withdrawal is only complete when all are accounted for
- B. The fire must be fully extinguished first
- C. The property owner must be notified first
- D. The apparatus must return to quarters first

66. An officer balances genuine care for a struggling crew member with the responsibility to maintain crew safety and performance. This balance is characteristic of which approach to managing personal problems?

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

67. An officer recognizes that public education prevents emergencies rather than only responding to them, and prioritizes high-risk groups. Which groups receive priority?

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

68. An officer applies the principle "praise in public, correct in private" by recognizing strong work openly but addressing a deficiency privately. This dual practice supports what?

- A. Both crew motivation and the member's dignity
- B. The building's water supply assessment

- C. The department's capital budget
- D. The fire's chain of custody

69. An officer integrates size-up factors—building, fire, life safety, conditions, resources, and hazards—into a coherent initial action plan. The single factor that always takes first priority is what?

- A. The estimated property value at risk
- B. The number of news cameras present
- C. Life safety of occupants and responders
- D. The brand of the building's systems

70. An officer recognizes that an outdated pre-incident plan listing a since-removed sprinkler system could mislead responders. The lesson is that pre-incident plans must do what?

- A. Be filed and never revisited
- B. Replace on-scene verification entirely
- C. Be created only for new buildings
- D. Be kept current and verified on scene

71. An officer relies on recognition-primed decision-making to act rapidly on a deteriorating fireground, drawing on past experience. This capacity is most strengthened by what?

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

72. An officer applies the risk-versus-benefit standard: great calculated risk for savable lives, little for savable property, none for what is lost. Applying "none" applies to which situation?

- A. A savable occupant confirmed trapped inside
- B. Significant savable property at moderate risk
- C. A fully lost structure with no savable life or property
- D. A routine non-emergency response

73. An officer ensures incident data is reported accurately into the national system used for fire data analysis. Accurate company-level reporting matters because it feeds what?

- A. The apparatus maintenance schedule only
- B. The company's training calendar only
- C. The labor grievance process only
- D. Data used for analysis, funding, and policy

74. An officer recognizes that a "buddy" approach and a "tyrant" approach both fail the peer-to-supervisor transition. The common thread that makes either fail is the absence of what?

- A. Sufficient apparatus and equipment
- B. Consistent, fair, trust-building leadership
- C. A larger span of control
- D. More frequent public education events

75. An officer plans a radio message before keying the microphone, transmits concisely, and requires acknowledgment. These practices collectively support what fireground value?

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

76. An officer recognizes that the company officer is the most important individual in firefighter safety because of which factor?

- A. Being closest to the crew and present at the point of risk
- B. Holding the largest budget authority
- C. Being the most senior officer on the department
- D. Having sole authority over all department policy

77. An officer integrates ethics and integrity by not only knowing the right action but consistently taking it even when unobserved. The crew calibrates its conduct primarily to what?

- A. The posted code of conduct alone
- B. The department's mission statement alone
- C. What the officer actually does and tolerates
- D. The annual budget priorities

78. An officer recognizes a means-of-egress violation as among the most critical life safety concerns in an occupancy. This priority exists because obstructed egress has historically done what?

- A. Contributed to many of the deadliest fires
- B. Reduced the building's fire flow requirement
- C. Improved occupant escape in fires
- D. Lowered the building's occupancy load

79. An officer assigns adequate, appropriate resources to clearly communicated tactical objectives, coordinated to work together rather than at cross-purposes. Poor or vague assignments on the fireground most directly cause what?

- A. Improved coordination among crews
- B. Reduced documentation requirements

- C. A higher building fire resistance rating
- D. Duplicated effort, gaps, and uncoordinated action

80. An officer recognizes that an accident investigation's purpose is prevention and extends it to near-misses. Investigating near-misses is valuable specifically because they do what?

- A. Reveal hazards before anyone is harmed
- B. Justify disciplining the involved member
- C. Reduce required documentation
- D. Establish the building's construction type

81. An officer must transfer command to an arriving battalion chief during an active incident. To maintain continuity, the transfer should be done how?

- A. Silently, with no announcement to crews
- B. Explicitly and clearly communicated to those on scene
- C. Only after the incident fully concludes
- D. By the dispatcher rather than the officers

82. An officer recognizes that convection drives hot gases upward, making upper compartment areas dangerous first, and uses this to anticipate fire spread. This is an application of which knowledge to operations?

- A. Community risk reduction data
- B. Budget cycle phases
- C. Chain-of-custody procedures
- D. Heat transfer and fire behavior

83. An officer applies progressive discipline, escalating responses by the seriousness and repetition of the behavior, while reserving the option to enter at a higher step. Entering at a higher step is justified by what?

- A. The officer's personal mood that day
- B. Serious misconduct warranting it
- C. The crew member's seniority alone
- D. The size of the operating budget

84. An officer recognizes that a department's mission has expanded far beyond fire suppression to include EMS, prevention, and community risk reduction, and communicates this to citizens. This reflects an understanding of the department's what?

- A. Capital budget categories
- B. Role and mission within the community
- C. Span of control limits
- D. Chain-of-custody requirements

85. An officer integrates the fire tetrahedron when explaining suppression, noting that removing any one element extinguishes the fire. Which element does the tetrahedron add to the triangle?

- A. A self-sustaining chemical chain reaction
- B. A second source of oxygen
- C. An additional fuel package
- D. A separate heat source

86. An officer recognizes that the formal performance evaluation should hold no surprises, having provided continuous feedback. A surprise at the review most directly indicates what?

- A. The evaluation system functioned perfectly

- B. Documentation should have been skipped
- C. A failure of ongoing supervision beforehand
- D. Surprises are a sign of strong oversight

87. An officer assessing a building's water supply during pre-planning records hydrant locations, available flow, and static sources, comparing them to estimated needs. This comparison is made against what?

- A. The building's occupancy classification
- B. The estimated required fire flow
- C. The department's grievance backlog
- D. The crew's training schedule

88. An officer recognizes that means of egress consists of three parts and ensures each remains unobstructed during inspection. The three parts are what?

- A. The hydrant, the riser, and the FDC
- B. The exit access, the exit, and the exit discharge
- C. The control valve, the head, and the alarm
- D. The size-up, the plan, and the analysis

89. An officer integrates the principle that life safety includes both occupants and responders when assessing whether to commit crews to a high-risk interior operation. This protects whom?

- A. Only the building's occupants
- B. Only the responding firefighters
- C. Only the property owner
- D. Both occupants and responders

90. An officer recognizes that company inspections both reduce fire risk and familiarize the crew with buildings they may later fight fire in. This dual benefit means inspection knowledge directly supports what later activity?

- A. Operations and decision-making at a fire in that building
- B. The department's grievance procedure
- C. The capital budget forecast
- D. The chain-of-custody process

91. An officer recognizes that selectively enforcing some policies while ignoring others is damaging because it does what?

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

92. An officer integrates an understanding that intrinsic motivators often outperform external rewards, choosing sincere recognition and meaningful assignments to reinforce a high performer. This approach costs the officer what?

- A. A large portion of the capital budget
- B. Significant overtime expenditure
- C. Substantial equipment resources
- D. Little but attention and sincerity

93. An officer recognizes that an SOP or SOG establishes a standardized method that promotes consistency and safety, especially on the emergency scene. An SOG differs from a policy in that it provides what?

- A. The specific step-by-step method

- B. The broad statement of intent
- C. The department's budget figures
- D. The members' contact information

94. An officer integrates accountability and Mayday knowledge, understanding that the accountability system supports a firefighter rescue by doing what?

- A. Calculating the building's required fire flow
- B. Determining the fire's area of origin
- C. Identifying who is in distress and their assignment
- D. Recording the incident for the budget

95. An officer recognizes that the department's image affects funding, staffing, and cooperation, and therefore treats every public interaction as consequential. This understanding reflects that every member is effectively what?

- A. A public relations representative of the department
- B. An incident safety officer at all times
- C. The author of department policy
- D. A certified fire investigator

96. An officer applies sound risk management, maintains accountability and situational awareness, and ensures proper PPE use to address fireground dangers. Loss of situational awareness is significant because it has done what?

- A. Improved firefighter decision-making under stress
- B. Contributed to firefighter injuries and deaths
- C. Reduced the need for accountability
- D. Eliminated the risk of structural collapse

97. An officer recognizes that Type V wood-frame construction is combustibile throughout, while Type I is fire-resistive, and factors this into operations. This contrast primarily affects what assessment?

- A. The community education topic
- B. The department's grievance backlog
- C. How the building resists fire and may fail
- D. The chain-of-custody procedure

98. An officer conducts a PIA reviewing building construction, fire protection systems, water supply, fuel loading, tactics, and safety, then translates findings into action. This translation most directly improves what?

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

99. An officer recognizes that handling a grievance professionally within established procedure—rather than as a personal affront—reflects sound supervision. A grievance is best defined as what?

- A. An informal compliment from a crew member
- B. A formal complaint that a policy or right was violated
- C. A request for additional fireground resources
- D. A type of pre-incident plan

100. An officer integrates the understanding that firefighter occupational cancer and infectious disease exposure are among the most serious long-term threats, enforcing decontamination and infection control daily. These protections are significant because their benefits are what?

- A. Often not visible for years yet still life-saving

- B. Immediate and unrelated to long-term health
- C. Limited to improving gear appearance
- D. Relevant only during live-fire training

## Answer Key & Full Explanations

1. A — Pre-incident planning informs size-up and risk management. A pre-incident plan supplies building information (such as lightweight construction) that feeds size-up, which in turn drives the risk-versus-benefit decision. These competencies integrate to keep crews out of structures likely to fail rapidly.
2. 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 every outcome. This combination is the essence of sound task assignment under NFPA 1021.
3. B — Offensive, because calculated risk is justified to save a savable life. The risk management principle permits great, calculated risk to protect savable lives, and favorable conditions with adequate resources support an offensive attack. Risking calculated effort for a savable occupant is the correct application.
4. D — Human resource management and proper documentation. Recognizing a problem, referring to the EAP, and documenting only objective performance facts integrate the HR duty area with sound documentation practice. The officer supports the member while protecting the record's integrity.
5. C — 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.
6. C — Backdraft, based on fire behavior knowledge. Smoke pulsing at openings, oily residue, and absence of flame in a closed space are classic backdraft warning signs drawn from fire behavior knowledge. Avoiding sudden oxygen introduction prevents an explosive ignition.

7. A — The implementer and enforcer of policy at the unit level. The company officer does not author policy but implements and enforces it uniformly, advocating for change through proper channels. This is the officer's defined role in the policy system.

8. D — A continuous process beginning before arrival. Size-up begins before arrival using dispatch and pre-plan information and continues through the 360-degree assessment and the incident. Treating it as a single snapshot leaves the officer unprepared for changing conditions.

9. B — Consistent, private, documented correction. Correcting a friend exactly as any member, privately and with documentation, integrates the peer-to-supervisor transition with fair discipline principles. Consistency and the "correct in private" principle preserve trust and fairness.

10. C — Continuous improvement of planning and training. The PIA's findings on tactics, building behavior, and safety feed back into pre-plans, training, and procedures. This closes the loop between operations and organizational learning.

11. D — Situational leadership matching style to circumstances. Adapting between directive and participative styles based on crew experience and time available is the core of situational leadership. No single style fits every situation.

12. B — Can render the entire system unable to control a fire. A closed control valve cuts off the water the sprinkler system needs and is a leading cause of system failure. Identifying this impairment during pre-planning is a critical safety function.

13. C — Emergency service delivery and resource deployment. Assigning clear objectives, sequencing by priority, and requesting resources early are core resource-deployment skills within emergency service delivery. Effective deployment turns the action plan into coordinated reality.

14. D — Expert and referent power. Influence based on demonstrated competence (expert) and personal integrity (referent) flows from the person, not the position. These bases earn the deepest, most durable followership.

15. B — Risking nothing for what is already lost. With no savable life or property, the risk management principle directs taking no risk, so a defensive operation is correct, confirmed by a PAR. Recognizing an unsavable building is a critical life-saving decision.

16. C — Gaining voluntary compliance through education. Explaining the hazard, setting a correction timeframe, and following up emphasizes cooperative, educational compliance over punishment. This achieves safety while preserving the department's community relationship.

17. A — Closing the loop and confirming under high-risk conditions. Repeat-backs and PARs both confirm critical information under conditions where misunderstanding is dangerous. Closing the feedback loop protects everyone operating at the incident.

18. D — Consistency, fairness, and earned trust. Both the "buddy" and "tyrant" extremes fail; the reliable path is consistent, fair leadership that earns trust. Trust, not affection or fear, makes supervision possible.

19. A — Data-driven community risk reduction. Using local data to identify a risk and target interventions is the data-driven, proactive CRR process. This evidence-based approach distinguishes CRR from reactive response.

20. C — 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.

21. B — Community and government relations. Communicating the department's role and mission and handling complaints both fall within the Community and Government Relations duty area. Both shape the department's image and community trust.

22. A — Occupational cancer from absorbed carcinogens. Decontamination reduces the carcinogens absorbed during fires, addressing the elevated cancer rates documented among firefighters. This is among the most serious long-term threats of the profession.

23. D — Span of control and orderly transfer of command. Limiting how many companies report directly applies manageable span of control, and explicitly handing off to a chief is orderly transfer of command. Both are core ICS principles.

24. B — Rapidly locating and rescuing the endangered firefighter. A Mayday triggers immediate rescue priority, and the accountability system identifies who is in distress and where. Together they enable a fast, organized firefighter rescue.

25. C — It ensures the formal review holds no surprises. Continuous feedback means the formal evaluation simply summarizes what has already been communicated. A surprise at the review indicates a failure of ongoing supervision.

26. C — Fire spread and collapse risk in combustibles interior elements. Type III "ordinary" construction has masonry walls but combustibles interior structural elements that can spread fire and fail. Recognizing this shapes tactical and collapse-risk decisions.

27. D — The message must be tailored to the audience. Effective public education matches content to the audience's age and needs — simple rules for children, practical maintenance for adults. Tailoring the message is what makes education effective.

28. D — Fire departments operate on public funds requiring stewardship. Because departments use public money, the officer must justify genuine needs and manage resources responsibly. Higher levels adopt budgets and set rates; the officer stewards resources at the unit level.

29. A — The physical evidence and chain of custody. Halting unnecessary disturbance and securing the scene preserves the evidence and an unbroken chain of custody. This protects the integrity and admissibility of any subsequent investigation.

30. A — Ongoing size-up continually informs and updates 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.

31. C — A strong safety culture. Taking concerns seriously and reinforcing that raising them is valued builds a culture where members look out for one another. Dismissing concerns teaches silence and endangers everyone.

32. D — Strategy versus tactics. The overall offensive approach is the strategy; advancing an interior line and searching are the tactics that execute it. Strategy is the "what," tactics are the "how."

33. A — The limits of the officer's authority. Referring a serious-misconduct complaint upward reflects understanding that such matters exceed the officer's authority. The officer stays courteous and documents while routing it appropriately.

34. D — Undocumented training may be treated as never having occurred. Documentation establishes that required training happened, supports certification, and provides legal protection. Without it, the training cannot be demonstrated to have occurred.

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

36. C — Coercive power; overuse breeds resentment and fear. Compliance obtained only to avoid discipline relies on coercive power, which compels but breeds resentment when overused. Expert and referent power earn willing followership instead.

37. B — An impaired system offers no real protection. Verifying systems are in service matters because an impaired system, such as one with a closed valve, provides no protection. Confirming systems are unimpaired is a critical pre-planning function.

38. B — Recognizing the problem and acting through proper channels. The officer recognizes the problem and acts promptly through proper channels and resources, especially when crisis signs appear. The officer does not diagnose, treat, ignore, or publicize the matter.

39. D — Important but non-urgent capability-building work. Training and prevention are important but rarely urgent, and effective officers protect time for them. This quadrant builds long-term company capability rather than reacting to interruptions.

40. C — Freelancing that endangers everyone. Preventing independent action guards against freelancing, which destroys coordination and accountability. All fireground action must occur within the command structure.

41. B — Among the leading and largely preventable causes. Cardiac events and vehicle crashes consistently rank among the top causes of firefighter line-of-duty death and are largely preventable. Emphasizing fitness and seatbelts targets the most preventable killers.

42. D — The area of origin and direction of travel. "V" patterns and char depth indicate the fire's direction of travel and help locate the area of origin. Determining origin is generally the first step toward determining cause.

43. D — To know who is operating, where, and to account for all. Continuous accountability and PARs track each member's identity, assignment, and location so everyone can be accounted for. Loss of accountability has contributed to firefighter deaths.

44. C — Members cannot fairly be held to standards never communicated. Clear early expectations are the foundation of fair accountability; ambiguity makes fair enforcement impossible. People perform to the standard that is set, communicated, and enforced.

45. D — The department's image and community trust. Calm professionalism, even with a hostile or unfounded complaint, protects the department's image and community trust. Arguing or dismissing the citizen confirms their worst impression and escalates the matter.

46. D — Brings fuel and a heat source dangerously together. The fire triangle requires fuel, oxygen, and heat; combustibles against a heat source dangerously combine two elements. Recognizing such combinations is the basis of hazard identification.

47. B — Members withholding the honest information the analysis needs. A blame-driven PIA causes members to withhold honest information, defeating its purpose. A constructive, non-punitive tone is essential to the learning the analysis provides.

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

49. A — Community trust, funding, and support. Because the department's image is built from member interactions, professional conduct sustains community trust, funding, and support. The officer holds the crew accountable for conduct that affects this standing.

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

51. B — Allows responders to supplement the system with water. The fire department connection lets responders pump water into a standpipe or sprinkler system. Locating it during pre-planning is a key fireground consideration.

52. B — Recognizing warning signs to protect the crew. Knowing flashover's warning signs (building heat, rollover) lets the officer protect the crew from this deadly transition. Recognition of these signs is a critical fireground safety responsibility.

53. A — The human resource system at the unit level. Applying HR policy uniformly, operating within legal obligations, and escalating beyond one's authority describes the officer's role in the HR system. The officer implements policy created at higher levels.

54. D — Correcting behavior and improving performance. The primary purpose of discipline is corrective, so coaching a first-time minor error fits. Punishment is a last resort, not the goal of the process.

55. B — The higher priority, life safety, prevails. When priorities compete, the higher one prevails, and life safety always outranks property conservation. Protecting a savable occupant takes precedence over property protection.

56. B — Apply its safety requirements at the unit level. NFPA 1500 establishes the department's safety framework, which the officer applies at the unit level. The officer implements the standard rather than authoring or ignoring it.

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

58. B — Standard precautions. Treating all bodily fluids as potentially infectious and using protective barriers defines standard precautions. This protects responders during routine patient care regardless of known infection status.

59. D — Accountability and orderly communication. Respecting the chain of command in both directions preserves accountability and orderly communication. Bypassing supervisors undermines the structure that makes the organization function.

60. C — Situational leadership keyed to readiness. Shifting toward delegation as a member's competence and confidence rise reflects situational leadership keyed to follower readiness. This develops the member while freeing the officer for higher-level supervision.

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

62. A — In criminal, civil, or insurance proceedings. Investigation documentation may be examined in criminal prosecutions, civil litigation, and insurance disputes. This is why facts must be objective, distinguished from conclusions, and never falsified.

63. A — Take time to arrive, so needs must be anticipated early. Because additional resources take time to arrive, the officer must anticipate needs and request help early. Under-resourcing an escalating incident endangers the public and responders.

64. C — Collapse risk and tactical decision-making. Building construction knowledge informs how a structure behaves under fire and may fail, driving collapse-risk and tactical decisions. A Type I high-rise and a Type V dwelling demand very different considerations.

65. A — Ordering withdrawal is only complete when all are accounted for. An evacuation is complete only when a PAR confirms every member is out and safe. Ordering the withdrawal is merely the first step.

66. D — Supportive recognition combined with appropriate referral. Balancing genuine care with crew safety means addressing the member supportively and referring them to resources. The officer does not diagnose, ignore, or publicize the problem.

67. C — 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.

68. A — Both crew motivation and the member's dignity. Praising publicly motivates the crew while correcting privately preserves the member's dignity. The "praise in public, correct in private" principle serves both ends.

69. C — Life safety of occupants and responders. Among all size-up factors, life safety always takes first priority and includes both occupants and responders. All subsequent decisions flow from protecting life.

70. D — Be kept current and verified on scene. An outdated pre-plan can mislead responders, so plans must be kept current and conditions verified on scene. An outdated plan can be worse than none at all.

71. C — 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.

72. C — A fully lost structure with no savable life or property. "Risk nothing" applies when nothing savable remains, as in a fully lost structure. Risking firefighters for what is already lost is never justified.

73. D — Data used for analysis, funding, and policy. Accurate company-level reporting feeds national systems whose data informs analysis, funding, and policy. Accuracy at the company level matters far beyond the individual report.

74. B — Consistent, fair, trust-building leadership. Both the "buddy" and "tyrant" approaches fail for lack of consistent, fair, trust-building leadership. Trust, not popularity or fear, is what makes supervision work.

75. B — Disciplined, reliable communication under stress. Planning the message, transmitting concisely, and requiring acknowledgment support disciplined, reliable fireground communication. This protects everyone operating under noisy, high-stakes conditions.

76. A — Being closest to the crew and present at the point of risk. The company officer is the most important figure in firefighter safety precisely because they are closest to the crew and present at the point of risk. This position enables prevention and correction of unsafe acts.

77. C — What the officer actually does and tolerates. The crew calibrates its conduct to what the officer actually does and permits, not to posted codes alone. The behavior an officer walks past is the behavior an officer endorses.

78. A — Contributed to many of the deadliest fires. Obstructed means of egress is among the most critical life safety concerns because blocked exits have caused many of history's deadliest fires. In a fire, egress is the difference between escape and tragedy.

79. D — Duplicated effort, gaps, and uncoordinated action. Vague or incomplete fireground assignments cause duplicated effort, gaps, and uncoordinated action. Clear, complete assignments are essential to safe, effective operations.

80. A — Reveal hazards before anyone is harmed. A near-miss exposes a hazard while there is still time to correct it. Investigating near-misses prevents future accidents — a free lesson that should not be wasted.

81. B — Explicitly and clearly communicated to those on scene. Transfers of command must be explicit and communicated so everyone knows who holds command authority. Silent or unclear transfers create dangerous confusion.

82. D — Heat transfer and fire behavior. Using convection's upward movement of hot gases to anticipate fire spread applies heat transfer and fire behavior knowledge to operations. This understanding supports both tactics and firefighter safety.

83. B — Serious misconduct warranting it. Progressive discipline normally escalates by steps, but serious misconduct may justify entering at a higher step. The severity of the behavior, not mood or seniority, determines this.

84. B — Role and mission within the community. Recognizing the department's expanded mission and communicating it reflects understanding of its role and mission. Citizens frequently ask what the department does, so the officer must articulate it.

85. A — 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.

86. C — A failure of ongoing supervision beforehand. A surprise at the formal review indicates the officer failed to provide continuous feedback. Feedback must be ongoing, with the review summarizing what was already communicated.

87. B — The estimated required fire flow. Water supply is assessed against the estimated required fire flow to determine firefighting capability. Matching available supply to required flow is a fundamental pre-planning consideration.

88. B — The exit access, the exit, and the exit discharge. A means of egress comprises these three parts forming a continuous, unobstructed path to a public way. Ensuring each remains unobstructed is a foundational life safety duty.

89. D — Both occupants and responders. Life safety in size-up and the action plan includes both occupants and responders. Protecting firefighters is as much a part of life safety as protecting the public.

90. A — Operations and decision-making at a fire in that building. Inspection familiarity with a building directly supports operations and decisions if a fire later occurs there. This dual benefit is a key purpose of company inspections.

91. D — 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.

92. D — Little but attention and sincerity. Recognition and meaningful assignments are powerful intrinsic motivators that cost the officer little but attention and sincerity. This often motivates more than money or formal rewards.

93. A — The specific step-by-step method. An SOP or SOG provides the specific step-by-step method, while a policy states broad intent. The officer implements and enforces both consistently.

94. C — Identifying who is in distress and their assignment. The accountability system supports a rescue by identifying who is in trouble and where they were assigned. This is why continuous accountability is a cornerstone of fireground survival.

95. A — A public relations representative of the department. Because the department's image affects funding and cooperation, every member is effectively a public relations representative. Each interaction shapes community perception.

96. B — Contributed to firefighter injuries and deaths. Loss of situational awareness is a leading contributor to firefighter injuries and line-of-duty deaths. Maintaining a continuous scan of the overall situation is a core fireground discipline.

97. C — How the building resists fire and may fail. The contrast between combustible Type V and fire-resistive Type I affects how a building resists fire and may fail. This assessment is a critical input to firefighter safety and tactics.

98. A — 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.

99. B — A formal complaint that a policy or right was violated. A grievance is a formal complaint that a policy, agreement, or right has been violated, handled professionally within established procedure. It is not a personal affront or grounds for discipline.

100. A — Often not visible for years yet still life-saving. Decontamination and infection control protect against occupational cancer and disease, threats whose benefits may not appear for years. These daily protections are no less life-saving for being long-term.