

PRACTICE EXAM 4 SIMULATION

1. A Fire Officer II arrives as the second-due company officer at a working fire in a strip mall and is assigned to command additional incoming units. The first action that most directly supports safe multi-unit coordination is to do what?

- A. Begin an interior attack personally with one crew
- B. Establish the incident management system and assign incoming resources
- C. Release later-arriving units to return to quarters
- D. Wait for the fire chief before taking any action

2. During the same incident, a crew reports they have lost track of one member. What does the personnel accountability system most immediately enable command to do?

- A. Calculate the overtime cost of the incident
- B. Prepare a media statement about the missing member
- C. Determine quickly whether anyone is unaccounted for and initiate action
- D. Begin the post-incident analysis before the fire is out

3. As the incident escalates, the officer must decide which strategic priority governs the next assignment. Which priority takes precedence?

- A. Life safety, including that of responders
- B. Property conservation in the unburned units
- C. Salvage of the building's contents
- D. Preservation of evidence for later investigation

4. After the fire, the officer suspects it was deliberately set. Which action is appropriate as the officer's role, and which would exceed it?

- A. Appropriate: interrogate the building owner about motive
- B. Appropriate: collect and bag suspected accelerant containers personally
- C. Appropriate: complete full overhaul to remove all debris
- D. Appropriate: protect the scene and notify investigators; exceeding it: interrogating suspects

5. A Fire Officer II must decide the order of two tasks at a suspected arson scene: ensuring the fire is fully out and preserving evidence near the origin. How should the officer proceed?

- A. Complete aggressive overhaul everywhere first, then consider evidence
- B. Stop all extinguishment immediately to protect every possible item
- C. Ignore evidence concerns entirely since the fire is the priority
- D. Ensure safety while limiting overhaul near the origin to preserve evidence

6. A member who has always performed well suddenly shows declining performance. Before choosing a response, the officer should first do what?

- A. Initiate formal discipline immediately
- B. Identify the cause, often through a private conversation
- C. Reassign the member to another company without discussion
- D. Document a poor evaluation based on the recent decline

7. If an officer rates a strong-performing member highly on an unrelated dimension simply because of that overall strength, what is the most likely consequence?

- A. A more accurate evaluation overall
- B. Improved distribution across rating categories
- C. A distorted evaluation caused by the halo effect
- D. Elimination of all rating bias

8. A Fire Officer II is building an operational plan and must confirm it complies with the standard governing career department deployment. Which standard is that?

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

9. During a multi-unit operation, the officer must translate the overall incident goals into specific company assignments. The overall goals represent what?

- A. Tactics
- B. Logistics
- C. Strategy
- D. A media plan

10. A Fire Officer II notices a member's repeated minor injuries trace to a single flawed lifting technique taught informally. The most effective corrective action targets what?

- A. The individual member through discipline
- B. The total cost of the injuries
- C. The department's public image
- D. The flawed procedure, by revising the lifting SOP and training

11. An officer must prepare a media release immediately after a fatal fire, but the family has not been notified. What should the officer do about the victim's name?

- A. Release it to broadcast outlets only
- B. Withhold it until next-of-kin notification occurs
- C. Place it prominently in the headline

D. Release it immediately to satisfy reporters

12. A Fire Officer II reviewing service-demand data sees that EMS calls dominate one district during daytime hours. What does correct interpretation of this require?

A. Assuming the pattern is random and ignoring it

B. Identifying the underlying causes of demand to inform planning

C. Counting only the total number of calls

D. Concluding the data is unreliable

13. An officer must select the leadership style best suited to a fast-developing emergency requiring immediate, unified action. Which is most appropriate?

A. Autocratic (directive)

B. Democratic (participative)

C. Laissez-faire (delegative)

D. Consensus committee

14. A Fire Officer II develops a new policy and must take one step before implementing it to avoid liability. What is that step?

A. Announcing it immediately to all members

B. Basing it on a single isolated incident

C. Skipping review to save time

D. Routing it through legal review and proper approval

15. During an incident, the officer maintains a manageable number of subordinates reporting directly. This principle, and its optimal value, are:

A. Unity of command; optimally ten

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

16. A Fire Officer II must determine the first fact to establish at a fire scene investigation. Which comes first?

- A. The motive behind the fire
- B. The identity of any suspect
- C. The area of origin, before the cause
- D. The total property loss

17. If a Fire Officer II implements a major change by announcing it and assuming compliance, what is the most likely result?

- A. Immediate, enthusiastic adoption by all members
- B. A permanent improvement with no resistance
- C. Resistance from members who lack understanding, input, or training
- D. Elimination of the need for any training

18. A member discloses a substance abuse problem that exceeds workplace counseling. The officer's correct action is to do what?

- A. Attempt to treat the addiction personally
- B. Refer the member to appropriate professional resources
- C. Discipline the member for the disclosure
- D. Ignore the disclosure and proceed

19. A Fire Officer II must classify the purchase of a new fire engine. Which cost category applies?

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

20. An officer evaluating bids finds the lowest bid does not meet the written specifications. Under the governing standard, the bid should be:

- A. Accepted because it is lowest in price
- B. Rejected because it is not responsive
- C. Accepted with all requirements waived
- D. Referred to the media for comment

21. During a multi-unit incident, the officer must decide what to obtain to carry out the operational plan per JPR 5.6.1. What must be obtained?

- 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

22. A Fire Officer II finds multiple separate, unconnected points of origin. What does this finding most appropriately warrant?

- A. Concluding the fire was accidental
- B. Releasing the scene immediately
- C. Treating the fire as potentially incendiary and protecting the scene
- D. Concluding the fire was caused by lightning

23. An officer must choose the corrective-action type that best targets an unsafe physical condition. Which fits?

- A. Engineering or equipment improvements
- B. Counseling for a motivation problem
- C. A media release about the hazard
- D. Increasing time-in-grade requirements

24. A Fire Officer II maximizing performance proactively rather than reactively should do which of the following?

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

25. During an unfolding incident, command must decide whether to request additional resources before they are needed. What does sound operational planning favor?

- A. Waiting until resources are fully exhausted to request more
- B. Anticipating needs and obtaining resources proactively
- C. Never requesting mutual or automatic aid
- D. Assigning every unit to a single task

26. A Fire Officer II must select the budgeting method that requires justifying every expense from zero each cycle. Which is it?

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

D. Performance budgeting

27. An officer must explain why automatic aid differs from mutual aid. Which statement is correct?

- A. Automatic aid is requested only after resources are exhausted
- B. Automatic aid applies only to non-emergency events
- C. Automatic aid is dispatched on the initial alarm by standing agreement
- D. Automatic aid is a shared-purchasing arrangement

28. A Fire Officer II conducting a post-incident analysis wants it to generate genuine improvement. Which approach achieves this?

- A. Single out the worst-performing member for blame
- B. File the findings without sharing them
- C. Focus on systems and improvement, then document and communicate lessons
- D. Conduct it before the incident begins

29. An officer must select the standard governing volunteer department deployment for an operational plan. Which applies?

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

30. A member is fully capable but deliberately disengaged from the work. This is best classified as which type of problem?

- A. A "cannot" problem from a skill gap

- B. A resource barrier outside the member's control
- C. A "will not" problem from a motivation issue
- D. A clerical error in records

31. A Fire Officer II must explain why the JPR 5.5.1 determination is limited in scope. How is it best characterized?

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

32. During an incident, two units are operating in the same area with conflicting tasks. What does the incident management system provide to resolve this?

- A. A budgeting framework
- B. A media briefing structure
- C. A clear command structure and coordinated assignments
- D. A purchasing process

33. An officer must classify recurring station utilities and apparatus fuel. Into which category do they fall?

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

34. A Fire Officer II must decide the correct order for two investigative steps. Which sequence is sound?

- A. Determine the area of origin, then investigate the cause
- B. Determine the cause, then locate a matching origin
- C. Name a suspect, then determine the origin
- D. Estimate loss, then determine the origin

35. An officer relies almost entirely on rank to gain compliance. What is the most likely long-term result?

- A. Deep personal commitment from members
- B. Stronger expert power over time
- C. Increased referent power automatically
- D. Compliance without genuine commitment

36. 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. Job shadowing
- C. Performance evaluation
- D. Competitive bidding

37. During a deteriorating structure fire, why must personnel accountability be maintained continuously?

- A. To track overtime costs accurately
- B. Because its loss is a leading factor in firefighter deaths when a missing member goes unnoticed
- C. To prepare a media statement
- D. To complete the budget cycle

38. A Fire Officer II must explain what makes a strategic partnership different from one-time cooperation. Which statement is correct?

- A. It is a single joint response to one incident
- B. It is an informal favor between two officers
- C. It is a competitive bid award
- D. It is a sustained relationship with shared goals over time

39. An officer must identify what NFPA 1600 addresses among the standards named in JPR 5.6.1. Which is correct?

- A. Continuity, emergency, and crisis management
- B. Career department staffing levels
- C. Volunteer department response times
- D. Competitive bidding procedures

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

41. During an incident, the officer must decide a leadership style for the chaotic initial minutes requiring instant coordinated action. Which is most appropriate?

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

D. Consensus by committee

42. A Fire Officer II must define "responsive" in the lowest responsive and responsible bidder standard. What does it mean?

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

43. An officer must explain why understanding local government structure is prerequisite knowledge for the level. Which reason is best?

- A. It is unrelated to the officer's duties
- B. It matters only to the fire chief
- C. It is tested but never applied
- D. Budgets, policy, and authority all flow from the governmental structure

44. A Fire Officer II must select the strategic priority that protects both the public and responders first. Which is it?

- A. Life safety
- B. Property conservation
- C. Customer billing
- D. Equipment inventory

45. During a post-incident analysis, a member offers an honest account of a mistake. To keep the process valuable, the officer should do what?

- A. Focus on the lesson and system improvement, not on blaming the member

- B. Single the member out for formal discipline
- C. End the analysis to avoid embarrassment
- D. Exclude the account from the findings

46. A Fire Officer II must explain why a fire code does not automatically carry the force of law. Which is correct?

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

47. An officer dividing one large purchase into smaller orders to avoid the bid threshold is engaging in what?

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

48. 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

49. An officer must classify firefighter salaries, overtime, and benefits. Into which category do they fall?

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

50. A Fire Officer II must explain why "undetermined" is sometimes the correct fire-cause finding. Which reason is right?

- A. It is never appropriate
- B. It is used only to avoid paperwork
- C. When evidence does not support a specific cause, it is the honest finding
- D. It is the default for all residential fires

51. During an incident, command must keep the number of subordinates per supervisor manageable. Why does this matter most?

- A. To increase media briefings
- B. To track incident costs
- C. To replace the need for command
- D. To enable safe, effective coordination and avoid confusion

52. 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 form is this?

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

53. An officer must explain why feedback should be ongoing rather than saved for the annual evaluation. Which reason is correct?

- A. So nothing in the formal evaluation comes as a surprise
- B. So the evaluation can be conducted publicly
- C. So the evaluation contains no criticism
- D. So only the recent week is reflected

54. A Fire Officer II must identify the greatest threat to evidence at a suspected arson scene. Which is it?

- A. The arrival of investigators
- B. The completion of documentation
- C. The firefighting and overhaul activities themselves
- D. The notification of law enforcement

55. An officer must select the type of power rooted in respect, trust, and personal credibility. Which is it?

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

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

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

D. Personal posts are exempt from all policy

57. During an unfolding incident, the officer must decide whether to commit the last reserve unit or hold it. Sound planning suggests the officer should do what?

A. Always commit every available unit immediately

B. Weigh the need against the value of maintaining a reserve for contingencies

C. Never commit any reserve under any circumstance

D. Release the reserve unit from the incident

58. A Fire Officer II must explain why justification is required in a budget request. Which reason is correct?

A. The number alone satisfies the requirement

B. Justification is optional and rarely expected

C. Justification replaces accurate figures

D. JPR 5.4.2 requires costs to be both determined and justified

59. An officer must select the recognized community risk reduction strategy that uses financial encouragement of safe behavior. Which "E" is this?

A. Education

B. Enforcement

C. Engineering

D. Economic incentive

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

A. It selects the budgeting method

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

61. During the initial size-up of a multi-unit incident, the officer must determine resources needed before assigning them. This reflects which part of operational planning?

- A. Conducting the post-incident analysis
- B. Determining and obtaining required resources
- C. Issuing a media release
- D. Preparing the divisional budget

62. A Fire Officer II must define "responsible" in the bidder standard. What does it mean?

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

63. An officer must select the correct order of fire development stages. Which sequence is right?

- 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

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

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

65. During an incident, a member calls a Mayday. What system most directly allows command to know instantly whether all other members are accounted for?

- A. The personnel accountability system
- B. The competitive bidding process
- C. The budget execution stage
- D. The media release format

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

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

67. An officer must explain why a development plan benefits the organization, not just the member. Which reason is correct?

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

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

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

69. An officer must explain why responder safety must be built into an operational plan. Which reason is strongest?

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

70. A Fire Officer II must distinguish a policy from a procedure. Which statement is correct?

- A. A policy is the step-by-step method; a procedure is the broad intent
- B. Policy and procedure are identical
- C. A policy is the broad "what and why"; a procedure is the "how"
- D. A procedure states why the organization acts

71. An officer conducting active listening in a counseling session should do which of the following?

- A. Give full attention, withhold judgment, and confirm understanding
- B. Prescribe a solution before the member finishes speaking
- C. Do most of the talking to assert authority
- D. End the conversation as quickly as possible

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

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

73. An officer must select the document defining the minimum job performance requirements for Fire Officer II. Which is correct?

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

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

- A. They are identical functions at different ranks
- B. Supervision is direct oversight of tasks; management coordinates resources toward goals over time
- C. Supervision coordinates budgets; management oversees tasks
- D. Management removes all need for supervision

75. An officer must select the corrective action that best targets unsafe behaviors specifically. Which fits?

- A. Supervision and accountability measures
- B. Engineering controls only
- C. Replacing all apparatus

D. Increasing the budget alone

76. A Fire Officer II must explain the benefit of cooperating with an allied agency on a complex community problem. Which explanation fits the JPR's intent?

A. Cooperation lets the department avoid the problem

B. Cooperation is required only during disasters

C. The main benefit is reducing department paperwork

D. Combining complementary resources solves the problem more completely than one agency alone

77. An officer issues a release built on an unconfirmed cause that later proves wrong. What does this illustrate?

A. That formatting outweighs accuracy

B. That speed should always beat verification

C. That cause is never included in a release

D. That releasing unverified information harms the department despite good intentions

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

A. Preparation

B. Execution

C. Adoption

D. Evaluation

79. An officer must explain why a CRR program must be measured. Which reason is correct?

A. Measurement wastes time and adds no value

- B. Programs should be delivered identically regardless of risk
- C. Risk reduction that is never measured cannot be improved or defended
- D. Measurement is solely the chief's responsibility

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

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

81. An officer must select the most appropriate first action when a capable member becomes disengaged. Which is it?

- A. Identify the cause through a private conversation
- B. Initiate immediate termination
- C. Refer the member to law enforcement
- D. Document a poor evaluation without discussion

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

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

83. An officer must identify the strategic priority addressed first in an operational plan. Which is it?

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

84. A Fire Officer II must explain why social media use is governed even during emergencies. Which reason is correct?

- A. The AHJ's policies and procedures govern it
- B. Personal judgment alone governs it
- C. Whatever the press requests governs it
- D. The fastest platform governs it

85. An officer 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 exists only in volunteer departments
- D. It builds cohesion but can also resist necessary change

86. A Fire Officer II must explain why the firefighting itself can threaten a potential arson case. Which reason is correct?

- A. Suppression has no effect on evidence
- B. Suppression and overhaul can destroy evidence the investigation depends on
- C. Overhaul always preserves evidence
- D. Firefighting only affects property value

87. An officer must select the correct definition of demographics in community risk reduction. Which is right?

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

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

- A. To track only incident costs
- B. To provide a standardized, scalable structure for organizing incident resources
- C. To provide a media framework
- D. To replace command at small incidents

89. An officer must select the correct first step in developing a policy or solving a problem. Which is it?

- A. Accurately defining and identifying the actual problem
- B. Selecting a solution immediately
- C. Announcing the change to all members
- D. Allocating a budget

90. 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 typically the largest single category, so decisions carry the greatest financial impact
- D. They are unaffected by staffing or overtime

91. An officer must explain why a member surprised by evaluation criticism reveals a process 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

92. A Fire Officer II must select the purpose of competitive bidding. Which is the best statement?

- A. To ensure fairness, value, and a transparent, defensible record
- B. To always select the largest vendor
- C. To allow vendor selection by preference
- D. To slow purchasing for its own sake

93. An officer must explain why enabling legislation differs from regulatory legislation. Which statement is correct?

- A. Enabling legislation governs how an existing body operates
- B. Enabling legislation grants existence; regulatory legislation governs operation
- C. They are identical concepts
- D. Regulatory legislation creates the body's existence

94. A Fire Officer II must explain why the area of origin is determined before 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 is determined only after a suspect is named

D. Property value must be set first

95. An officer must select the corrective-action purpose in the health and safety duty. Which is correct?

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

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

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

97. An officer must select the most accurate statement about mutual aid. Which is right?

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

98. A Fire Officer II must explain why a budget that defers necessary maintenance can be unwise. Which reason is correct?

- A. Deferral always saves money long term
- B. Maintenance is never a budget concern
- C. Deferral often creates larger costs and greater risk later

D. Deferral eliminates the need for capital planning

99. An officer must select the development approach that builds genuine promotional readiness beyond minimum qualifications. Which fits?

A. Waiting only for additional time-in-grade

B. Increasing the member's personal budget

C. Assigning unrelated paperwork

D. Progressively responsible assignments, mentoring, and job shadowing

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 a plan that ignores responder safety is not sound regardless of effectiveness

C. Because safety only matters after the incident

D. Because safety is solely the firefighters' concern

Answer Key & Explanations

1. B — Establishing the incident management system and assigning incoming resources is the action that most directly supports safe multi-unit coordination. A second-due officer assigned to command organizes the incident rather than committing personally, which would abandon the coordinating role the assignment requires.

2. C — The personnel accountability system lets command quickly determine whether anyone is unaccounted for and initiate action. It is a life-safety function, and rapid recognition of a missing member is exactly what it exists to provide as conditions deteriorate.

3. A — Life safety, including that of responders, governs every assignment as the first strategic priority. Property conservation, salvage, and evidence preservation all rank below the protection of people.

4. D — Protecting the scene and notifying investigators is appropriate, while interrogating suspects exceeds the officer's role. The Level II officer recognizes suspicion and refers; handling suspects or evidence personally can compromise a criminal case.

5. D — The officer ensures safety while limiting overhaul near the origin to preserve evidence. Aggressive overhaul destroys evidence and stopping extinguishment entirely is unsafe, so restraint near the origin balances both needs.

6. B — Before choosing a response, the officer should identify the cause, often through a private conversation. The correct correction depends on whether the decline reflects a skill gap, a barrier, a motivation issue, or a personal factor, so diagnosis comes first.

7. C — Rating a strong member highly on an unrelated dimension produces a distorted evaluation caused by the halo effect. Letting one strength inflate all ratings undermines accuracy, which is why each dimension must be rated on its own evidence.

8. A — NFPA 1710 governs career department deployment and staffing. The career-versus-volunteer split between 1710 and 1720 is the most testable distinction among the four standards named in JPR 5.6.1.

9. C — The overall incident goals are the strategy, which the officer translates into specific company assignments (tactics). Strategy is the "what and why"; tactics are the "how" that achieve it.

10. D — The most effective corrective action targets the flawed procedure by revising the lifting SOP and training. Disciplining the member or tallying costs leaves the unsafe technique intact, while correcting the procedure prevents recurrence for everyone.

11. B — The victim's name must be withheld until next-of-kin notification occurs. Releasing a deceased victim's identity before family notification causes real harm and violates basic protections, regardless of reporter pressure.

12. B — Correct interpretation requires identifying the underlying causes of demand to inform planning. The skill is interpreting aggregate response data to understand why demand concentrates, not merely counting calls or dismissing the pattern.

13. A — Autocratic (directive) leadership is most appropriate for a fast-developing emergency requiring immediate, unified action. The time-critical situation dictates the directive style; participative methods fit planning.

14. D — Routing a policy through legal review and proper approval is the step that avoids liability before implementation. A policy conflicting with law or contract can trigger grievances and litigation, so review precedes rollout.

15. D — The principle is span of control—generally three to seven subordinates per supervisor, optimally five. Maintaining a manageable span is a core principle of the incident management system.

16. C — The area of origin is established before the cause, because the cause can only be found where the fire began. Motive, suspect, and property loss do not precede origin determination.

17. C — Announcing a change and assuming compliance most likely produces resistance from members who lack understanding, input, or training. Change requires the supportive steps of communication, involvement, and training to earn adoption.

18. B — A substance abuse problem exceeding workplace counseling should be referred to appropriate professional resources. The officer counsels on performance but refers clinical problems to those equipped to treat them.

19. D — A new 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.

20. B — A lowest bid that fails the written specifications is not responsive and should be rejected. Award goes to the lowest responsive and responsible bidder, so price alone cannot qualify a non-responsive bid.

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

22. C — Multiple separate, unconnected points of origin warrants treating the fire as potentially incendiary and protecting the scene. A fire does not naturally start in two unrelated places at once, so the finding raises suspicion and triggers referral.

23. 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 the way an engineering fix does.

24. D — 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 only after they appear.

25. B — Sound operational planning favors anticipating needs and obtaining resources proactively. Waiting until resources are exhausted delays the response and endangers personnel, so resources are requested before the need becomes critical.

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

27. C — Automatic aid is dispatched on the initial alarm by standing agreement, unlike mutual aid summoned on request. Automatic activation on dispatch is its defining feature.

28. C — A productive post-incident analysis focuses on systems and improvement, then documents and communicates lessons. Singling out individuals destroys candor and unshared findings produce no learning.

29. D — NFPA 1720 governs volunteer department deployment and staffing, the counterpart to NFPA 1710 for career departments. This pairing is among the most frequently tested specifics in the emergency service delivery duty.

30. C — A capable but deliberately disengaged member has a "will not" problem rooted in motivation. Identifying the cause as motivational directs the officer to counseling and accountability rather than training.

31. A — 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.

32. C — The incident management system provides a clear command structure and coordinated assignments to resolve conflicting unit operations. Unified command and organized assignments prevent the freelancing that endangers personnel.

33. C — Station utilities and apparatus fuel are operating costs—recurring, ongoing expenses for day-to-day operations. They are distinguished from capital assets by recurrence rather than durability.

34. A — Sound practice determines the area of origin, then investigates the cause. Deciding the cause first and seeking a matching origin reverses the method and invites expectation bias.

35. D — Relying almost entirely on rank produces compliance without genuine commitment. Members give their best effort to officers they respect and trust, the domain of expert and referent power, not positional authority.

36. B — Observing a higher role before holding it is job shadowing. It exposes a member to the realities of a target position in a low-risk way and reveals gaps a written plan might miss.

37. B — Personnel accountability must be maintained because its loss is a leading factor in firefighter deaths when a missing member goes unnoticed. It is a life-safety function, not cost-tracking or media preparation.

38. D — A strategic partnership is a sustained relationship with shared goals over time, unlike a one-time cooperative exchange. Its value is being established and trusted before a community need arises.

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

40. D — 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.

41. A — Autocratic (directive) leadership is most appropriate for the chaotic initial minutes of an incident requiring instant coordinated action. The time-critical situation dictates the directive style.

42. A — "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.

43. D — Understanding local government structure is prerequisite knowledge because budgets, policy, and authority all flow from it. This is why Chapter 5 lists the organization of local government as foundational.

44. A — Life safety is the strategic priority that protects both the public and responders first, ahead of incident stabilization and property conservation. It is the foundation of any sound operational plan.

45. A — To keep the post-incident analysis valuable, the officer focuses on the lesson and system improvement, not on blaming the member. Honest accounts surface real lessons, and punishing them destroys the candor the process depends on.

46. D — 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.

47. A — 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 to artificially divided pieces of it.

48. 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.

49. B — 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.

50. C — "Undetermined" is the honest finding when the evidence does not support a specific cause. Forcing a conclusion the evidence cannot sustain misleads an investigation, so an open finding is sometimes correct.

51. D — A manageable span of control enables safe, effective coordination and avoids confusion. An unmanageable span breeds freelancing and danger, which is why the incident management system limits it.

52. C — 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.

53. A — Feedback should be ongoing so nothing in the formal evaluation comes as a surprise. The annual evaluation summarizes a year of communication the member has already received.

54. C — The firefighting and overhaul activities themselves are often the greatest threat to evidence at a suspected arson scene. Water, debris removal, and movement of contents can destroy what an investigator needs.

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

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

57. B — Sound planning weighs the need against the value of maintaining a reserve for contingencies. Committing every unit with no reserve leaves the officer unable to respond to escalation or a Mayday, so reserves are managed deliberately.

58. D — Justification is required because JPR 5.4.2 requires costs to be both determined and justified. The number alone is incomplete; justification ties the request to the division's needs so it can be approved.

59. D — Economic incentive is the community risk reduction strategy that uses financial encouragement of safe behavior, such as alarm subsidies or insurance discounts. It is one of the "Five E's" integrated in a mature CRR program.

60. B — 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.

61. B — Determining the resources needed before assigning them reflects determining and obtaining required resources, a core part of operational planning. Size-up identifies needs so the officer can secure and assign them per JPR 5.6.1.

62. C — "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.

63. 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 and where the origin lies.

64. B — 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 purposes of later review.

65. A — The personnel accountability system most directly allows command to know instantly whether all members are accounted for when a Mayday is called. This is the life-safety function the system exists to provide.

66. C — 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 organizational learning, conducted after the incident, not blame.

67. D — 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.

68. B — Democratic (participative) leadership is generally best for non-emergency planning where buy-in matters. Involving members builds ownership when time allows, unlike the directive style suited to emergencies.

69. D — Responder safety must be built into 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.

70. C — A policy is the broad "what and why," while a procedure is the "how"—the step-by-step method for carrying it out. This distinction underlies all policy development at the level.

71. A — 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.

72. D — 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 therefore essential.

73. C — NFPA 1021 Chapter 5 defines the minimum job performance requirements for Fire Officer II; Chapter 4 covers Fire Officer I. Knowing the correct standard and chapter orients the candidate to the right JPRs.

74. B — 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.

75. A — 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.

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

77. D — A release built on an unconfirmed cause that proves wrong illustrates that releasing unverified information harms the department despite good intentions. Accuracy is the single governing standard of the media-release JPR.

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

79. 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 is what allows the program to be justified at budget time.

80. B — New fire station construction 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.

81. A — The most appropriate first action when a capable member becomes disengaged is to identify the cause through a private conversation. The correct correction depends on diagnosing why performance declined, so understanding precedes action.

82. B — 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 and defers complex cases.

83. A — Life safety is the strategic priority addressed first in any operational plan, ahead of incident stabilization and property conservation. It protects both the public and responders.

84. A — Social media use is governed by the AHJ's policies and procedures even during emergencies. Policy defines who may post, what may be shared, and how, rather than leaving it to personal judgment or outside pressure.

85. D — 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 away from its risks.

86. B — Firefighting can threaten a potential arson case because suppression and overhaul can destroy evidence the investigation depends on. Once arson is suspected, overhaul near the origin must be restrained to what safety requires.

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

88. B — 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.

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

90. C — Personnel costs receive special attention because they are typically the largest single category, so decisions about them carry the greatest financial impact. Staffing and overtime choices move more dollars than most others.

91. 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 throughout the year.

92. A — Competitive bidding exists to ensure fairness, value, and a transparent, defensible record when spending public money. Open competition against a common specification discourages favoritism and produces an accountable decision.

93. 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 rules for operating once authorized.

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

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

96. A — 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 successfully evaluated.

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

98. C — Deferring necessary maintenance is unwise because it often creates larger costs and greater risk later. A skipped maintenance cycle can lead to failures, injuries, or far costlier emergency expenditures, so the true long-term cost must be weighed.

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

100. B — 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.