

PRACTICE EXAM 6 SIMULATION

1. All of the following are appropriate actions when arson is suspected at a fire scene EXCEPT:

- A. Protecting the area of origin from disturbance
- B. Personally interrogating the property owner as a suspect
- C. Notifying law enforcement and a trained fire investigator
- D. Controlling and documenting who enters the scene

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

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

3. A Fire Officer II is implementing a change. Which action would be LEAST consistent with implementing change "in a supportive manner"?

- A. Communicating the reasons for the change
- B. Involving members and seeking their input
- C. Providing training and resources
- D. Withholding information to prevent any debate

4. Which of the following would be an inappropriate inclusion in a media release issued immediately after a fatal fire?

- A. The general location of the incident
- B. The number of units that responded

- C. The deceased victim's name before next-of-kin notification
- D. A statement that the cause is under investigation

5. All of the following are position-based sources of power EXCEPT:

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

6. Which action by a Fire Officer II would be LEAST appropriate when a member raises a serious personal crisis exceeding workplace counseling?

- A. Referring the member to an employee assistance program
- B. Attempting to provide clinical therapy personally
- C. Maintaining appropriate confidentiality within policy
- D. Following up to ensure the member accessed help

7. Which of the following is NOT a legitimate fire-cause classification?

- A. Accidental
- B. Natural
- C. Incendiary
- D. Intentional-negligent

8. In which situation would autocratic (directive) leadership be the LEAST appropriate choice?

- A. A rapidly deteriorating structure fire
- B. A collaborative long-range planning session

- C. A Mayday requiring immediate coordinated action
- D. An evacuation order under imminent collapse

9. A Fire Officer II is determining a fire's origin and cause. Which action represents a COMMON MISTAKE the officer should avoid?

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

10. All of the following are objectives of a member evaluation program EXCEPT:

- A. Providing feedback to help the member improve
- B. Serving as the primary tool for routine discipline of single incidents
- C. Identifying development needs
- D. Creating a documented performance record

11. Which of the following is NOT typically classified as an operating cost?

- A. Apparatus fuel
- B. Station utilities
- C. A newly purchased fire engine
- D. Routine office supplies

12. A Fire Officer II writing a competitive bid specification should avoid which of the following?

- A. Writing it so narrowly that only one vendor can qualify

- B. Describing genuine operational requirements
- C. Allowing multiple vendors to compete
- D. Justifying each requirement as a real need

13. Which statement about mutual aid and automatic aid is INCORRECT?

- A. Mutual aid is provided on request
- B. Automatic aid is dispatched on the initial alarm
- C. Both are prearranged agreements
- D. Mutual aid is dispatched automatically without any request

14. In a post-incident analysis, which approach would most undermine the process?

- A. Focusing on systems and lessons learned
- B. Singling out an individual for blame
- C. Documenting findings on approved forms
- D. Communicating lessons to those who can act on them

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

- A. Limiting overhaul near the origin to what safety requires
- B. Conducting full aggressive overhaul as on any routine fire
- C. Controlling and documenting scene access
- D. Avoiding unnecessary movement of potential evidence

16. Which of the following correctly identifies the FIRST strategic priority in an operational plan?

- A. Life safety

- B. Property conservation
- C. Salvage operations
- D. Equipment accountability

17. A Fire Officer II should determine which fact FIRST at a fire scene?

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

18. Which of the following is NOT a recognized rating error in performance evaluation?

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

19. Which statement about the JPR 5.5.1 determination is INCORRECT?

- A. It is a preliminary determination
- B. It aims to identify whether arson is suspected
- C. It is a complete criminal investigation conducted by the officer
- D. It may lead to law enforcement involvement

20. A Fire Officer II should avoid which of the following when documenting a counseling session?

- A. Recording facts accurately and promptly

- B. Including the officer's personal opinions about the member's character
- C. Noting what was discussed and agreed
- D. Keeping the record objective

21. Which of the following is NOT one of the four NFPA standards named in JPR 5.6.1?

- A. NFPA 1600
- B. NFPA 1710
- C. NFPA 1041
- D. NFPA 1720

22. Which action would be LEAST consistent with maximizing member performance proactively?

- A. Setting clear expectations
- B. Recognizing good work
- C. Removing obstacles to performance
- D. Waiting for failures before giving any feedback

23. Which statement about a policy and a procedure is INCORRECT?

- A. A policy is the broad "what and why"
- B. A procedure states why the organization acts rather than how
- C. A procedure is the step-by-step "how"
- D. A policy guides decisions across the organization

24. All of the following are appropriate uses of a professional development plan EXCEPT:

- A. Identifying the KSAs required for a target position

- B. Basing the plan solely on the officer's personal interests
- C. Setting development goals and a timeline
- D. Including mentoring and job shadowing

25. Which of the following best identifies the standard governing career department deployment?

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

26. A Fire Officer II should avoid which of the following in a budget request?

- A. Tying each cost to the division's needs
- B. Providing accurate figures
- C. Listing costs with no justification of need
- D. Following the required format and schedule

27. Which statement about competitive bidding is INCORRECT?

- A. It promotes fairness and transparency
- B. It awards to the lowest responsive and responsible bidder
- C. It creates a defensible purchasing record
- D. It always awards to the lowest dollar amount regardless of specs

28. All of the following are appropriate officer actions during a multi-unit operation EXCEPT:

- A. Establishing the incident management system

- B. Maintaining personnel accountability
- C. Translating strategy into unit assignments
- D. Committing every unit with no reserve for contingencies

29. Which of the following correctly describes "responsive" in the bidder standard?

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

30. A Fire Officer II should NOT do which of the following when a personal social media post by a member affects the department?

- A. Reinforce that personal posts can carry department consequences
- B. Assume personal accounts are entirely exempt from policy and law
- C. Model appropriate personal conduct
- D. Apply applicable conduct standards

31. Which of the following is NOT a typical purpose of records management?

- A. Supporting decisions with accurate records
- B. Satisfying legal retention requirements
- C. Preserving institutional memory
- D. Replacing the need for any reports or analysis

32. Which leadership style is generally best for a deliberate, non-emergency planning session where buy-in matters?

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

33. Which statement about enabling and regulatory legislation is INCORRECT?

- A. Enabling legislation grants a body's existence or authority
- B. Enabling legislation governs how an existing body must operate
- C. Regulatory legislation sets rules for an authorized body
- D. A statute creating a fire district is enabling

34. All of the following are appropriate health and safety actions EXCEPT:

- A. Analyzing accident and injury history for root causes
- B. Recommending corrective action to prevent reoccurrence
- C. Preparing a report with action taken
- D. Treating only the immediate injury and closing the case

35. Which of the following best identifies the standard governing volunteer department deployment?

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

36. A Fire Officer II should avoid which of the following when interpreting service-demand data?

- A. Interpreting data to identify causes of demand
- B. Supporting planning decisions with the analysis
- C. Presenting accurate figures clearly
- D. Mistaking correlation for causation in the conclusion

37. Which of the following correctly describes the purpose of an incident management system?

- A. To provide a standardized, scalable structure for organizing incident resources
- B. To track only the financial cost of an incident
- C. To serve as a media briefing framework
- D. To replace command at small incidents

38. All of the following are appropriate ways to build a strategic partnership EXCEPT:

- A. Establishing the relationship before an incident occurs
- B. Communicating regularly with the partner
- C. Identifying organizations with aligned goals
- D. Contacting the partner only during a crisis

39. Which of the following is NOT a stage of fire development?

- A. Incipient
- B. Growth
- C. Suppression-decay reversal
- D. Flashover

40. Which statement about a development plan's foundation is INCORRECT?

- A. It should be anchored to the target position's requirements
- B. It should be based solely on the member's seniority
- C. It should give the member the KSAs to be eligible for promotion
- D. It should include a realistic timeline

41. A Fire Officer II should avoid which of the following when conducting a performance evaluation?

- A. Documenting performance throughout the period
- B. Conducting a two-way interview
- C. Reporting according to HR policy
- D. Surprising the member with criticism never raised before

42. Which of the following correctly identifies what "responsible" means in the bidder standard?

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

43. All of the following describe community risk reduction accurately EXCEPT:

- A. It is data-driven and targeted
- B. It is limited to public fire safety education alone
- C. It integrates multiple prevention strategies
- D. It measures results to improve the program

44. Which of the following correctly distinguishes strategy from tactics?

- A. Strategy sets the goals; tactics are the actions that achieve them
- B. Tactics set the goals; strategy carries them out
- C. They are interchangeable terms
- D. Tactics are determined only after the incident

45. Which of the following correctly identifies the duty area covering origin and cause determination?

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

46. A Fire Officer II should avoid which of the following when developing a policy?

- A. Identifying the problem the policy addresses
- B. Proposing a workable solution
- C. Writing it to address a single isolated incident
- D. Routing it through legal review

47. Which of the following correctly identifies the strategic priority that protects both the public and responders first?

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

48. All of the following are appropriate when determining origin and cause EXCEPT:

- A. Observing the scene and examining patterns
- B. Locating the area and point of origin
- C. Testing hypotheses against evidence
- D. Forcing a specific cause when evidence is insufficient

49. Which statement about personnel accountability is INCORRECT?

- A. It is a life-safety function
- B. It tracks all members at an incident
- C. It is purely administrative paperwork with no safety role
- D. It is critical when conditions deteriorate

50. Which of the following correctly identifies the cost category for salaries, overtime, and benefits?

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

51. A Fire Officer II should avoid which of the following in active listening during counseling?

- A. Giving full attention to the member
- B. Prescribing a solution before the member finishes speaking
- C. Confirming understanding
- D. Withholding judgment

52. Which of the following correctly identifies what NFPA 1600 addresses?

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

53. All of the following are appropriate officer responses to a member's training-based performance gap EXCEPT:

- A. Immediate termination
- B. Coaching the member
- C. Providing targeted training
- D. Building a development plan

54. Which of the following correctly identifies the budget-cycle stage in which the approved budget is spent?

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

55. Which statement about the fire service's strong culture is INCORRECT?

- A. It builds cohesion among members
- B. It can resist necessary change
- C. It has no effect on whether new procedures are adopted
- D. It is a double-edged force the officer must manage

56. A Fire Officer II should avoid which of the following regarding a fire code's legal status?

- A. Recognizing it must be adopted to be enforceable
- B. Understanding adoption occurs through legislation
- C. Treating it as regulatory once adopted
- D. Assuming it is automatically law upon publication

57. Which of the following correctly identifies the development method in which a member observes a higher role before holding it?

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

58. All of the following are appropriate to withhold from a media release EXCEPT:

- A. A deceased victim's name before notification
- B. The general public location of the incident
- C. Protected personal medical information
- D. Details that could compromise an active investigation

59. Which of the following correctly identifies the duty area covering budget preparation and purchasing?

- A. Human Resource Management
- B. Administration
- C. Emergency Service Delivery
- D. Health and Safety

60. A Fire Officer II should avoid which of the following when allocating a tight budget?

- A. Funding legally mandated safety costs first
- B. Distinguishing essential from desirable needs
- C. Weighing the long-term cost of deferral
- D. Deferring necessary maintenance to fund an optional upgrade

61. Which of the following correctly identifies the rating error in which one positive trait inflates all ratings?

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

62. All of the following are true of a post-incident analysis EXCEPT:

- A. It is conducted before the incident begins
- B. It identifies critical elements and lessons learned
- C. It documents findings on approved forms
- D. It communicates lessons to improve future operations

63. Which of the following correctly identifies the rating error in which one negative trait lowers all ratings?

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

64. A Fire Officer II should avoid which of the following at a Mayday?

- A. Using personnel accountability to check for missing members
- B. Maintaining command structure
- C. Abandoning accountability to speed the response
- D. Coordinating a rescue under the incident management system

65. Which of the following correctly distinguishes a policy from a procedure?

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

66. All of the following are recognized indicators that may raise suspicion of arson EXCEPT:

- A. Multiple separate points of origin
- B. A single plausible accidental ignition source at the origin
- C. Evidence of an accelerant
- D. Tampered or disabled safety systems

67. Which of the following correctly identifies the duty area covering analysis of accident and injury history?

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

68. A Fire Officer II should avoid which of the following regarding span of control?

- A. Keeping the number of subordinates manageable
- B. Allowing one supervisor to directly manage twenty subordinates
- C. Targeting roughly three to seven subordinates
- D. Maintaining an optimal of about five

69. Which of the following correctly identifies the purpose of corrective action?

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

70. All of the following are appropriate components of a sound policy EXCEPT:

- A. A clear statement of the problem addressed
- B. A workable, enforceable solution
- C. Consistency with law and mission
- D. A scope so vague that compliance cannot be observed

71. Which of the following correctly identifies what "undetermined" means as a fire-cause finding?

- A. The default for all residential fires
- B. A finding used only to avoid paperwork
- C. The honest finding when evidence does not support a specific cause
- D. A finding that is never appropriate

72. A Fire Officer II should avoid which of the following regarding social media during an emergency?

- A. Following AHJ policy on who may post
- B. Treating social media as governed solely by personal judgment
- C. Verifying information before posting
- D. Sharing accurate life-safety information per policy

73. Which of the following correctly identifies the type of power rooted in respect and trust?

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

74. All of the following accurately describe demographics in community risk reduction EXCEPT:

- A. They are statistical characteristics of a population
- B. They help identify where risk concentrates
- C. They are the total annual budget of the department
- D. They inform targeted prevention

75. Which of the following correctly identifies the first step in solving a problem or developing a policy?

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

76. A Fire Officer II should avoid which of the following when explaining the benefit of interagency cooperation?

- A. Connecting the right partner to the right problem
- B. Explaining how combined resources solve the problem more completely
- C. Claiming cooperation lets the department avoid the problem entirely
- D. Articulating the shared community goal

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

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

78. All of the following are appropriate uses of documentation EXCEPT:

- A. Supporting later decisions and review
- B. Protecting the member and department
- C. Satisfying retention requirements
- D. Recording speculation and unsupported conclusions as fact

79. Which of the following correctly identifies the duty area covering multi-unit operational plans?

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

80. A Fire Officer II should avoid which of the following regarding evaluation feedback?

- A. Giving feedback throughout the rating period
- B. Ensuring the formal evaluation holds no surprises
- C. Documenting performance as it occurs
- D. Saving all criticism for the annual review

81. Which of the following correctly identifies the purpose of competitive bidding?

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

82. All of the following are appropriate when a capable member becomes disengaged EXCEPT:

- A. Identifying the cause through a private conversation
- B. Immediately terminating the member without discussion
- C. Counseling focused on behavior and expectations
- D. Holding the member accountable

83. Which of the following correctly identifies the cost category for a new fire station?

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

84. A Fire Officer II should avoid which of the following at a suspected arson scene?

- A. Limiting overhaul near the origin
- B. Controlling scene access
- C. Allowing aggressive overhaul to destroy the area of origin
- D. Documenting conditions before they change

85. Which of the following correctly identifies the standard whose distinction from 1720 is "career versus volunteer"?

- A. NFPA 1710
- B. NFPA 1600
- C. NFPA 1700
- D. NFPA 1021

86. Which of the following correctly identifies the strategic priority addressed first?

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

87. All of the following are appropriate when conducting a post-incident analysis EXCEPT:

- A. Focusing on lessons learned
- B. Documenting on approved forms
- C. Singling out an individual for blame
- D. Communicating findings to those who can act

88. Which of the following correctly identifies what the requisite knowledge for a JPR represents?

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

89. A Fire Officer II should avoid which of the following when developing an operational plan?

- A. Determining the resources the incident requires
- B. Obtaining the required resources and assignments
- C. Complying with applicable standards and safety procedures
- D. Ignoring responder safety if it speeds mitigation

90. Which of the following correctly identifies the difference between supervision and management?

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

91. Which of the following correctly identifies a recognized procurement violation?

- A. Bid splitting to avoid a bidding threshold
- B. Awarding to the lowest responsive and responsible bidder
- C. Writing specifications to genuine operational needs

D. Following layered procurement law

92. Which of the following correctly identifies the FIRST step in the systematic method of origin-and-cause determination?

A. Observing the scene and examining damage and patterns

B. Forming a hypothesis of the cause

C. Identifying a suspect

D. Estimating the property loss

93. All of the following are appropriate when cooperating with allied agencies EXCEPT:

A. Sharing risk data with building and planning departments

B. Coordinating with law enforcement on investigations

C. Working with EMS on patient care

D. Transferring all department responsibility to the other agency

94. Which of the following correctly identifies the budget-cycle stage in which the governing body approves the budget?

A. Preparation

B. Execution

C. Adoption

D. Evaluation

95. A Fire Officer II should avoid which of the following regarding a CRR program's effectiveness?

A. Assuming it works simply because it is delivered

- B. Defining success measures
- C. Tracking results over time
- D. Adjusting the program based on outcomes

96. Which of the following correctly identifies the type of power derived from competence and knowledge?

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

97. All of the following are appropriate when correcting member performance EXCEPT:

- A. Identifying the cause before choosing a response
- B. Focusing on behavior rather than the person
- C. Applying the harshest discipline immediately for any first issue
- D. Escalating to the next level when the issue exceeds the officer's authority

98. Which of the following correctly identifies the document defining minimum JPRs for Fire Officer II?

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

99. A Fire Officer II should avoid which of the following regarding deferred maintenance in a budget?

- A. Weighing the long-term cost of deferral
- B. Recognizing deferral can increase later risk
- C. Funding safety-critical maintenance appropriately
- D. Assuming deferral always saves money with no later consequence

100. Which of the following correctly identifies the central supervisory responsibility in a CRR program under JPR 5.3.1?

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

Answer Key & Explanations

1. B — Personally interrogating the property owner exceeds the officer's role, which is to recognize suspicion and refer. Protecting the origin, notifying investigators, and controlling access are all correct; interrogation belongs to law enforcement and can compromise a case.

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

3. D — Withholding information to prevent debate is the opposite of supportive change. Communicating reasons, involving members, and providing training all support adoption, while concealment breeds the resistance JPR 5.4.6 aims to avoid.

4. C — A deceased victim's name must never be released before next-of-kin notification, making it the inappropriate inclusion. Location, units responded, and an investigation statement are all releasable; the protected identity is not.

5. A — Referent power is personal-based, not position-based, making it the exception. Legitimate, reward, and coercive power come from the position; expert and referent power come from the individual.

6. B — Attempting clinical therapy personally is least appropriate, because the officer is not a clinician. Referring to an employee assistance program, maintaining confidentiality, and following up are correct; serious crises are referred to qualified professionals.

7. D — "Intentional-negligent" is not a recognized classification; the four are accidental, natural, incendiary, and undetermined. Knowing the legitimate categories prevents selecting an invented one.

8. B — A collaborative long-range planning session is where directive leadership is least appropriate, since buy-in benefits from participation. The emergency, Mayday, and collapse scenarios all call for directive command.

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

10. B — Serving as the primary tool for routine discipline of single incidents is not an evaluation objective; evaluation is periodic and developmental, while discipline is event-specific. Feedback, development, and documentation are genuine objectives.

11. C — A newly purchased fire engine is a capital cost, not an operating cost, making it the exception. Fuel, utilities, and office supplies are recurring operating expenses.

12. A — Writing a specification so only one vendor can qualify is specification steering, which the officer must avoid. Describing genuine requirements, allowing competition, and justifying each requirement are all proper.

13. D — The incorrect statement is that mutual aid is dispatched automatically without request; that describes automatic aid. Mutual aid is provided on request, automatic aid is dispatched on the initial alarm, and both are prearranged.

14. B — Singling out an individual for blame most undermines a post-incident analysis by destroying the candor it depends on. Focusing on systems, documenting findings, and communicating lessons all support its learning purpose.

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

16. A — Life safety is the first strategic priority, ahead of property conservation and salvage. It protects both the public and responders and anchors every operational plan.

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

18. B — "Responsive bias" is not a recognized rating error; the genuine ones include halo, recency, and central tendency. "Responsive" belongs to the bidder standard, not performance evaluation.

19. C — The incorrect statement is that the officer conducts a complete criminal investigation; JPR 5.5.1 is a preliminary determination. It aims to identify suspected arson and may lead to law enforcement involvement.

20. B — Including personal opinions about a member's character is what the officer should avoid; documentation must be factual and objective. Recording facts accurately and promptly, noting what was agreed, and staying objective are all correct.

21. C — NFPA 1041 is not among the four standards named in JPR 5.6.1; those are NFPA 1600, 1700, 1710, and 1720. NFPA 1041 governs fire instructor qualifications.

22. D — Waiting for failures before giving feedback is least consistent with proactive performance maximization. Setting expectations, recognizing good work, and removing obstacles are the proactive actions.

23. B — The incorrect statement is that a procedure states why rather than how; a procedure is the "how," while a policy is the "what and why." The other statements correctly describe the distinction.

24. B — Basing a development plan solely on the officer's personal interests is the exception; per JPR 5.2.3, it must be anchored to the target position's requirements. Identifying KSAs, setting goals, and including mentoring are all proper.

25. A — NFPA 1710 governs career department deployment, while NFPA 1720 covers volunteer departments. This career-versus-volunteer split is the most testable distinction among the four standards.

26. C — Listing costs with no justification is what the officer must avoid, because JPR 5.4.2 requires costs to be both determined and justified. Tying costs to needs, providing accurate figures, and following format are all proper.

27. D — The incorrect statement is that bidding always awards to the lowest dollar amount regardless of specs; award goes to the lowest responsive and responsible bidder. The other statements correctly describe competitive bidding.

28. D — Committing every unit with no reserve is the exception, since sound planning maintains a reserve for contingencies. Establishing the IMS, maintaining accountability, and translating strategy into assignments are all proper.

29. A — "Responsive" means the bid meets the specifications and requirements. A bid that fails the spec is not responsive, which is why award requires both responsive and responsible qualities, not merely lowest price.

30. B — Assuming personal accounts are entirely exempt from policy and law is what the officer should not do; privacy laws, conduct standards, and reputation follow a member online. Reinforcing consequences, modeling conduct, and applying standards are correct.

31. D — Replacing the need for reports or analysis is not a purpose of records management; records are the raw material for reports and analysis. Supporting decisions, satisfying retention, and preserving memory are genuine purposes.

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

33. B — The incorrect statement is that enabling legislation governs how an existing body operates; that describes regulatory legislation. Enabling legislation grants existence or authority, as a district-creating statute does.

34. D — Treating only the immediate injury and closing the case is the exception, since the duty aims to find root causes and prevent recurrence. Analyzing history, recommending corrective action, and reporting action taken are all proper.

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

36. D — Mistaking correlation for causation is what the officer must avoid when interpreting data. Identifying causes of demand, supporting planning, and presenting figures clearly are all proper.

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

38. D — Contacting the partner only during a crisis is the exception; strategic partnerships are built before they are needed. Establishing the relationship early, communicating regularly, and aligning goals are all proper.

39. C — "Suppression-decay reversal" is not a stage of fire development; the stages are incipient, growth, flashover, fully developed, and decay. Knowing the genuine stages prevents selecting an invented one.

40. B — The incorrect statement is that a development plan should be based solely on seniority; it should be anchored to the target position's requirements. Anchoring to KSAs and including a timeline are correct.

41. D — Surprising the member with criticism never raised before is what the officer must avoid; feedback should be ongoing. Documenting throughout, conducting a two-way interview, and reporting per policy are all proper.

42. B — "Responsible" means the vendor is capable of actually delivering what is required. A low bid from an incapable vendor is properly rejected under the responsive-and-responsible standard.

43. B — The exception is that CRR is limited to public fire safety education alone; it integrates multiple strategies and is far broader. Being data-driven, integrated, and measured all describe it accurately.

44. A — Strategy sets the goals; tactics are the actions that achieve them. The officer connects the two by translating strategic goals into tactical assignments.

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

46. C — Writing a policy to address a single isolated incident is what the officer must avoid; a policy is a standing rule, not a reaction to one event. Identifying the problem, proposing a solution, and routing for legal review are all proper.

47. 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 plan.

48. D — Forcing a specific cause when evidence is insufficient is the exception; the honest finding is undetermined. Observing the scene, locating the origin, and testing hypotheses against evidence are all proper.

49. C — The incorrect statement is that personnel accountability is purely administrative paperwork with no safety role; it is a life-safety function. Tracking all members and being critical as conditions deteriorate are correct.

50. D — Salaries, overtime, and benefits are personnel costs—the cost of the workforce and typically the largest budget category. They are distinct from capital and operating costs.

51. B — Prescribing a solution before the member finishes speaking is what the officer must avoid in active listening. Giving full attention, confirming understanding, and withholding judgment are all proper.

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

53. A — Immediate termination is the exception; a training-based gap is a "cannot" problem calling for development. Coaching, targeted training, and a development plan all properly address the cause.

54. A — Execution is the budget-cycle stage in which the approved budget is spent and managed. It follows preparation and adoption and precedes evaluation.

55. C — The incorrect statement is that the culture has no effect on whether new procedures are adopted; it strongly influences adoption. Building cohesion, resisting change, and being a double-edged force all describe it accurately.

56. D — Assuming a fire code is automatically law upon publication is what the officer must avoid; it becomes enforceable only when a jurisdiction adopts it. Recognizing adoption through legislation and treating it as regulatory once adopted are correct.

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

58. B — The general public location is the exception—it can be released—while a victim's name before notification, protected medical information, and investigation-compromising details should all be withheld.

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

60. D — Deferring necessary maintenance to fund an optional upgrade is what the officer must avoid, because deferral often creates larger costs and risk later. Funding mandated safety first, distinguishing essential from desirable, and weighing deferral cost are all proper.

61. A — The halo effect is the rating error in which one positive trait inflates all ratings. Rating each dimension independently on its own evidence guards against it.

62. A — The exception is that a post-incident analysis is conducted before the incident; it is conducted after. Identifying lessons, documenting on forms, and communicating to improve future operations all describe it accurately.

63. C — The horn effect is the rating error in which one negative trait lowers all ratings. Separating a single weakness from unrelated strengths guards against it.

64. C — Abandoning accountability to speed the response is what the officer must avoid at a Mayday, since accountability is a life-safety function. Checking for missing members, maintaining command, and coordinating rescue under the IMS are all proper.

65. D — A policy is the broad "what and why," while a procedure is the "how." This correctly distinguishes the two; the other options reverse or conflate them.

66. B — A single plausible accidental ignition source at the origin is the exception—it points away from arson. Multiple origins, accelerant evidence, and tampered safety systems are all recognized arson indicators.

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

68. B — Allowing one supervisor to directly manage twenty subordinates violates span of control, which the officer must avoid. Keeping the number manageable, targeting three to seven, and aiming for about five are all proper.

69. B — Corrective action exists to eliminate the root cause so harm does not recur. Treating only the immediate injury or assigning blame leaves the underlying hazard intact.

70. D — A scope so vague that compliance cannot be observed is the exception; a sound policy must be enforceable. A clear problem statement, a workable solution, and consistency with law and mission are all proper components.

71. C — "Undetermined" is the honest finding when evidence does not support a specific cause. It is not a default for all fires, a paperwork dodge, or never appropriate.

72. B — Treating social media as governed solely by personal judgment is what the officer must avoid; the AHJ's policies govern its use. Following policy on who may post, verifying information, and sharing accurate life-safety information are all proper.

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

74. C — The exception is that demographics are the total annual budget; demographics are the statistical characteristics of a population. They help identify where risk concentrates and inform targeted prevention.

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

76. C — Claiming cooperation lets the department avoid the problem entirely is what the officer must avoid; the benefit is combining resources to solve it more completely. Connecting partner to problem and articulating the shared goal are proper.

77. 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.

78. D — Recording speculation and unsupported conclusions as fact is the exception; documentation must be factual and objective. Supporting decisions, protecting the member and department, and satisfying retention are all proper uses.

79. A — Emergency Service Delivery is the duty area covering multi-unit operational plans, grouped under Section 5.6. It also covers post-incident analysis and service-demand reporting.

80. D — Saving all criticism for the annual review is what the officer must avoid; feedback should be ongoing so the evaluation holds no surprises. Giving feedback throughout and documenting as performance occurs are proper.

81. C — Competitive bidding exists to ensure fairness, value, and a transparent record. It does not select the largest vendor, allow preference-based selection, or slow purchasing for its own sake.

82. B — Immediately terminating the member without discussion is the exception; the officer first identifies the cause. A private conversation, behavior-focused counseling, and accountability are all proper responses to disengagement.

83. A — A new fire station is a capital cost—a major, long-lasting asset. It is distinct from recurring operating costs and the personnel cost of the workforce.

84. C — Allowing aggressive overhaul to destroy the area of origin is what the officer must avoid at a suspected arson scene. Limiting overhaul near the origin, controlling access, and documenting conditions are all proper.

85. A — NFPA 1710 is the standard whose distinction from 1720 is "career versus volunteer." NFPA 1710 covers career deployment; 1720 covers volunteer deployment.

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

87. C — Singling out an individual for blame is the exception; a post-incident analysis focuses on learning, not fault. Focusing on lessons, documenting on forms, and communicating findings are all proper.

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

89. D — Ignoring responder safety to speed mitigation is what the officer must avoid; a plan that ignores responder safety is not sound. Determining and obtaining resources and complying with standards are all proper.

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

91. A — Bid splitting to avoid a bidding threshold is a recognized procurement violation. Awarding to the lowest responsive and responsible bidder, writing specs to genuine needs, and following procurement law are all proper.

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

93. D — Transferring all department responsibility to the other agency is the exception; cooperation combines complementary resources rather than offloading duty. Sharing risk data, coordinating investigations, and working with EMS are all proper.

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

95. A — Assuming a CRR program works simply because it is delivered is what the officer must avoid; effectiveness must be measured. Defining success measures, tracking results, and adjusting based on outcomes are all proper.

96. B — Expert power is derived from competence and knowledge, leading members to follow because the officer clearly knows the job. It is one of the most effective bases for leadership.

97. C — Applying the harshest discipline immediately for any first issue is the exception; correction should match the cause and often begins informally. Identifying the cause, focusing on behavior, and escalating when warranted are all proper.

98. A — NFPA 1021, Chapter 5 defines the minimum JPRs for Fire Officer II; Chapter 4 covers Fire Officer I. NFPA 1001 and 1041 govern firefighter and instructor qualifications.

99. D — Assuming deferral always saves money with no later consequence is what the officer must avoid; deferral often increases later risk and cost. Weighing the long-term cost, recognizing increased risk, and funding safety-critical maintenance are all proper.

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