

PRACTICE EXAM 7: SIMULATION

100 questions • Time limit: 2 hours • Passing score: 70% • Format: sequencing, ordering & process-flow reasoning

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

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

2. In the typical accident investigation process, which step comes FIRST?

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

3. Which stage of fire development comes immediately after the incipient stage?

- A. The growth stage
- B. The fully developed stage
- C. The decay stage
- D. The backdraft stage

4. In progressive discipline, which response is typically the MOST severe and comes last?

- A. Informal counseling
- B. A verbal warning
- C. A written reprimand
- D. Termination

5. When size-up occurs across an incident, which input is generally available EARLIEST, before arrival?

- A. The 360-degree walkaround on scene
- B. The post-incident analysis findings
- C. The continuous on-scene reassessment
- D. The dispatch information and pre-incident plan

6. Place the four stages of team development in their correct order.

- A. Storming, forming, performing, norming
- B. Norming, forming, storming, performing
- C. Forming, storming, norming, performing
- D. Performing, norming, storming, forming

7. In the elements of effective task assignment, which should generally come LAST to ensure clarity?

- A. Confirmation that the crew member understands
- B. The clear description of the task
- C. Granting the authority and resources
- D. Addressing the safety considerations

8. Within the budget cycle, which phase comes immediately after preparation?

- A. Execution of the approved budget
- B. Review to inform the next cycle
- C. Spending within the budget
- D. Adoption by the governing authority

9. When handling a citizen complaint, which action should come FIRST?

- A. Taking corrective action within authority
- B. Documenting the complaint and response
- C. Referring the matter to higher authority
- D. Listening fully without becoming defensive

10. Place the three components of a means of egress in the correct order of travel from inside the building outward.

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

11. After an evacuation order is given, which action must come before the operation is considered complete?

- A. Confirming all members are accounted for via a PAR
- B. Beginning the post-incident analysis
- C. Notifying the property owner
- D. Returning the apparatus to quarters

12. In the emergency operation sequence, which generally comes FIRST upon arrival?

- A. Conducting the post-incident analysis
- B. Performing the size-up assessment
- C. Filing the incident report
- D. Updating the pre-incident plan

13. Among the construction types, which offers the GREATEST fire resistance and is listed first?

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

14. In the post-incident analysis cycle, which step comes immediately after capturing lessons learned?

- A. Responding to the next incident
- B. Conducting the original incident response
- C. Reviewing what worked and what to improve
- D. Applying lessons to training and procedures

15. When deploying resources at a fire, assignments should be sequenced primarily according to what?

- A. The incident priorities, with life safety first
- B. The alphabetical order of crew names
- C. The age of the apparatus on scene
- D. The personal preferences of each crew

16. In the communication process, which component comes immediately after the sender encodes the message?

- A. Transmission through the channel
- B. The receiver decoding the message
- C. The feedback returning to the sender
- D. The noise interfering with the message

17. Which of the following correctly orders the steps for securing a fire scene where investigation is needed?

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

18. When a member's competence and confidence for a task are LOWEST, which leadership approach comes first under situational leadership?

- A. Full delegation with no oversight
- B. Supporting with minimal guidance
- C. Coaching with reduced direction
- D. Directing with close oversight

19. Place the four stages of fire development in correct order from first to last.

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

20. Within the chain of command, an order from the fire chief intended for a firefighter should travel in what sequence?

- A. Directly from the chief to the firefighter, bypassing officers
- B. From the firefighter upward to the chief first
- C. Downward through the intervening supervisory levels
- D. Laterally between firefighters of equal rank

21. In conducting a company inspection, which step generally comes FIRST?

- A. Documenting the violations found
- B. Preparing by reviewing codes and prior records
- C. Following up to verify corrections
- D. Explaining violations to the occupant

22. When transferring command to an arriving chief, which must occur for continuity?

- A. The transfer happens silently with no announcement
- B. The dispatcher performs the transfer
- C. The transfer is explicitly communicated to those on scene
- D. The transfer waits until the incident concludes

23. Among the bases of power, which two flow from the person rather than the position?

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

24. In the CRR process, which step comes immediately after identifying community risks?

- A. Implementing the interventions
- B. Prioritizing the identified risks
- C. Evaluating the results
- D. Responding to emergencies

25. When the fire triangle's three elements are listed, which set is correct?

- A. Fuel, oxygen, and heat
- B. Fuel, oxygen, and water
- C. Heat, smoke, and oxygen
- D. Fuel, heat, and carbon dioxide

26. In the order of an effective performance evaluation discussion, which should generally come first?

- A. Addressing areas for improvement bluntly
- B. Acknowledging the member's genuine strengths
- C. Setting goals for the next period
- D. Inviting the member's input at the end

27. Which heat transfer mechanism is responsible for igniting an exposure building across a gap, and where would the officer rank exposure protection in priorities?

- A. Conduction, ranked above life safety
- B. Radiation, addressed within incident stabilization and exposure protection
- C. Convection, ranked below documentation
- D. Direct contact, requiring no priority consideration

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

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

29. When an officer first arrives at an incident with no one in charge, which action comes first?

- A. Releasing crews to operate independently
- B. Establishing and announcing command
- C. Deferring tactics to the dispatcher
- D. Waiting for a chief to arrive

30. In the order-and-acknowledgment radio model, which step comes immediately after the sender transmits the order?

- A. The receiver acknowledges and repeats it back
- B. The sender transmits the order a second time
- C. The receiver ignores it to save airtime
- D. The dispatcher logs the transmission

31. Which duty area should receive the GREATEST share of study time based on its number of JPRs?

- A. Human Resource Management
- B. Community and Government Relations
- C. Administration
- D. Health and Safety

32. When verifying a building's fire protection during pre-planning, which check is essential beyond confirming a system is present?

- A. The original purchase price of the system
- B. The brand names of all components
- C. That the system is in service and unimpaired
- D. The political jurisdiction of the owner

33. Place these size-up considerations in the order an officer should prioritize them.

- A. Property value, then documentation, then life safety
- B. Documentation, then resources, then life safety
- C. Life safety, then incident stabilization, then property
- D. Resources, then property, then life safety

34. In the typical sequence of managing a personal problem affecting a member, which comes first?

- A. Recognizing that a problem is affecting performance
- B. Diagnosing the underlying condition
- C. Disciplining the resulting errors
- D. Announcing the issue to the crew

35. Among the Five E's of community risk reduction, which involves applying codes and laws?

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

36. When a fire shows incendiary indicators, place the officer's priorities in the correct order.

- A. Question suspects, then release scene, then secure
- B. Continue overhaul, then document, then notify
- C. Release to owner, then notify, then secure
- D. Secure the scene, preserve evidence, then notify an investigator

37. In the fire tetrahedron, which element is added to the three elements of the fire triangle?

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

38. When choosing a leadership style, which factor most directly determines whether a directive or participative approach fits?

- A. The alphabetical order of crew names
- B. The time available and crew experience
- C. The age of the apparatus
- D. The color of the building

39. Place these steps of pre-incident planning in order: which comes first?

- A. Filing the completed plan for response use
- B. Conducting a physical survey of the property
- C. Updating the plan years later
- D. Relying on the plan during an incident

40. Which of the following correctly orders the ICS command process at a growing incident?

- A. Transfer command, then establish command, then assume command
- B. Assume command, then never communicate it, then transfer
- C. Establish command, expand span of control as needed, transfer command
- D. Wait for dispatch, then freelance, then establish command

41. Among heat transfer mechanisms, which one transfers heat through the movement of heated gases?

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

42. When an officer recognizes resources will be insufficient, when should additional resources be requested?

- A. After the fire clearly overwhelms current crews
- B. Early, anticipating the need before it becomes critical
- C. Only after documenting the shortfall
- D. Never, to limit the documentation burden

43. Place the offensive-versus-defensive decision factors in proper consideration: what should the officer weigh first?

- A. The retail value of the building's contents
- B. The age of the responding crews
- C. The risk to firefighters against the savable value
- D. The number of apparatus available

44. In Maslow's hierarchy of needs, which level forms the base that must generally be satisfied first?

- A. Physiological needs
- B. Esteem needs
- C. Self-actualization
- D. Social belonging

45. When delivering feedback, the principle "praise in public, correct in private" means which order of settings?

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

46. In the sequence of a post-incident analysis, the officer reviews several elements. Which is specifically identified by NFPA 1021 for review?

- A. The political affiliations of occupants
- B. Building construction and its behavior
- C. The retail value of merchandise only
- D. The personal opinions of bystanders

47. When an officer assigns a task, which sequence correctly reflects what is transferred and retained?

- A. Accountability is transferred; authority is retained
- B. Authority and responsibility transfer; accountability is retained
- C. Nothing transfers; everything is retained
- D. Everything transfers; nothing is retained

48. Place the water-supply assessment in context: against what is available supply compared during pre-planning?

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

49. Which leadership style is appropriate first when an emergency demands immediate, decisive action?

- A. The autocratic (directive) style
- B. The democratic (participative) style
- C. The laissez-faire (delegative) style
- D. The consensus-seeking style

50. In the communication process, which component closes the loop by confirming understanding?

- A. The encoding stage
- B. The feedback returned to the sender
- C. The noise factor
- D. The channel selection

51. When a Mayday is declared, where does it rank among radio priorities?

- A. As routine traffic queued in turn
- B. As a low-priority administrative message
- C. As secondary to ongoing fire attack
- D. As the highest priority, triggering immediate rescue

52. Place the discipline purposes in order of emphasis: what is the PRIMARY purpose?

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

53. Among the size-up factors, which must always be ranked first?

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

54. In the order of fire-cause determination, which generally comes first?

- A. Classifying the cause as incendiary
- B. Documenting the final conclusion
- C. Determining the area of origin
- D. Identifying a suspect

55. When matching a leadership style to an experienced crew with ample planning time, which fits best?

- A. The democratic (participative) style
- B. A strictly autocratic style
- C. A purely directive command style
- D. A controlling no-input style

56. Place the three classic leadership styles on a spectrum from most directive to least directive.

- A. Laissez-faire, democratic, autocratic
- B. Autocratic, democratic, laissez-faire
- C. Democratic, autocratic, laissez-faire
- D. Laissez-faire, autocratic, democratic

57. In an effective evaluation, when should the member first learn of a significant performance problem?

- A. Only at the formal annual review
- B. Never, to avoid conflict
- C. Only in writing after termination
- D. Through ongoing feedback, well before the review

58. Which of the following correctly sequences strategy and tactics?

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

59. When organizing shift priorities, which quadrant should the officer protect time for, even though it is rarely urgent?

- A. Urgent but unimportant interruptions
- B. Neither important nor urgent activities
- C. Important and urgent emergencies only
- D. Important but non-urgent capability-building work

60. In the chain of custody, which sequence reflects proper evidence handling?

- A. Collected, discarded, then documented
- B. Transferred to owner, then collected, then stored
- C. Collected, stored, transferred, with each step documented
- D. Documented only after the trial concludes

61. Among the incident priorities, which comes immediately after life safety?

- A. Property conservation
- B. Incident stabilization
- C. Documentation
- D. Demobilization

62. When conducting public education, the message should be tailored first to what?

- A. The presenting officer's personal interests
- B. The longest possible list of statistics
- C. The needs and age of the audience
- D. The department's budget priorities

63. Place the steps of handling a serious-misconduct complaint in order.

- A. Listen courteously, document, then refer to higher authority
- B. Dismiss it, then resolve it alone, then forget it
- C. Discuss it with the crew, then ignore it
- D. Refer it first, then refuse to listen

64. Which stage of fire development is characterized by maximum intensity with all available fuel burning?

- A. The incipient stage
- B. The growth stage
- C. The decay stage
- D. The fully developed stage

65. When an officer must decide whether to risk crews, the risk management principle ranks which situation as warranting the GREATEST calculated risk?

- A. A fully lost structure
- B. Significant savable property
- C. A routine non-emergency
- D. A savable human life

66. In the order of organizational principles, which ensures each member reports to only one supervisor?

- A. Unity of command
- B. Span of control
- C. Division of labor
- D. Modular expansion

67. When documenting a fire investigation, facts and conclusions should be handled in what way?

- A. Blended together for readability
- B. Clearly distinguished from one another
- C. Replaced entirely with speculation
- D. Omitted to keep the report short

68. Place these in the correct order of an SOP's purpose relative to a policy.

- A. An SOP states intent; a policy states the method
- B. A policy states intent; an SOP states the method
- C. A policy and SOP are identical in scope
- D. An SOP always precedes any policy

69. Among the team development stages, which involves conflict and jockeying for position?

- A. The forming stage
- B. The norming stage
- C. The storming stage
- D. The performing stage

70. When verifying personnel accountability, when are PARs conducted?

- A. Only once, at the start of the incident
- B. At benchmarks and intervals throughout the incident
- C. Only after the incident concludes
- D. Never, since accountability is automatic

71. Place the components of size-up timing in order: when does size-up begin and end?

- A. Begins on arrival, ends on arrival
- B. Begins before arrival, ends when the incident is over
- C. Begins after control, ends at the report
- D. Begins at the analysis, ends at dispatch

72. Which base of power is derived solely from the formal rank or position?

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

73. When a structure is fully involved, vacant, and structurally unsound, which strategy comes into effect and why?

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

74. In the order of NFPA 1021's six duty areas, which carries the most JPRs and is emphasized most?

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

75. When an officer first recognizes signs of possible self-harm in a member, what is the correct immediate response?

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

76. Place these documentation qualities in order of what makes a report defensible: which is foundational?

- A. Persuasiveness toward a conclusion
- B. Informality for easy reading
- C. Accuracy of every fact and figure
- D. Brevity above all else

77. When transferring command, the incoming officer assumes responsibility in what manner?

- A. Through an explicit, communicated transfer process
- B. Silently, with no notification to crews
- C. Only after the incident fully concludes
- D. By the dispatcher acting on their behalf

78. Among the leading causes of firefighter line-of-duty death, which two are emphasized as most preventable?

- A. Report errors and radio code misuse
- B. Apparatus color and station decor
- C. Inspection frequency and budget size
- D. Cardiac events and vehicle crashes

79. In the sequence of inspection authority, what is the appropriate action when entry is refused?

- A. Force entry to complete the inspection
- B. Remove the occupancy from records permanently
- C. Arrest the occupant for obstruction
- D. Refer the matter to the proper authority

80. When the officer must place the means-of-egress components correctly, which is the FINAL component leading to a public way?

- A. The exit access
- B. The exit discharge
- C. The exit itself
- D. The fire department connection

81. Among the bases of power, which two are most effective for earning lasting followership?

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

82. In the order of priorities at an accident scene, which comes before gathering facts?

- A. Documenting the final report
- B. Recommending corrective actions
- C. Caring for any injured member
- D. Calculating equipment costs

83. When the officer applies the risk management principle, which situation warrants NO risk?

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

84. Place the policy-versus-procedure relationship correctly: which states the broad intent?

- A. The policy states broad intent
- B. The procedure states broad intent
- C. Both state the step-by-step method
- D. Neither relates to organizational direction

85. When an officer evaluates a member, which error involves overweighting only recent events?

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

86. In the order of fire-scene legal authority, what should the officer recognize about prolonged investigation?

- A. It requires no legal consideration at any point
- B. It may require additional legal authorization
- C. It is always unlimited once the fire is out
- D. It belongs solely to the property owner

87. Which construction type, listed last among the five, is combustible throughout?

- A. Type I fire-resistive
- B. Type II noncombustible
- C. Type III ordinary
- D. Type V wood-frame

88. When the officer sequences the elements of a clear task assignment, which comes first?

- A. Defining the task and desired outcome
- B. Confirming the crew's understanding
- C. Setting the completion timeframe
- D. Granting the resources

89. Among the warning signs of flashover, which sequence of conditions typically precedes it?

- A. Rapidly building heat and rollover across the ceiling
- B. Smoke pulsing at openings with no flame
- C. The fire diminishing during decay
- D. A small, localized incipient flame only

90. In the order of an officer's safety role, why is the company officer ranked as the most important figure in firefighter safety?

- A. They hold the largest budget authority
- B. They are the most senior officer present
- C. They are closest to the crew and the point of risk
- D. They have sole authority over all policy

91. When sequencing the CRR process, which step comes last and feeds the next cycle?

- A. Identifying the risks
- B. Prioritizing the risks
- C. Implementing interventions
- D. Evaluating the results

92. Among ethics and integrity, which is the consistent doing of right, especially when unobserved?

- A. Ethics, the knowing of right and wrong
- B. Professionalism, the outward demeanor
- C. Integrity, the consistent doing of right
- D. Authority, the right to direct

93. When an officer determines a fire was caused by lightning with no human involvement, how is it classified?

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

94. In the order of a structured complaint response, what comes after listening fully?

- A. Dismissing the complaint as exaggerated
- B. Gathering the facts objectively
- C. Arguing the citizen is mistaken
- D. Ending the conversation abruptly

95. Which intervention in the Five E's involves designing safer products and environments?

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

96. When the officer sequences the action-plan development, what is the foundational input that comes first?

- A. The post-incident analysis findings
- B. The department's annual budget
- C. The size-up of conditions and priorities
- D. The chain of custody for evidence

97. Among the fire-cause classifications, which applies to a deliberately set fire?

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

98. When an officer must keep a pre-incident plan useful over time, what step is required periodically?

- A. Filing it permanently without review
- B. Discarding all pre-planning entirely
- C. Reviewing and updating it as conditions change
- D. Relying on it blindly without verification

99. In the sequence of communication modes, which is best when a permanent, precise record is required?

- A. A brief verbal instruction
- B. A nonverbal gesture
- C. A casual conversation
- D. A written document

100. When the officer places the recognition principle into practice, public recognition primarily supports what?

- A. The fire's chain of custody
- B. The building's occupancy classification
- C. The department's capital budget
- D. Crew motivation and reinforcement of good performance

Answer Key & Full Explanations

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

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

3. A — The growth stage. Fire development proceeds incipient, growth, fully developed, then decay, so growth immediately follows incipient. In growth, the fire develops and the compartment heats up.

4. D — Termination. Progressive discipline escalates by steps, with termination as the most severe, last-resort response. Counseling, verbal warning, written reprimand, and suspension precede it.

5. D — The dispatch information and pre-incident plan. Size-up begins before arrival using dispatch information, pre-incident plans, and observations en route. These inputs are available earliest, before the on-scene walkaround.

6. C — Forming, storming, norming, performing. Teams develop through these four stages in order, beginning with forming and culminating in performing. Recognizing the sequence helps the officer guide the team forward.

7. A — Confirmation that the crew member understands. Effective task assignment ends with confirming understanding, having first defined the task, granted resources, and addressed safety. Confirmation ensures the assignment was received as intended.

8. D — Adoption by the governing authority. The budget cycle proceeds preparation, adoption, execution, then review, so adoption follows preparation. The governing authority reviews and approves the proposed budget.

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

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

11. A — Confirming all members are accounted for via a PAR. An evacuation is complete only when a PAR confirms everyone is out and safe. Ordering withdrawal is merely the first step.

12. B — Performing the size-up assessment. On arrival, size-up comes first, providing the information needed to make sound decisions. The action plan, operations, and reporting all follow from it.

13. D — Type I fire-resistive. Type I is fire-resistive, built of noncombustible materials with the greatest fire resistance, and is listed first among the five types. Fire resistance generally decreases toward Type V.

14. D — Applying lessons to training and procedures. In the PIA learning loop, capturing lessons is followed by applying them to training, pre-plans, and procedures. This closes the loop into the next incident response.

15. A — The incident priorities, with life safety first. Resource assignments are sequenced according to the incident priorities, beginning with life safety. This ensures the most critical objectives are addressed first.

16. A — Transmission through the channel. After the sender encodes the message, it is transmitted through the channel to the receiver, who then decodes it. Feedback follows decoding to confirm understanding.

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

18. D — Directing with close oversight. Under situational leadership, the lowest readiness calls for a directing style with close oversight. As competence and confidence rise, the officer shifts toward coaching, supporting, and delegating.

19. C — Incipient, growth, fully developed, decay. Fire development proceeds through these four stages in order. The officer must understand them for both firefighting and investigation.

20. C — Downward through the intervening supervisory levels. Orders travel down the chain of command through the intervening supervisory levels, not bypassing officers. Respecting the chain preserves accountability and orderly communication.

21. B — Preparing by reviewing codes and prior records. A company inspection begins with preparation, reviewing applicable codes and prior inspection records. Conducting, documenting, explaining, and following up come afterward.

22. C — The transfer is explicitly communicated to those on scene. Transfers of command must be explicit and communicated so everyone knows who holds command authority. Silent or delayed transfers create dangerous confusion.

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

24. B — Prioritizing the identified risks. The CRR process identifies risks, prioritizes them, implements interventions, then evaluates results. Prioritization immediately follows identification.

25. A — Fuel, oxygen, and heat. The fire triangle's three elements are fuel, oxygen, and heat. The fire tetrahedron adds a self-sustaining chemical chain reaction.

26. B — Acknowledging the member's genuine strengths. An effective evaluation discussion generally begins with genuine acknowledgment of strengths before addressing improvement, setting goals, and inviting input. This constructive opening supports development.

27. B — Radiation, addressed within incident stabilization and exposure protection. Radiation ignites exposures across a gap without contact, and protecting exposures falls within incident stabilization. Understanding heat transfer helps anticipate fire spread.

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

29. B — Establishing and announcing command. When no one is in charge, the first-arriving officer must establish and announce command first. Every incident requires a clearly identified Incident Commander.

30. A — The receiver acknowledges and repeats it back. In the order-and-acknowledgment model, the receiver acknowledges and repeats the order back after the sender transmits. This closes the feedback loop and confirms accurate receipt.

31. A — Human Resource Management. This duty area carries the most JPRs under NFPA 1021 Chapter 4 and should receive proportionally the greatest study time. It reflects how much of the officer's role is managing people.

32. C — That the system is in service and unimpaired. Beyond confirming a system is present, the officer must verify it is in service and unimpaired, since an impaired system offers no protection. A closed valve renders a sprinkler system useless.

33. C — Life safety, then incident stabilization, then property. Size-up considerations are prioritized in the order of the incident priorities, with life safety first. All decisions flow from protecting life.

34. A — Recognizing that a problem is affecting performance. Managing a personal problem begins with recognizing it is affecting performance, then addressing it supportively and referring to resources. The officer does not diagnose, discipline, or publicize it.

35. B — Enforcement. Enforcement applies codes and laws within the Five E's of community risk reduction. Education, engineering, economic incentives, and emergency response are the others.

36. D — Secure the scene, preserve evidence, then notify an investigator. When incendiary indicators appear, the officer secures the scene, preserves evidence, and notifies a trained investigator. Continued overhaul or releasing the scene would destroy evidence.

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

38. B — The time available and crew experience. The choice between directive and participative styles depends primarily on time available and crew experience. Little time or low experience favors directive; ample time and high experience favors participative.

39. B — Conducting a physical survey of the property. Pre-incident planning begins with a physical survey to gather the building information, which is then recorded, filed, used, and updated. The survey is the foundational first step.

40. C — Establish command, expand span of control as needed, transfer command. The ICS command process establishes command, expands the structure to maintain manageable span of control as the incident grows, then transfers command in an orderly way. This sequence preserves supervision and continuity.

41. C — Convection. Convection transfers heat through the movement of heated gases, driving fire upward and across ceilings. Conduction is through contact and radiation is through electromagnetic waves.

42. B — Early, anticipating the need before it becomes critical. Because additional resources take time to arrive, the officer must request them early, anticipating the need. Under-resourcing an escalating incident endangers everyone.

43. C — The risk to firefighters against the savable value. The offensive-versus-defensive decision rests first on weighing the risk to firefighters against the savable value of life and property. This reflects the core risk management principle.

44. A — Physiological needs. In Maslow's hierarchy, physiological needs form the base that must generally be satisfied first. Higher needs are pursued once lower ones are met.

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

46. B — Building construction and its behavior. NFPA 1021 specifically identifies building construction among the PIA review elements, along with fire protection systems, water supply, fuel loading, and fire growth. This turns each incident into organizational learning.

47. B — Authority and responsibility transfer; accountability is retained. Delegation transfers authority and assigns responsibility, but accountability for the outcome always remains with the officer. This is why follow-up and clear assignment matter.

48. D — The estimated required fire flow. Available water supply is compared against the estimated required fire flow to determine firefighting capability. Matching the two is a fundamental pre-planning consideration.

49. A — The autocratic (directive) style. An emergency demanding immediate, decisive action calls for the autocratic/directive style first. There is no time for consultation when seconds protect life.

50. B — The feedback returned to the sender. Feedback closes the communication loop by confirming the message was understood as intended. It is the most reliable safeguard against miscommunication.

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

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

53. B — Life safety of occupants and responders. Among all size-up factors, life safety always ranks first and includes both occupants and responders. All subsequent decisions flow from protecting life.

54. C — Determining the area of origin. In fire-cause determination, finding the area of origin generally comes first, since origin is the necessary step toward identifying cause. Classification and documentation follow.

55. A — The democratic (participative) style. With ample time and an experienced crew, the democratic style fits best, producing a better plan and stronger buy-in. Matching style to time and experience is situational leadership.

56. B — Autocratic, democratic, laissez-faire. From most to least directive, the classic styles run autocratic, democratic, then laissez-faire. The skilled officer selects among them based on the situation.

57. D — Through ongoing feedback, well before the review. A member should learn of a significant problem through ongoing feedback long before the formal review, which should hold no surprises. A surprise indicates a failure of continuous supervision.

58. A — Strategy sets the broad approach; tactics carry it out. Strategy is the overall approach ("what"), and tactics are the specific operations executing it ("how"). Strategy is set before the tactics that implement it.

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

60. C — Collected, stored, transferred, with each step documented. An unbroken chain of custody documents collection, storage, and every transfer of control. A break in the chain can render evidence inadmissible.

61. B — Incident stabilization. The incident priorities run life safety, incident stabilization, then property conservation, so stabilization immediately follows life safety. Property conservation comes last.

62. C — The needs and age of the audience. Effective public education is tailored first to the audience's needs and age. A few clear, actionable messages outperform statistics or content geared to the presenter.

63. A — Listen courteously, document, then refer to higher authority. A serious-misconduct complaint is handled by listening courteously, documenting, and referring it to higher authority. Resolving it alone or dismissing it creates liability and harms the department.

64. D — The fully developed stage. The fully developed stage is characterized by maximum intensity with all available fuel burning. It follows growth and precedes decay.

65. D — A savable human life. The risk management principle warrants the greatest calculated risk to save savable human lives. Less risk is justified for property, and none for what is already lost.

66. A — Unity of command. Unity of command ensures each member reports to and takes direction from only one supervisor. This prevents conflicting orders and preserves accountability.

67. B — Clearly distinguished from one another. Investigation documentation must clearly distinguish observed facts from conclusions and avoid speculation, because it may become legal evidence. Blending them compromises the record.

68. B — A policy states intent; an SOP states the method. A policy is a broad statement of intent ("what"), while an SOP or SOG provides the step-by-step method ("how"). The officer implements and enforces both.

69. C — The storming stage. The storming stage is characterized by conflict and members jockeying for position. Recognizing it as a normal developmental phase helps the officer guide the team forward.

70. B — At benchmarks and intervals throughout the incident. PARs are conducted at benchmarks and intervals throughout an incident to confirm all personnel are accounted for. Accountability is continuous, not a one-time check.

71. B — Begins before arrival, ends when the incident is over. Size-up begins before arrival using dispatch and pre-plan information and continues until the incident is over. Treating it as a one-time event leaves the officer unprepared.

72. C — Legitimate power. Legitimate power derives solely from the formal rank or position. Expert and referent power, by contrast, flow from the person.

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

74. C — Human Resource Management. This duty area carries the most JPRs under NFPA 1021 Chapter 4 and is emphasized most. It reflects how much of the officer's role is managing people.

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

76. C — Accuracy of every fact and figure. Accuracy is foundational to a defensible report, since inaccurate documents carry legal and operational consequences. Persuasiveness, informality, and brevity do not make a report defensible.

77. A — Through an explicit, communicated transfer process. Command is assumed through an explicit, communicated transfer so everyone knows who holds authority. Silent or delayed transfers create dangerous confusion.

78. D — Cardiac events and vehicle crashes. Cardiac events and vehicle crashes consistently rank among the top, most preventable causes of firefighter line-of-duty death. Emphasizing fitness and seatbelts targets these killers.

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

80. B — The exit discharge. The exit discharge is the final component of a means of egress, leading to the public way. It follows the exit access and the exit.

81. D — Expert and referent power. Expert (competence) and referent (character) power earn the most lasting followership. Coercive, legitimate, and reward power compel or incentivize but do not earn durable loyalty.

82. C — Caring for any injured member. At an accident scene, caring for the injured comes before gathering facts. Care for the member always precedes the investigative steps.

83. D — A structure with no savable life or property remaining. The risk management principle directs taking no risk when nothing savable remains. Risking firefighters for what is already lost is never justified.

84. A — The policy states broad intent. A policy states broad intent ("what"), while a procedure states the step-by-step method ("how"). The officer implements and enforces both consistently.

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

86. B — It may require additional legal authorization. Prolonged fire-scene investigation, especially in suspicious cases, may require additional legal authorization beyond the right to suppress and determine origin and cause. The officer coordinates with investigators and law enforcement accordingly.

87. D — Type V wood-frame. Type V wood-frame construction is combustible throughout and is listed last among the five types. This contrasts with the noncombustible elements of Types I and II.

88. A — Defining the task and desired outcome. Effective task assignment begins with defining the task and desired outcome, then granting resources, addressing safety, setting a timeframe, and confirming understanding. Definition is the foundational first step.

89. A — Rapidly building heat and rollover across the ceiling. Flashover is preceded by rapidly building heat and rollover of flames across the ceiling. Recognizing these signs is a critical fireground safety responsibility.

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

91. D — Evaluating the results. In the CRR process, evaluating results comes last and informs the next cycle. The process is cyclical and continuous.

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

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

94. B — Gathering the facts objectively. After listening fully, the officer gathers the facts objectively before taking appropriate action. Dismissing or arguing with the citizen escalates the matter.

95. C — Engineering. Engineering involves designing safer products and environments, such as sprinkler systems, within the Five E's. Education, enforcement, and economic incentives are the others.

96. C — The size-up of conditions and priorities. The initial action plan is developed first from size-up, which assesses conditions and priorities. Size-up is the foundation that drives resource deployment.

97. A — Incendiary. An incendiary fire is deliberately set under circumstances in which the person knew the fire should not be set, the classification associated with arson. It is distinct from accidental, natural, and undetermined.

98. C — Reviewing and updating it as conditions change. A pre-incident plan must be reviewed and updated periodically as buildings change to remain useful. An outdated plan can be worse than none at all.

99. D — A written document. Written communication creates a permanent, precise record and is best when documentation or formality is required. Verbal and nonverbal modes lack the lasting record.

100. D — Crew motivation and reinforcement of good performance. Public recognition reinforces desired behavior and motivates the crew. The "praise in public" principle supports both motivation and morale.