

PRACTICE EXAM 7 SIMULATION

1. A Fire Officer II faces a budget shortfall and must choose between deferring a required apparatus safety inspection and postponing an optional station renovation. Which choice is most defensible?

- A. Postpone the optional renovation and fund the required safety inspection
- B. Defer the safety inspection to preserve the renovation timeline
- C. Split the funds so neither is fully completed
- D. Cancel both and return the funds unspent

2. A reporter pressures an officer for a fire's cause minutes after knockdown, before any investigation. What is the most appropriate response?

- A. Provide a likely cause to satisfy the deadline
- B. Speculate about probable causes off the record
- C. Name a suspect the officer privately suspects
- D. State that the cause is under investigation and more will follow

3. A capable member's performance has declined sharply over two weeks. Before acting, the officer's best first step is to do what?

- A. Initiate formal discipline immediately
- B. Hold a private conversation to identify the cause
- C. Lower the member's next evaluation accordingly
- D. Reassign the member without explanation

4. A Fire Officer II must implement a controversial new policy that members dislike. Which approach best supports adoption?

- A. Announce it and require immediate compliance
- B. Withhold the rationale to avoid argument
- C. Delay it indefinitely to avoid resistance
- D. Explain the reasons, involve members, and provide training

5. During overhaul at a fire where the officer now suspects arson, a crew is about to clear debris from the suspected origin. What should the officer direct?

- A. Limit overhaul near the origin and protect potential evidence
- B. Continue full overhaul to ensure complete extinguishment
- C. Remove and store the debris in a safe location
- D. Release the scene to the owner immediately

6. A Fire Officer II is asked to justify a budget request to skeptical officials. Which element most strengthens the request?

- A. Repeating last year's figures without change
- B. Asserting the need without supporting evidence
- C. Omitting alternatives to keep it simple
- D. Tying the request to mission and supporting it with incident data

7. A member discloses a substance abuse issue affecting work. Recognizing the limit of the counseling role, the officer should do what?

- A. Provide addiction counseling personally
- B. Refer the member to an employee assistance program
- C. Discipline the member for the disclosure
- D. Disregard it as outside the officer's concern

8. A community risk reduction program is reaching few of the high-risk seniors it targets. The officer's best response is to do what?

- A. Continue the program unchanged since it is being delivered
- B. Cancel the program entirely
- C. Analyze why it is missing the target population and adjust the approach
- D. Blame the assigned units for poor delivery

9. A Fire Officer II directing a multi-unit fire must convert the overall incident goals into specific company tasks. This translation is best described as moving from what to what?

- A. Strategy to tactics
- B. Tactics to strategy
- C. Budget to procurement
- D. Policy to procedure

10. A member's repeated similar injuries trace to an informally taught, unsafe technique. The most effective corrective action targets what?

- A. The individual member through discipline
- B. The total cost of the injuries
- C. The flawed technique, through a revised procedure and training
- D. The department's public image

11. Two equally low bids arrive; one fails to meet the written specifications. Which should the officer recommend for award?

- A. The bid that meets the specifications
- B. The non-responsive bid, since it is also low
- C. Neither, and rebid without cause

D. Both, splitting the contract

12. A Fire Officer II must decide what to determine first when investigating a fire scene. Which comes first?

A. The suspect's identity

B. The motive behind the fire

C. The area of origin

D. The insurance value

13. A member feels blindsided by criticism during the annual evaluation. What process failure does this reveal?

A. The evaluation should have been conducted publicly

B. The evaluation should have contained no criticism

C. Feedback was not provided throughout the year

D. The evaluation should reflect only the recent month

14. A Fire Officer II must select the leadership style for the chaotic first minutes of a multi-unit incident. Which is most appropriate?

A. Laissez-faire (delegative)

B. Democratic (participative)

C. Consensus by committee

D. Autocratic (directive)

15. A Fire Officer II develops a new policy and must take one step before implementation to protect the department. Which step is essential?

A. Routing it through legal review and proper approval

- B. Announcing it immediately to all members
- C. Basing it on a single recent incident
- D. Skipping review to meet a deadline

16. A crew loses track of a member during a worsening fire. What does the personnel accountability system most directly enable?

- A. Calculating the incident's overtime cost
- B. Preparing a media statement
- C. Quickly determining whether anyone is unaccounted for
- D. Beginning the post-incident analysis early

17. A Fire Officer II must explain why automatic aid differs from mutual aid. Which statement is correct?

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

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

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

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

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

20. A Fire Officer II must decide the order of two investigative steps at a fire scene. Which sequence is sound?

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

21. A Fire Officer II relies almost entirely on rank to gain compliance. What is the most likely long-term result?

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

22. A Fire Officer II must select the standard governing career department deployment for an operational plan. Which applies?

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

23. A Fire Officer II finds multiple separate, unconnected points of origin at a fire. What does this warrant?

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

24. A Fire Officer II must select the corrective-action type that best addresses an unsafe physical condition. Which fits?

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

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

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

26. A Fire Officer II must select the budgeting method requiring every expense to be justified from zero each cycle. Which is it?

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

D. Performance budgeting

27. A Fire Officer II must explain why feedback should be ongoing rather than saved for the annual evaluation. Which reason is correct?

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

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

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

29. A Fire Officer II must select the type of power rooted in knowledge and demonstrated competence. Which is it?

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

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

- A. Privacy laws, conduct standards, and reputation follow a member online

- B. Personal accounts are entirely separate from the role
- C. The department has no interest in off-duty conduct
- D. Personal posts are exempt from all policy

31. A Fire Officer II must select the strategic priority that takes precedence first. Which is it?

- A. Property conservation
- B. Incident stabilization
- C. Salvage and overhaul
- D. Life safety

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

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

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

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

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

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

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

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

36. A Fire Officer II must identify what NFPA 1600 addresses. Which is correct?

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

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

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

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

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

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

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

40. A Fire Officer II must explain why understanding local government structure is prerequisite knowledge. Which reason is best?

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

41. A Fire Officer II must select the strategic priority protecting both the public and responders first. Which is it?

- A. Life safety
- B. Property conservation
- C. Customer billing

D. Equipment inventory

42. During a post-incident analysis, a member honestly admits an error. To preserve the process, the officer should do what?

- A. Single the member out for discipline
- B. End the analysis to avoid embarrassment
- C. Focus on the lesson and system improvement
- D. Exclude the account from the findings

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

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

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

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

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

- A. Tactics set the goals; strategy carries them out

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

46. A Fire Officer II must classify firefighter salaries, overtime, and benefits. Which category applies?

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

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

- A. Measurement wastes time and adds no value
- B. Programs should be delivered identically regardless of risk
- C. Measurement is solely the chief's responsibility
- D. Risk reduction that is never measured cannot be improved or defended

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

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

49. A Fire Officer II conducting active listening in a counseling session should do which of the following?

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

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

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

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

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

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

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

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

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

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

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

55. A Fire Officer II issues a release built on an unconfirmed cause that later proves wrong. What does this illustrate?

- A. That formatting outweighs accuracy
- B. That releasing unverified information harms the department despite good intentions
- C. That cause is never included in a release
- D. That speed should always beat verification

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

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

D. Evaluation

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

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

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

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

59. A Fire Officer II must select the principle describing a manageable number of subordinates per supervisor. What is it, and its optimal value?

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

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

- A. The vendor responded fastest

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

61. A Fire Officer II must select the correct order of fire development stages. Which is right?

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

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

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

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

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

64. A Fire Officer II must explain why a development plan benefits the organization, not just the member. Which reason is correct?

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

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

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

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

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

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

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

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

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

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

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

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

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

71. A Fire Officer II must select the rating error in which one positive trait inflates all ratings. Which is it?

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

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

- A. Feedback should be ongoing so the evaluation holds no surprises
- B. Evaluations should be public
- C. Evaluations should contain no criticism
- D. Evaluations should reflect only the recent week

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

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

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

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

75. A Fire Officer II must explain why the area of origin is determined before the cause. Which reason is best?

- A. The cause can only be established where the fire began
- B. The cause is unrelated to the origin
- C. The origin is determined only after a suspect is named

D. Property value must be set first

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

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

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

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

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

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

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

- A. Suppression has no effect on evidence
- B. Overhaul always preserves evidence

- C. Suppression and overhaul can destroy evidence the investigation depends on
- D. Firefighting only affects property value

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

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

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

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

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

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

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

- A. The three priorities

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

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

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

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

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

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

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

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

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

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

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

89. A Fire Officer II must explain why responder safety must be built into an operational plan. Which reason is strongest?

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

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

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

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

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

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

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

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

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

94. A Fire Officer II must explain why a personal problem affecting performance but within workplace scope is handled how?

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

D. By ignoring it entirely

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

A. It is a preliminary determination, not a full criminal investigation

B. It is a binding criminal conviction

C. It is a complete forensic laboratory analysis

D. It is an insurance settlement decision

96. A Fire Officer II must explain the central responsibility in a CRR program under JPR 5.3.1. Which is correct?

A. Personally delivering one presentation alone

B. Writing the entire AHJ master plan independently

C. Avoiding contact with outside organizations

D. Coordinating multiple units against the AHJ-approved plan

97. A Fire Officer II must select the type of power rooted in the authority of rank. Which is it?

A. Legitimate power

B. Expert power

C. Referent power

D. Reward power

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

A. Incipient

- B. Flashover
- C. Growth
- D. Decay

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

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

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

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

Answer Key & Explanations

1. A — Required safety expenses generally must be funded before optional ones, so postponing the renovation and funding the inspection is most defensible. Mandatory safety costs take priority in allocation, and deferring a safety inspection introduces unacceptable risk.

2. D — Stating that the cause is under investigation and more will follow is the appropriate response to deadline pressure. Accuracy is the governing standard of the media-release duty, and speculating or naming a cause before investigation harms credibility.

3. B — A private conversation to identify the cause is the best first step before acting. The correct response depends on whether the decline reflects a skill gap, a barrier, a motivation issue, or a personal factor, so diagnosis precedes correction.

4. D — Explaining the reasons, involving members, and providing training best supports adoption of a disliked policy. JPR 5.4.6 requires change implemented in a supportive manner, which turns resistance into ownership.
5. A — Limiting overhaul near the origin and protecting potential evidence is the correct direction once arson is suspected. Suppression and overhaul are the greatest threat to fire-scene evidence, so disturbance near the origin must be restrained.
6. D — Tying the request to mission and supporting it with incident data most strengthens a budget request. A justification grounded in need and evidence persuades skeptical officials far better than repeating figures or asserting need.
7. B — Referring the member to an employee assistance program respects the limit of the counseling role. The officer counsels on performance but refers clinical problems like substance abuse to qualified professionals.
8. C — Analyzing why the program is missing high-risk seniors and adjusting the approach is the best response. A CRR program must be measured and improved; continuing unchanged or blaming units ignores the data that reveals the gap.
9. A — Converting overall incident goals into specific company tasks is moving from strategy to tactics. Strategy is the "what and why"; tactics are the "how" the officer assigns to units.
10. C — Targeting the flawed technique through a revised procedure and training is the most effective corrective action. Disciplining the member or tallying costs leaves the unsafe technique intact for the next member.
11. A — The bid that meets the specifications should be recommended, because award requires a responsive bid. A non-responsive low bid fails the specs and is properly rejected under the responsive-and-responsible standard.
12. C — The area of origin is determined first, because the cause can only be established where the fire began. Suspect, motive, and insurance value do not precede origin determination.

13. C — Feeling blindsided reveals that feedback was not provided throughout the year. The annual evaluation should summarize ongoing communication the member has already received, so nothing in it is a surprise.

14. D — Autocratic (directive) leadership is most appropriate for the chaotic first minutes of a multi-unit incident. The time-critical situation dictates the directive style; participative methods fit planning.

15. A — Routing a policy through legal review and proper approval is essential before implementation. A policy conflicting with law or contract can expose the department to liability, so review precedes rollout.

16. C — The personnel accountability system most directly enables command to quickly determine whether anyone is unaccounted for. It is a life-safety function, critical when conditions deteriorate.

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

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

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

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

21. B — Relying almost entirely on rank produces compliance without genuine commitment. Members give their best effort to officers they respect and trust, the domain of expert and referent power.

22. 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.

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

24. D — Engineering or equipment improvements best address an unsafe physical condition. Counseling targets motivation and a media release informs the public, but neither corrects a physical hazard.

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

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

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

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

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

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

31. D — Life safety is the strategic priority that takes precedence first, ahead of incident stabilization and property conservation. It protects both the public and responders.

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

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

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

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

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

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

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

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

40. C — Understanding local government structure is prerequisite knowledge because budgets, policy, and authority all flow from it. This is why Chapter 5 lists it as foundational for the level.

41. 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.

42. C — Focusing on the lesson and system improvement preserves the post-incident analysis. Honest accounts surface real lessons, and punishing them destroys the candor the process depends on.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

61. 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.

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

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

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

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

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

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

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

69. D — The correct first step in developing a policy or solving a problem is accurately defining and identifying the actual problem. A solution aimed at a symptom leaves the root cause intact.

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

71. D — 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.

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

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

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

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

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

77. B — 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.

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

79. C — Firefighting can threaten a potential arson case because suppression and overhaul can destroy evidence the investigation depends on. Once arson is suspected, overhaul near the origin must be restrained.

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

81. 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.

82. D — New fire station construction is a capital cost—a major, long-lasting asset used over many years. It is distinct from recurring operating costs and the personnel cost of the workforce.

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

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

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

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

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

88. B — 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.

89. D — Responder safety must be built into a plan because a plan that ignores it is not sound regardless of effectiveness. Life safety includes responders, and protecting them is part of the officer's planning responsibility.

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

91. B — 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.

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

94. B — A personal problem affecting performance but within workplace scope calls for counseling within the officer's role, focused on performance. The officer counsels on work behavior and refers problems exceeding that scope.

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

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

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

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

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

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