

# PRACTICE EXAM 9 SIMULATION

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1. Which chapter of NFPA 1021 defines the minimum job performance requirements for Fire Officer II?

- A. Chapter 4
- B. Chapter 6
- C. Chapter 5
- D. Chapter 7

2. A Fire Officer II directing a multi-unit fire converts the overall incident goals into specific company assignments. This is moving from strategy to what?

- A. Logistics
- B. Budgeting
- C. Policy
- D. Tactics

3. Which of the following is the FIRST strategic priority in an operational plan?

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

4. A member capable of the work is deliberately disengaged. This is best classified as which type of problem?

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

- B. A resource barrier
- C. A clerical error
- D. A "will not" problem from a motivation issue

5. All of the following are appropriate when arson is suspected EXCEPT:

- A. Protecting the area of origin
- B. Personally interrogating the property owner
- C. Notifying law enforcement and a fire investigator
- D. Controlling and documenting scene access

6. Which precisely defines the point of origin?

- A. The general location where a fire began
- B. The visible char pattern on a wall
- C. The specific location where ignition source and first fuel met
- D. The stage of near-simultaneous ignition

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

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

8. A Fire Officer II reviews a budget request with accurate figures but 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

9. Which type of power is derived from an officer's knowledge and demonstrated competence?

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

10. A Fire Officer II implementing a disliked policy wants members to adopt it. Which approach best supports adoption?

- A. Announce it and require immediate compliance
- B. Explain the reasons, involve members, and provide training
- C. Withhold the rationale to avoid debate
- D. Impose it without consultation

11. Which precisely defines a procedure as distinct from a policy?

- A. The step-by-step method for carrying out a policy
- B. A broad statement of organizational intent
- C. An elected official's directive
- D. A statistical population profile

12. A Fire Officer II must determine which fact FIRST at a fire scene. Which comes first?

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

13. Which rating error occurs when one positive trait inflates ratings across all dimensions?

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

14. A Fire Officer II must select the corrective action targeting an unsafe physical condition. Which fits?

- A. Counseling for motivation
- B. A media release
- C. Engineering or equipment improvements
- D. Increasing time-in-grade

15. Which precisely defines automatic aid as distinct from mutual aid?

- A. Resources dispatched on the initial alarm by standing agreement
- B. Assistance provided only on request after resources are exhausted
- C. A competitive bidding cooperative
- D. Assistance limited to planned events

16. 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

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

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

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

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

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

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

20. 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 manual
- D. It becomes enforceable only when a jurisdiction adopts it

21. Which precisely defines the area of origin?

- A. The general location where a fire began
- B. The specific location where ignition occurred
- C. The char pattern on a vertical surface
- D. The stage of full development

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

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

23. Which of the following correctly describes the purpose of a post-incident analysis?

- A. To identify what worked and what can be improved for future operations
- B. To assign blame for any errors
- C. To satisfy a filing requirement with no value
- D. To identify the worst-performing member

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

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

25. A member is surprised by criticism during the annual evaluation. What process failure does this reveal?

- A. The evaluation should have been public
- 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

26. Which precisely defines a policy as distinct from a procedure?

- A. The step-by-step method for a task
- B. An informal verbal instruction
- C. A broad statement of organizational intent—the "what and why"
- D. A summary of demographic data

27. 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

28. A Fire Officer II finds multiple separate, unconnected points of origin. 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

29. Which of the following is NOT a recognized rating error?

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

30. 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. Tactics are written only after the incident
- D. Strategy sets the goals; tactics are the actions that achieve them

31. A grant-funded purchase requires the officer to follow which procurement rules?

- A. Only local policy
- B. The stricter federal requirements in addition to local policy
- C. Whichever rule is loosest
- D. No procurement rules at all

32. Which precisely defines "responsive" in the bidder standard?

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

33. A Fire Officer II must explain why the area of origin precedes 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 follows naming a suspect
- D. Property value must be set first

34. Which leadership style is generally best for a time-critical emergency requiring immediate, unified action?

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

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

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

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

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

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

- A. Recording facts accurately and promptly
- B. Including personal opinions about the member's character
- C. Noting what was agreed
- D. Keeping the record objective

38. Which precisely defines "responsible" in the bidder standard?

- 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

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

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

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

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

41. 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

42. Which precisely defines the type of power rooted in respect, trust, and credibility?

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

43. A Fire Officer II must explain the benefit of cooperating with an allied agency. Which fits the JPR's intent?

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

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

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

45. A Fire Officer II must explain why "undetermined" is sometimes the correct finding. Which reason is right?

- A. It is never appropriate
- B. It is used only to avoid paperwork
- C. When evidence supports no specific cause, it is the honest finding
- D. It is the default for all residential fires

46. 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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

56. 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

57. A Fire Officer II conducting active listening should do which of the following?

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

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

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

59. A Fire Officer II must explain why responder safety belongs in an operational plan. Which reason is strongest?

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

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

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

61. Which of the following correctly identifies the rating error in which recent events dominate the evaluation?

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

62. A Fire Officer II must explain why a development plan benefits the organization. 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

63. 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 1021 Chapter 5
- C. NFPA 1041 Chapter 4
- D. NFPA 1021 Chapter 4

64. 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
- C. Supervision coordinates budgets; management oversees tasks
- D. Management removes all need for supervision

65. 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

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

- A. Limiting overhaul near the origin
- B. Controlling scene access
- C. Avoiding unnecessary movement of evidence
- D. Conducting full aggressive overhaul as on any fire

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

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

D. V-patterns appear only in incendiary fires

68. A Fire Officer II must select the principle describing the number of subordinates per supervisor. Which is it, and its optimal value?

A. Unity of command; optimally ten

B. Chain of custody; optimally one

C. Span of control; generally three to seven, optimally five

D. Accountability reporting; optimally two

69. A Fire Officer II must select the central responsibility in a CRR program under JPR 5.3.1. Which is it?

A. Personally delivering one presentation alone

B. Writing the entire master plan independently

C. Avoiding outside organizations

D. Coordinating multiple units against the AHJ-approved plan

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

A. It is dispatched automatically on every alarm

B. It is provided on request when local resources are exceeded

C. It applies only to non-emergency events

D. It is a shared-equipment purchasing agreement

71. A Fire Officer II must select the cost category for apparatus fuel and utilities. Which is it?

A. Capital cost

B. Operating cost

- C. Personnel cost
- D. Restricted cost

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

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

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

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

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

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

75. A Fire Officer II must select the first step in the systematic origin-and-cause method. 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

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

- A. Risk reduction that is never measured cannot be improved or defended
- B. Measurement wastes time
- C. Programs should be uniform regardless of risk
- D. Measurement is the chief's sole responsibility

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

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

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

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

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

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

80. 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
- B. To assign blame to the injured member
- C. To document the event without further action
- D. To eliminate the root cause so harm does not recur

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

D. It exists only in volunteer departments

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

A. It is a binding criminal conviction

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

C. It is a complete forensic laboratory analysis

D. It is an insurance settlement decision

92. A Fire Officer II must explain why a personal problem within workplace scope is handled how?

A. By immediate termination

B. By referral to law enforcement

C. By counseling within the officer's role, focused on performance

D. By ignoring it entirely

93. 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

94. 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. Releases need no factual content
- D. Accuracy is the single governing standard

95. A Fire Officer II must select what should be withheld from a media release after a fatality. Which is it?

- A. The deceased victim's name before next-of-kin notification
- B. The general location of the incident
- C. The number of units that responded
- D. A statement that the cause is under investigation

96. A Fire Officer II must select the rating error in which one negative trait lowers all ratings. Which is it?

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

97. A Fire Officer II must explain why the first step in solving a problem is defining it. Which reason is correct?

- A. A solution can be chosen before the problem is understood
- B. A solution aimed at a symptom leaves the root cause intact
- C. The budget must be set first
- D. The change must be announced first

98. 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 district with no manager

99. A Fire Officer II must explain why the lowest bid is not always awarded. Which reason is correct?

- A. The lowest bid always wins regardless of specs
- B. Award goes to the lowest responsive and responsible bidder
- C. The largest vendor always wins
- D. The fastest bidder always wins

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 safety is solely the firefighters' concern
- D. Because a plan that ignores responder safety is not sound regardless of effectiveness

## Answer Key & Explanations

1. C — Chapter 5 of NFPA 1021 defines the minimum JPRs for Fire Officer II; Chapter 4 covers Fire Officer I. Knowing the chapter source orients the candidate to the correct body of JPRs.

2. D — Converting overall incident goals into specific company assignments is moving from strategy to tactics. Strategy is the "what and why"; tactics are the "how" the officer assigns to units.

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

4. D — A capable but disengaged member has a "will not" problem rooted in motivation. Identifying the cause as motivational directs the officer to counseling and accountability rather than training.
  
5. B — Personally interrogating the property owner exceeds the officer's role and is the exception. Protecting the origin, notifying investigators, and controlling access are correct; interrogation belongs to law enforcement.
  
6. C — The point of origin is the specific location where the ignition source and first fuel met. It is more precise than the area of origin, the general location identified first.
  
7. D — 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.
  
8. 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.
  
9. A — Expert power is derived from an officer's knowledge and demonstrated competence. Members follow because the officer clearly knows the job, making it one of the most effective bases for leadership.
  
10. B — 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.
  
11. A — A procedure is the step-by-step method for carrying out a policy—the "how." Without a procedure, a policy is direction no one can reliably follow.
  
12. D — The area of origin is determined first, because the cause can only be established where the fire began. Suspect, motive, and property loss do not precede origin determination.
  
13. B — The halo effect occurs when one positive trait inflates ratings across all dimensions. Rating each dimension independently on its own evidence guards against it.

14. C — Engineering or equipment improvements best target an unsafe physical condition. Counseling addresses motivation and a media release informs the public, but neither corrects a physical hazard.

15. A — 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.

16. 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.

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

18. B — 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. C — A 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. 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.

21. A — The area of origin is the general location where a fire began, identified before the more precise point of origin. Determining the area first narrows the search for the exact point.

22. 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.

23. A — The purpose of a post-incident analysis is to identify what worked and what can be improved for future operations. Its focus is organizational learning, not blame or singling out the worst performer.

24. D — 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.

25. C — Surprise criticism 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.

26. C — A policy is a broad statement of organizational intent—the "what and why"—as distinct from a procedure, the step-by-step "how." This distinction underlies all policy development at the level.

27. 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.

28. 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.

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

30. D — 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.

31. B — A grant-funded purchase requires following the stricter federal requirements in addition to local policy. When federal money is involved, the officer must follow the most stringent applicable rule or risk the grant.

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

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

34. D — Autocratic (directive) leadership is generally best for a time-critical emergency requiring immediate, unified action. The situation dictates the directive style; participative methods fit planning.

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

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

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

38. 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.

39. B — 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.

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

41. 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.

42. 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.

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

44. 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.

45. C — When evidence supports no specific cause, undetermined is the honest finding. Forcing a conclusion the evidence cannot sustain misleads an investigation, so an open finding is sometimes correct.

46. 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.

47. D — Life safety is the strategic priority addressed first, ahead of property conservation and salvage. It protects both the public and responders.

48. B — 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.

49. A — 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 essential.

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

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

52. C — Personnel costs are typically the largest category, so decisions about them carry the greatest financial impact. Staffing and overtime choices move more dollars than most others.

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

54. C — 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.

55. D — 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.

56. 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.

57. D — 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.

58. A — 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.

59. C — Responder safety belongs in 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.

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

61. B — The recency error is the rating error in which recent events dominate the evaluation. Documenting performance throughout the period guards against it.

62. 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.

63. B — 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.

64. 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.

65. 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.

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

67. A — 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.

68. C — 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.

69. 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.

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

71. B — Apparatus fuel and utilities are operating costs—recurring, ongoing expenses for day-to-day operations. They are distinguished from capital assets by recurrence rather than durability.

72. D — 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 — 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.

74. 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.

75. 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.

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

77. C — 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.

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

79. D — 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.

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

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

82. A — 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.

83. C — A new fire station 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.

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

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

86. A — 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.

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

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

89. A — 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.

90. C — 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.

91. B — 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.

92. C — A personal problem within workplace scope is handled by counseling within the officer's role, focused on performance. The officer counsels on work behavior and refers problems exceeding that scope.

93. 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.

94. D — 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.

95. A — The deceased victim's name before next-of-kin notification should be withheld from a media release. Releasing a victim's identity before family notification causes harm and violates basic protections.

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

97. B — The first step in solving a problem is defining it because a solution aimed at a symptom leaves the root cause intact. Correct identification of the actual problem is most of the solution.

98. 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.

99. B — The lowest bid is not always awarded because award goes to the lowest responsive and responsible bidder. A low bid that fails the specs or comes from an incapable vendor is properly rejected.

100. D — 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.