

# **National Recreation and Park Association Certified Park and Recreation Professional Examination**

## **Candidate Handbook**



**National Recreation and Park Association  
National Certification Board  
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# INTRODUCTION

This examination is one of the principal requirements for certification as a "Certified Park and Recreation Professional" (CPRP). It is designed to assess the base knowledge of job-related tasks common to entry level professionals. The examination is administered under the auspices of the National Recreation and Park Association (NRPA) and the National Certification Board (hereafter referred to as the NCB).

## **About the National Certification Board and the CPRP Certification Committee**

The NCB consists of professionals representing all areas of the leisure services profession and various geographical regions of the country, who have volunteered their time and expertise to provide overall guidance to the Parks, Recreation, and Leisure Service Certification Program.

The CPRP Certification consists of professionals from all over the nation who provide guidance to the National Certification Board relating to CPRP certification program and practices, developing standards for the program based on national standards for certification, and ensure the CPRP testing practices meet national standards.

## **Examination Development**

A national job analysis was conducted in 1989 and again in 1999 and 2006, to identify the important core components of the leisure service profession. The NCB appointed Job Analysis Advisory Committee conducted the study, which culminated in the test specifications that are included in this handbook. This test content outline serves as the blueprint for constructing the examination.

All examination items (questions) have been written and reviewed by content experts representing all areas of the leisure services profession and all geographical regions. These individuals provide the job related perspective and expertise that underlies valid examinations. The examination is designed to be a comprehensive, job related, and objective measure of an individual leisure service professional's knowledge in areas identified by the test content outline.

## **About the Testing Agency**

The NCB through the NRPA has contracted with a professional testing agency to administer and provide guidance.

Pearson VUE is the professional testing agency contracted by NRPA to assist in the development of the computerized examination based on the test specifications developed by the NCB in consultation with the testing agency. The testing agency is responsible for the establishment of test centers, security, administration, scoring and analysis of the examinations and reporting scores to candidates who take the examination under the direction of the NCB.

## SECTION I: ADMINISTRATIVE POLICIES AND RULES FOR EXAMINATION

Individuals seeking certification as a CPRP must apply for the examination, submit the appropriate fees (application fee and exam fee), and meet the prescribed education and experience requirements through the National Recreation and Park Association.

After applying candidates will receive an e-mail from the NRPA Certification division confirming eligibility or ineligibility. The e-mail will include directions for scheduling the exam with the professional testing company. Candidates will schedule their exam with Pearson VUE by calling, 1-866-362-2965 or by accessing the Pearson Vue website at [www.pearsonvue.com/nrpa](http://www.pearsonvue.com/nrpa) to find a location or set up time and day for testing. When candidates call to schedule an appointment for the examination, they will be notified of the time to report to the center. **UNSCHEDULED CANDIDATES (WALK-INS) WILL NOT BE ADMITTED** to the testing center.

### Reschedule/Cancellation

A candidate may reschedule ONE appointment for examination at no charge by calling or visiting the Pearson VUE website at least **two** business days prior to the scheduled testing session. If you wish to reschedule/cancel your examination you **must** do so by contacting Pearson VUE directly at 1-866-362-2965.

<u>Examination Fee</u>	<b>\$195</b>
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<p><u>Ineligibility</u> - Candidates who are determined to be ineligible for an examination will receive a refund of the examination fee but will not receive a refund for the application fee. If ineligibility is determined, an applicant has the right to appeal the decision through a written request to the NCB. This appeal must be submitted within ten (10) calendar days from receipt of notice of ineligibility.</p>
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<p><b>You must schedule a test date by the date on the email and/or letter or you will forfeit your payment.</b></p>
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<p><u>No-shows/ Failing the examination</u> - Candidates who fail to appear for an examination or fail the examination, are not entitled to a refund, nor will the fees be applied to the next exam administration. The Candidate will need to fill out a new application and reapply to sit for the exam.</p>
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<p><u>Cancellations</u> - candidate who cancels his/her examination after confirmation of eligibility is received forfeits the application and all fees paid to take the examination. The Candidate will need to fill out a new application and reapply to sit for the exam.</p>
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### Services for Individuals with Disabilities

The NRPA, NCB, and Pearson VUE are committed to ensuring that no individual with a disability is deprived of the opportunity to take the examination solely by reason of that disability. A candidate who has a disability may request special accommodations; the request must be submitted in writing at the time of application. The request form is available online at [www.nrpa.org/cprp](http://www.nrpa.org/cprp). A written description of the disability and verification from a licensed physician should be included with the application. Candidates must also inform Pearson VUE of your NRPA approved special accommodations when scheduling your examination time.

### Inclement Weather or Emergency

In the event of inclement weather, other acts of God or unforeseen emergencies on the day of an examination, Pearson VUE will determine whether circumstances warrant the cancellation, and subsequent rescheduling of an examination. The examination will usually not be rescheduled if the assessment center personnel are able to open the assessment center. Candidates may call the testing site directly (please refer to your confirmation letter for the phone number) to determine the center's availability during inclement weather or emergency. Every attempt is made to administer examinations as scheduled; however, should an examination be canceled at an assessment center, all scheduled candidates will be contacted regarding a rescheduled examination date or reapplication procedures.

## Steps in Certification Process

1. Go to the NRPA certification website ([www.nrpa.org/cprp](http://www.nrpa.org/cprp)).
2. Read the Candidate Handbook carefully. This document includes; policies, procedures and tips on how to study for the exam.
3. Complete either the online or paper application for certification.
4. Submit the application, fee, and supporting materials (official transcripts and/or employment verification).
5. NRPA will notify you of your approval and eligibility to sit for the exam through an email with information on how to set up the date, time and location of your test through the Person VUE website, [www.pearsonvue.com/nrpa](http://www.pearsonvue.com/nrpa) or by phone 1-866-362-2965. **Candidates must sit for the exam by the exam expiration date indicated on the email or you will forfeit your payment**
6. If you have not received your email within one month of submission of your exam application and required documentation, please contact NRPA directly at 1-800-626-6772 to confirm receipt.
7. You will receive a confirmation letter from Pearson VUE with information about your testing location, date and time of exam.
8. Report to the examination site at the scheduled testing time.
9. Upon completing the exam, candidates will receive exam results.
10. Approximately eight weeks following the exam candidates will receive their official exam results and successful candidates will receive a CPRP certificate.

### Examination Procedures

**Please read the following information carefully so that you are fully prepared on the Examination Day**

- Report to the assessment center no later than your scheduled testing time. **A CANDIDATE WHO ARRIVES MORE THAN 15 MINUTES AFTER THE SCHEDULED TESTING TIME WILL NOT BE ADMITTED**
- To gain admission to the assessment center, a candidate needs to present two forms of identification, one with a current photograph. Information provided to NRPA on the certification application must match the candidate's name on their identification. Both forms of identification must be current and include the candidate's current name and signature. The candidate will also be required to sign a roster for verification of identity. Acceptable forms of photo identification include: a current driver's license with photograph, a current state identification card with photograph, a current passport, or a current military identification card with photograph. Employment ID cards, student ID cards, and any types of temporary identification are not acceptable. **YOU MUST HAVE PROPER IDENTIFICATION (THAT MATCHES THE INFORMATION PROVIDED TO NRPA) TO GAIN ADMISSION TO THE ASSESSMENT CENTER.**
- Prior to attempting the examination, you will be given the opportunity to practice taking a test on the computer.
- Following the practice test, you will begin the actual examination. Instructions for taking the examination are provided on-screen. 3 hours are allotted to complete the examination, practice exam and survey.
- The computer monitors the time you spend on the examination. The examination will terminate if you exceed three hours. You may click on the "Time" box in the lower right-hand corner of the screen or select the TIME key to monitor your time. A digital clock indicates the time remaining for you to complete the examination. The time feature may also be turned off during the examination.
- Candidates will not be allowed to take the following types of personal items into the testing room: cellular phones, hand-held computers/personal digital assistants (PDAs) or other electronic devices, pagers, watches, wallets, purses, hats, bags, coats, books and notes. Studying is not allowed in the test center.

- Candidates will store these items in a secure area indicated by the administrator. Cellular phones, pagers, and other electronic devices must be turned off prior to placing them in the designated secure area. The testing center is not responsible for lost, stolen or misplaced personal items.
- The administrator will log the candidate in to the assigned workstation, verify that he/she is taking the intended exam and start the exam. Candidates will sit in assigned seat until escorted out by a Test Administrator. Eating, drinking, smoking, chewing gum and making noise that creates a disturbance for other candidates are prohibited during the exam.
- The administrator will monitor candidates continuously while they take the exam. The session may be videotaped or otherwise recorded for security or other purposes.
- If the candidate experiences problems that affect their ability to take the exam, they must notify the administrator **immediately**.
- The administrator cannot answer questions related to exam content. If the candidates have questions of this nature, they will contact the NRPA after leaving the testing center.
- If the candidate takes a **break** the exam timer will **not** be stopped. The administrator will set the workstation to the break mode, and the candidate will take their ID with them when they leave the room. The administrator will check the candidates ID before they can return to their seat and will then restart my exam.
- While taking a **break**, the candidate will not be allowed access to personal items other than medication required at a specific time and with the approval of the test administrator. Items not permitted include but are not limited to: cellular phones, exam notes and study guides, unless specifically permitted by the NRPA.
- Candidates will not try to remove copies of exam questions and answers from the testing center, and will not share or discuss the questions or answers seen in my exam with other candidates.
- After the exam ends, the administrator will come to the candidate's workstation and ensure their exam has ended properly. The exam score will display on the screen after the exam.
- **Candidate Privacy** – Exam results will be encrypted and transmitted to Pearson VUE and to the NRPA. The testing center does not keep any information other than when and where your exam was taken. The Pearson VUE Privacy Policy Statement provides additional information regarding this; you can obtain this by visiting the Pearson VUE Web site ([www.pearsonvue.com](http://www.pearsonvue.com)) or by contacting a Pearson VUE Call Center.

## Candidates with English as a Second Language

Candidates with English as a second language are authorized to use of the time extension or translation dictionary accommodation. All ESL Request forms must be submitted to NRPA at least 30 days prior to the exam date. NRPA will notify the candidate within 10 business days if their request is approved.

1. Time Extension - If a candidate's primary language is not English and he or she wants to request a time extension to take the CPRP exam they must submit the ESL Request Form which includes additional fee information and the signature of a supervisor, professor, or the employee's human resources representative. The ESL Form must be submitted to NRPA at the time of application. Once the request form and fees have been submitted the testing company will add 90 minutes to the time allowed for the exam. The fee for the additional time is \$80.
2. Translation Dictionary – If a candidate's primary language is not English and he or she wants to use a strict translation dictionary (book form only, no electronic dictionaries allowed), he or she must submit an ESL Request Form to NRPA at the time of application to request the use of the strict translation dictionary. Unless a time extension is also requested the candidate will be required to complete the exam within the standard 3 hours. If the request is approved, the applicant will receive a confirmation email from NRPA and the testing company will recognize the request when scheduling the exam. The dictionary will be inspected prior to use to ensure exam security. No fee is assessed for the use of translation dictionaries.

## **Release of Information**

The NCB and its testing agency are committed to protecting the confidentiality of candidates' results and have adopted policies to ensure their privacy. Information about candidates examination results are not routinely released to any third party. Candidate's scores are NOT released by telephone, even to the candidate. Notification of pass/fail goes solely to NCB.

## **Registry**

The online certification registry lists the name, city/state, contact information (email/phone), certification number and expiration date of all certified professionals in current standing. The registry provides verification of certification status to certified professionals, employers, state associations and others.

Certified professionals may choose to have their contact information (email/phone) removed from the registry by either logging into the online certification center at <http://ipv.nrpa.org/public/> or contacting NRPA at [certification@nrpa.org](mailto:certification@nrpa.org) or (703)858-2185.

## **Following the Examination and Scoring of Results**

After you finish the examination, you are asked to complete a demographic survey. Upon completion of the survey you will receive a score report. The report will include your results based on subsection and your overall raw score; that is the number of correctly answered. This is for your records. The sum of your subsection scores equals the number of items you answered correctly on the entire examination. The reason for reporting subsection scores is to enable you to evaluate your performance on each part of the test.

NRPA shall also be informed of the examination results (pass/fail only) for its applicants. The passing score for the examination reflects the amount of knowledge that a committee of experts has determined to be appropriate for certification. A criterion-referenced standard setting procedure and expert judgment was used to evaluate each item on the examination in order to identify the passing point. Your ability to pass the examination depends on the amount of knowledge you display, and not on the other individuals taking the test. Although different forms of the examination can vary somewhat in difficulty, passing the examination has historically required candidates to answer approximately 70 percent of the questions correctly. Therefore, you can expect the raw score required to pass to be within a few points of 85.

## **Appeals**

Applicants desiring to appeal their examination score may write a letter of appeal to the CPRP Certification Committee. In the letter, candidates should state reasons why they do not agree with the examination outcome. Written appeals must be received within sixty (60) days of the examination date for the appeal to be considered. Send to CPRP Certification Committee, c/o National Recreation and Park Association, 22377 Belmont Ridge Road, Ashburn, VA 20148. Appeals will be brought before the CPRP Certification on a quarterly basis.

## **Statement of Non-Discrimination**

The NRPA does not discriminate among applicants on the basis of age, sex, race, religion, national origin, disability, or marital status.

## **Your Status as a NCB Certified Park and Recreation Professional**

If you pass the CPRP Examination you will be awarded the CPRP designation as a Certified Park and Recreation Professional. NRPA will issue a Certified Park and Recreation Professional certificate to each individual who passes the examination approximately six (6) to eight (8) weeks after the results are released.

Your certification is valid for two (2) years. No additional examinations will be required during that time. NRPA will provide information about maintenance of certification with your certificate. To facilitate communications, Certified Park and Recreation Professionals are required to advise NRPA of any email or address changes.

### **Scores Cancelled**

The NRPA's testing agency is obligated to report scores that accurately reflect the performance of each candidate. For this reason, the testing agency maintains test administration and test security standards that are designed to assure that all candidates are provided the same opportunity to demonstrate their abilities and to prevent some candidates from gaining an unfair advantage over others due to testing irregularities or misconduct. The testing agency will routinely review irregularities and test scores suspected of unusual or non-standard circumstances and report such to the NCB through the NRPA.

The NRPA reserves the right to withhold or cancel test scores if, in its sole opinion, there is reason to question their validity. Scores considered for cancellation by the NRPA may be grouped into two categories:

1. Suspected candidate misconduct. In such cases, the NRPA may initially withhold test scores and notify the candidates that they have the opportunity to provide additional information as requested by the NRPA. The NRPA may also undertake a confidential review if the circumstances giving rise to the questionable score validity. If it is determined that there is sufficient cause to question score validity, the NRPA may cancel the score(s) and inform the involved parties.
2. Irregularities. Scores may be withheld and/or cancelled because of circumstances beyond candidate's control, such as defective test materials or mistiming. In such cases, candidates will be informed and offered an opportunity to retake the examination if the NRPA determines that scores must be cancelled.

In addition to the reasons listed above, the NRPA may withhold or cancel examination results if, upon investigation, violation of NRPA policies outlined in this publication has been committed.

## SECTION II: GENERAL EXAMINATION PREPARATION

The study and test-taking advice described here may be helpful as you prepare for the examination. Try to be objective about yourself and your individual learning needs when you are deciding how best to proceed with your study.

### A. Study Advice

Determine how you study best. Some students seem to learn faster by hearing the information, while others need to see it written or illustrated, and still others prefer to discuss material with colleagues. A combination of these alternatives can often produce the most effective study pattern. If you had success in lecture courses with little outside review, it may be that you need to hear information for best retention. If you find that you prefer to read material, then you might consider jotting down important facts on a 3x5 card. You can refresh your memory by periodically reviewing these cards. This technique is especially effective if you write the material thoughtfully and concisely, allowing you to digest the material through both reading and writing. You may wish to organize a study group or find a study partner. Once you decide on the method most effective and comfortable for you, focus on that preference and use the other techniques to complement it.

Plan your study schedule well in advance. Use learning techniques, such as reading or audio-visual aids. Be sure you find a quiet place to study where you will not be interrupted. We suggest you concentrate your study efforts on a few carefully chosen textbooks. Textbooks used in an accredited leisure services baccalaureate program are most useful.

### B. Test-taking Advice

The advice offered here is presented primarily to familiarize you with the test directions.

1. **Read all instructions carefully.**
2. **For best results pace yourself by periodically checking your progress. This will allow you to make any necessary adjustments. Remember, the more questions you answer, the better your chances of achieving a passing score.**
3. **Be sure to record an answer for each question, even those of which you are uncertain. You can leave questions blank and come back. Avoid leaving any questions unanswered; this will maximize your chances of passing. It is better to guess than to leave a question unanswered; there is no penalty for guessing.**

### Study Guide

*The Official Study Guide for the Certified Park and Recreation Professional Examination* is available for purchase through the NRPA Store at [www.nrpa.org](http://www.nrpa.org) or toll free at (800) 626-6772. This reference book was written by several professionals who, at one time served on the National Certified Park and Recreation Professional Examination Committee. The guide gives a detailed history of the CPRP Exam and also reviews key points in each of the content categories. There is also a 50-question practice test with an answer key.

### Online Practice Exam

This is a 75-question online practice exam that can be purchased in the Online Learning Center at [www.nrpa.org/elearning](http://www.nrpa.org/elearning) and it matches the blueprint of the NRPA Certified Park and Recreation Professional (CPRP) Examination. The practice exam conforms to the specifications of the CPRP exam, in terms of format, content and average difficulty level and includes some retired test questions. The practice exam, however, is not as broad as the actual exam (this practice exam has 75 questions whereas the actual exam has 150 questions) and, unlike the actual exam, the practice test is not timed. This online practice exam, in addition to the *Official Study Guide for the CPRP Examination*, is a learning tool for park and recreation professionals who plan to take the CPRP examination.

*NRPA cannot guarantee that the difficulty level and content of this practice exam will be **identical** to that of an actual exam. A passing score on the practice exam does not in any way guarantee a passing score on the CPRP certification examination. The utilization of this tool is not a requirement for eligibility or for success in passing the certification examination.*

## Test Content

To begin your preparation in an informed and organized manner, you should know what to expect from the actual examination in terms of the content. Your score will be based on one hundred and twenty-five (125) four option, multiple-choice questions distributed according to the test content outline in the following section.

In addition to the 125 scored items, 25 pretest items will be embedded in your examination. Items are not identified as scored or pretest for the candidate, so that meaningful data may be collected on the items. Pretesting is a standard testing procedure that is necessary to ensure that items used on the scored portion of the test are accurate and appropriate to allow issuance of an instant score.

Additional information regarding the content of the examination you will be taking is presented in the following sections. This includes a content outline, sample questions, and answers. The content outline will give you a general impression of the examination and, with closer inspection, can give you specific study direction by revealing the relative importance given to each category on the examination.

## Test Content Outline

The content outline for the CPRP Examination contains a list of tasks likely to be performed by entry level leisure services professionals, grouped according to three major domains, as determined by a national job analysis and an expert committee. Individual examination items are written in the context of the following:

*The park and recreation professional applies knowledge and understanding of leisure behavior to create an environment that facilitates leisure experiences. The park and recreation professional manages parks, facilities, programs, services, and/or human and natural resources in public, non-profit, and for-profit settings.*

The numbers in the detailed content outline below indicate the number of questions on the examination, shown by major category, and sub-category. Items are classified as requiring any of three levels of cognitive complexity. These three cognitive levels are:

- 28 Recall items test the ability to recall or recognize information in relation to the task.
- 67 Application items test the ability to comprehend, relate, or apply knowledge to the task.
- 30 Analysis items test the ability to put information together to come up with a solution, or to evaluate or analyze the usefulness of a solution.

## Detailed Test Content Outline

On any examination form, all of the tasks under each portion of the outline may not be evaluated, and any combination of tasks can be tested. For example, the nine items testing budget and finance address any of the thirteen tasks listed in this detailed outline. It is unlikely that any task would be tested more than once.

A list of recommended resource materials identified by the National Certified Park and Recreation Professional Examination Committee is provided at the end of each section. These resources are judged by the content experts to be useful, but are not specifically endorsed by NRPA or the NCB. While the lists are relatively comprehensive, they are not intended to be exhaustive. The best single source providing an overview of content from all areas of the outline is *The Official Study Guide for the Certified Park and Recreation Professional Examination*, available from NRPA.

### **I. General Administration – 48 items:**

- A. Planning (5 questions)
  - 1. Provide input for the organization's comprehensive strategic plan (includes plans for operations, program, marketing, facility and natural resources)
  - 2. Implement a comprehensive strategic plan
  - 3. Develop partnerships with other organizations
  - 4. Conduct research (e.g., program delivery, facility operations, natural resource development, participant outcomes)
  
- B. Budget and Finance (12 questions)
  - 1. Prepare budget for areas of responsibility
  - 2. Provide input regarding decisions concerning fees and charges
  - 3. Determine actual fees and charges
  - 4. Forecast revenue/expenses for area of responsibility
  - 5. Provide input concerning capital improvements
  - 6. Pursue alternate sources of funding (e.g., grants, reimbursements, foundations, commercial sponsorships)
  - 7. Implement cash handling practices (e.g., fee collection, deposits, petty cash)
  - 8. Obtain bids and price quotes (e.g., equipment, commodities, services)
  - 9. Originate purchase requisition/order
  - 10. Prepare specifications and/or justifications for expenditures
  - 11. Monitor work of contractors/consultants/concessionaires
  - 12. Collect financial and/or operating data (e.g., attendance, revenue, expenditures, maintenance)
  - 13. Analyze financial and/or operating data (e.g., profit margins, cost per participant, cost benefit analysis)
  - 14. Prepare financial reports
  - 15. Initiate appropriate cost controls
  
- C. Supervision (13 questions)
  - 1. Provide input to job descriptions
  - 2. Determine pay levels for subordinate staff within organization guidelines
  - 3. Recruit personnel
  - 4. Hire personnel
  - 5. Dismiss personnel
  - 6. Conduct employee performance appraisals
  - 7. Administer employee disciplinary action
  - 8. Contract with seasonal and part-time staff
  - 9. Develop staff work schedules
  - 10. Assign work tasks
  - 11. Conduct orientation for new staff
  - 12. Supervise subordinate employees
  - 13. Recruit volunteers
  - 14. Supervise volunteers

15. Evaluate volunteers
  16. Establish volunteer recognition programs
  17. Supervise interns or fieldwork students
  18. Manage time cards, payroll, and/or employee records
  19. Design in-service training programs
  20. Conduct in-service training programs
  21. Conduct staff motivation activities
  22. Establish staff recognition programs
  23. Conduct staff meetings
  24. Review and respond to employee grievances
- D. Policy Formulation and Interpretation (8 questions)
1. Interpret personnel policies and work rules for subordinates
  2. Recommend risk management policies and procedures
  3. Collect public input regarding policies (e.g., public hearings, focus groups, surveys)
  4. Provide recommendations to policy making bodies (e.g., boards and commissions)
  5. Interpret policies for the public
  6. Participate in policy evaluation and revision
  7. Prepare operations manual
  8. Revise operations manual
  9. Establish operational rules and regulations in absence of formal policy
  10. Encourage public advocacy for support of parks and recreation
- E. Customer Service and Marketing (10 questions)
1. Network with related organizations
  2. Communicate organization's vision and mission
  3. Develop promotional pieces (e.g., news releases, newsletters, brochures, spot announcements, features, web sites)
  4. Respond to customer service issues (e.g., complaints, disputes, and protests)
  5. Communicate to participants through appropriate techniques
  6. Evaluate public relations efforts
  7. Respond to requests for information from the public
  8. Prepare information packets for special issues
  9. Represent the organization to schools, sponsors, or service clubs, etc. (e.g., outreach, liaison, speaker's bureau)
  10. Implement marketing plan
  11. Evaluate marketing effectiveness
- F. Recommended Texts
- Edginton, C.R., Hudson, S.D., Lankford, S.V & Larsen, D. (2008). Managing Recreation, Parks, and Leisure Services An Introduction (3<sup>rd</sup> ed.). Champaign, IL: Sagamore Publishing Inc.*
- Hronek, B., Spengler, J. & Baker, T. (2007). Legal Liability in Recreation, Sports, and Tourism (3<sup>rd</sup> ed.). Champaign, IL: Sagamore Publishing Inc.*
- Sawyer, T.H. & Smith O. (1999). The Management of Clubs, Recreation and Spa, Concepts and Applications. Champaign, IL: Sagamor Publishing Inc.*
- Hurd, A.R., Barcelona, R.J. & Meldrum, J.T. (2008.) Leisure Services Management. Champaign, IL: Human Kinetics.*
- Janes, P.C. (2006). Marketing in Leisure and Tourism: Reaching New Heights. State College PA: Venture Publishing, Inc.*
- McCarville, R.E. (2002) Improving Leisure Services through Marketing Action. Champaign, IL: Sagamore Publishing Inc.*
- Crossley, J.C., Jamieson, L.M, & Brayley, R.E. (2007). Introduction to Commercial and Tourism: An Entrepreneurial Approach (5<sup>th</sup> ed.). Champaign, IL: Sagamore Publishing Inc.*
- Crompton, J.L. (1999). Financing and Acquiring Park and Recreation Resources. Champaign, IL: Human Kinetics.*
- Van der Smissen, B., Moiseichik, M., & Hartenburg, V. (2005). Management of Park and Recreation Agencies (Revised 2<sup>nd</sup> ed.). Ashburn, VA: NRPA*

## II. Programming – 44 items:

- A. Assessment (5 questions)
  - 1. Assess target population program needs (e.g., community surveys, focus groups)
  - 2. Assess individual participant needs
  - 3. Assess resources (e.g., areas, facilities, supplies, equipment fiscal)
- B. Planning (16 questions)
  - 1. Write program purpose and goal statements
  - 2. Develop participant objectives
  - 3. Analyze activities for individualized programming
  - 4. Determine program content
  - 5. Develop individual participant plans
  - 6. Comply with program accessibility standards
  - 7. Coordinate activities and services with other organizations
  - 8. Select program format (e.g., length, frequency, group dynamic)
  - 9. Develop recreation activities schedule
  - 10. Develop management plan for program/special event delivery
  - 11. Develop risk management plan related to programs
  - 12. Negotiate prices and make arrangements for transportation, lodging, food services, supplies, etc.
  - 13. Develop a plan to include participants with disabilities
- C. Implementation (16 questions)
  - 1. Teach recreation skills
  - 2. Provide direct leadership of recreation activities
  - 3. Supervise recreation programs
  - 4. Supervise special events
  - 5. Complete program follow-up activities
  - 6. Provide follow-up programs for individual participants
  - 7. Promote self-directed recreation activities
  - 8. Refer potential participants to appropriate recreation services
  - 9. Provide resource information on other programs or services
  - 10. Facilitate use of equipment, supplies, services, and facilities
  - 11. Assure program compliance with standards and regulations
  - 12. Complete program and participant reports and forms
  - 13. Supervise participant registration/reservations
  - 14. Conduct participant program orientation
  - 15. Adapt activities according to the needs of participants
- D. Evaluative (7 questions)
  - 1. Develop program evaluation tools
  - 2. Conduct program evaluation (e.g., formative and summative research)
  - 3. Conduct individual participant evaluation
  - 4. Prepare comprehensive program report

### E. Recommended Texts

- Edington, C.R., Hudson, S.D., & Scholl, K.G. (2005). Leadership for Recreation, Parks, and Leisure Services (3<sup>rd</sup> ed.) Champaign, IL: Sagamore Publishing Inc.*
- Russell, R.V. (2005). Leadership in Recreation. Boston, MA: McGraw-Hill Companies, Inc.*
- Rossmann, J.R. & Schlatter, B.E. (2008). Recreation Programming, Designing Leisure Experience (5<sup>th</sup> ed). Champaign, IL: Sagamore Publishing Inc.*
- Russell, R.V. & Jamieson, L.M. (2008). Leisure program planning and delivery. Champaign, IL: Human Kinetics.*
- DeGraff, D.G., Jordan, D.J., & DeGraaf, K.H. (2005). Programming for Parks, Recreation, and Leisure Services: A Servant Leadership Approach (2<sup>nd</sup> ed). State College, PA: Venture Publishing, Inc.*
- Jordan, D.J. (2007). Leadership in Leisure Services: Making a Difference (3<sup>rd</sup> ed). State College, PA: Venture Publishing, Inc.*
- Schmader, S.W. & Jackson, R.C. (1997) Special Events Inside and Out (2<sup>nd</sup> ed). Champaign, IL: Sagamore Publishing Inc.*

### III. Operations Management – 33 items:

- A. Planning and Management (9 questions)
  - 1. Conduct needs assessment for resource development
  - 2. Maintain inventory of organization's assets (e.g., commodities and fixed assets)
  - 3. Provide input for capital improvements programs
  - 4. Inspect sites for hazardous materials, conditions
  - 5. Assess infrastructure (e.g., utilities, parking, flood plain)
  - 6. Review site plans
  - 7. Comply with physical accessibility requirements
  - 8. Adapt equipment and facilities for use by individuals with disabilities
  - 9. Provide input for an emergency action plan
  - 10. Provide input for a general security/safety plan
- B. Maintenance Management (13 questions)
  - 1. Implement maintenance standards
  - 2. Develop maintenance procedures
  - 3. Develop hazardous materials handling procedures
  - 4. Maintain records on equipment use
  - 5. Implement energy efficient procedures
  - 6. Ensure compliance with state and federal regulations
  - 7. Conduct scheduled inspections of facilities and equipment
  - 8. Supervise preventive maintenance program
  - 9. Initiate repair/replacement of facilities or equipment
  - 10. Supervise routine maintenance operations (e.g., areas, facilities, landscapes, and equipment)
  - 11. Monitor construction, renovation, and repairs (minor projects)
- C. Facility Operations (11 questions)
  - 1. Implement procedures for opening and closing facilities
  - 2. Provide direct supervision of specific facility or area
  - 3. Manage security procedures
  - 4. Conduct security and safety inspections
  - 5. Manage retail sales and rentals
  - 6. Implement an emergency action plan
  - 7. Implement a general security/safety plan

#### D. Recommended Texts

*Daly, J. (2000). Recreation and Sport Planning and Design. Champaign, IL: Human Kinetics.*

*Fogg, G. (2000). A Site Design and Management Process. Alexandria, VA: NRPA.*

*Hultsman, J., Cottrell, R.L. & Haltsman, W. (1998). Planning Parks For People (2nd ed). State College, PA: Venture Publishing, Inc*

*Peterson, J.A., Hronek, B.B., & Garges, J.R. (2008). Risk Management: Park, Recreation, and Leisure Services (5<sup>th</sup> ed). Champaign, IL: Sagamore Publishing Inc.*

*Sawyer, T.H.(Ed.). (2005). Facility Design and Management for Health, Fitness, Physical Activity, Recreation, and Sports Development (11<sup>th</sup> ed) Champaign, IL: Sagamore Publishing Inc.*

*Warren, R., Rea, P., & Payne, S. (2007). Park and Recreation Maintenance Management, (4<sup>th</sup> ed.) Champaign, IL: Sagamore Publishing Inc.*

Please note: the test content outline prior to 1999 included a fourth section dedicated to therapeutic recreation. After much discussion and the subsequent job analyses, this section has been integrated into the three major domains of the test. The following texts are recommended as review materials for these items:

- Smith, R.W., Austin, D.R., Kennedy, D.W., Lee, Y., & Hutchism, P. (2005). Inclusive and Special Recreation: Opportunities for Persons With Disabilities (5<sup>th</sup> ed.) Boston, MA: McGraw-Hill Companies, Inc*
- Carter, M.J. & LeConey, S.P., (2004). Therapeutic Recreation in the Community An Inclusive Approach (2<sup>nd</sup> ed). Champaign, IL: Sagamore Publishing Inc.*
- Bullock, C.C. & Mahon, M.J. (2000). Introduction to Recreation Services for People with Disabilities: A Person-centered Approach (2<sup>nd</sup> ed). Champaign, IL: Sagamore.*
- Carter, M.J., Van Andel, G.E., & Robb, G.M. (2003). Therapeutic Recreation: A Practical Approach (3<sup>rd</sup> ed.). Prospect Heights, IL: Waveland.*
- Anderson, L. & Kress, C.B. (2003). Inclusion: Including People with Disabilities in Parks and Recreation Opportunities. State College, PA: Venture Publishing.*

### NRPA Sample Items

1. Pool chemicals would normally be purchased under which line item in a budget?
  - A. contractual
  - B. capital
  - C. supplies and materials
  - D. maintenance and repairs
2. Agency public image and relations are influenced LEAST by
  - A. program participants and constituents.
  - B. the general public.
  - C. the media.
  - D. the departmental staff.
3. The most appropriate program format for determining a winner in the least amount of time is a
  - A. round robin tournament.
  - B. ladder tournament.
  - C. challenge tournament.
  - D. single elimination tournament.
4. A public leisure services staff is organizing an event and preliminary registration numbers are too low to justify the cost. The leisure professional's supervisor has asked for a recommendation for the best method to meet the needs of the participants. The leisure professional should recommend:
  - A. reducing program cost.
  - B. delaying program until more register.
  - C. combining efforts with another human service agency.
  - D. canceling the program.
5. The primary reason for conducting recreation program evaluations is to determine whether the
  - A. program should be continued.
  - B. participants liked the program.
  - C. supervisor has done a good job.
  - D. program objectives have been met.
6. Which of the following is required if a construction contract needs revision?
  - A. change order
  - B. contract modification
  - C. requisition
  - D. new contract
7. In scheduling capital improvements for the next fiscal year, the document that best supports budget requests is the
  - A. systems maintenance plan.
  - B. projected operational budget.
  - C. comprehensive master plan.
  - D. organizational staffing plan.
8. Which of the following is an example of "third party" reimbursement?
  - A. insurance payments
  - B. user fees or charges
  - C. tax deductible donations
  - D. ad valorem tax
9. Which of the following is a barrier to participation most frequently encountered by individuals with physical disabilities?
  - A. limited financial resources
  - B. architectural design and construction
  - C. absence of activity choices
  - D. staff awareness and sensitivity

Answer key:		
<u>Item</u>	<u>Answer</u>	<u>Cognitive Level</u>
1.	C	1
2.	B	3
3.	D	1
4.	C	3
5.	D	2
6.	A	1
7.	C	2
8.	A	1
9.	B	2

NOTES: