

**National Recreation and Park Association
Certified Park and Recreation
Executive (CPRE)
Examination**

Candidate Handbook



**National Recreation and Park Association
National Certification Board
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(Effective January 1, 2015)

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INTRODUCTION

The Certified Park and Recreation Executive (CPRE) examination is one of the principal requirements for achieving certification. It is designed to assess the base knowledge of job-related tasks common to manager and executive level professionals. The examination is administered under the auspices of the National Recreation and Park Association (NRPA) and the National Certification Board (NCB).

About the National Certification Board (NCB)

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

Definition of a Certified Park and Recreation Executive

A Certified Park and Recreation Executive is a manager with administrative oversight experience in Parks and Recreation serving in the leadership role in an organization; promoting the mission and vision of the organization; formulating policies, goals, and directives; having responsibility for the fiscal, property and personnel resources of the organization ; developing strategic priorities and advocating for the organization and profession to advance parks, recreation, and environmental conservation efforts that enhance quality of life.

Examination Development

A national job analysis was conducted in 2010 to identify the important core components of the parks, recreation and leisure services profession. The analysis conducted by the Certification Development Committee culminated the exam specifications that are included in this handbook. The exam content outline serves as the blueprint for constructing the examination.

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

About the Testing Agency

Applied Measurement Professionals, Inc. (AMP) is the professional testing agency contracted by the NRPA to assist in the development of the 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.

Examinations are delivered by computer at more than 190 AMP Assessment Centers located throughout the United States. AMP Assessment Centers have been selected to provide accessibility to the most candidates in all states and major metropolitan areas. A current listing of AMP Assessment Centers, including addresses and driving directions, may be viewed at AMP's website located at www.goAMP.com. Examinations are administered by appointment only Monday through Friday at 9:00 a.m. and 1:30 p.m. Saturday appointments may be scheduled based on availability. Available dates will be indicated when scheduling your examination. Candidates are scheduled on a first-come, first-served basis.

SECTION I: ADMINISTRATIVE POLICIES AND RULES FOR EXAMINATION

Individuals seeking certification as a CPRE must apply for the examination, submit the appropriate 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 AMP by calling, 1-888-519-9901 or by accessing the AMP website at www.goAMP.com and select "Schedule/Apply for An Exam" to find a location or set up time and day for testing. When candidates 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.**

Ineligibility - Candidates who are determined to be ineligible for an examination will receive a refund for 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 of receipt of notice of ineligibility.

Reschedule/Cancellation

A candidate may reschedule ONE appointment for examination at no charge by calling AMP at least **two** business days prior to the scheduled testing session (i.e. if your exam is scheduled for Monday then you must contact AMP by 3:00PM Central on the previous Wednesday). If you wish to reschedule/cancel your examination you **must** do so by contacting AMP directly at 1-888-519-9901. A candidate who cancels his/her examination after the two business day cancellation requirement 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.

***You must schedule a test date by the date on the e-mail and/or letter or you will forfeit your payment**

No-shows/ Failing the examination - 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.

Inclement Weather or Emergency

In the event of inclement weather or unforeseen emergencies on the day of an examination, AMP 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.

You may visit AMP's website at www.goAMP.com prior to the examination to determine if AMP has been advised that any Assessment Centers are closed. Every attempt is made to administer the examination as scheduled; however, should an examination be canceled at an Assessment Center, all scheduled candidates will receive notification following the examination regarding rescheduling or reapplication procedures.

If power to an Assessment Center is temporarily interrupted during an administration, your examination will be restarted. The responses provided up to the point of interruption will be intact, but for security reasons the questions will be scrambled.

Services for Candidates with Disabilities

AMP complies with the Americans with Disabilities Act and strives to ensure that no individual with a disability as defined by the ADA as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment is deprived of the opportunity to take the examination solely by reason of that disability. AMP will provide reasonable accommodations for candidates with disabilities. Candidates requesting special accommodations must call AMP at 1-888-519-9901 to schedule their examination.

1. Wheelchair access is available at all established Assessment Centers. Candidates must advise AMP at the time of scheduling that wheelchair access is necessary.
2. Candidates with visual, sensory, physical or learning disabilities that would prevent them from taking the examination under standard conditions may request special accommodations and arrangements.

Verification of the disability and a statement of the specific type of assistance needed must be made in writing to AMP at least 45 calendar days prior to your desired examination date by completing the Request for Special Examination Accommodations form. AMP will review the submitted forms and will contact you regarding the decision for accommodations.

AMP is equipped with Telecommunication Devices for the Deaf (TDD) to assist deaf and hearing-impaired candidates. TDD calling is available 8:30 a.m. to 5:00 p.m. (Central Time) Monday thru Friday at 913-895-4637. This TDD phone option is for individuals equipped with compatible TDD machinery.

Services for Candidates with English as a Second Language

Time extension - If a candidate's primary language is not English and he or she wants to request a time extension to take the Certified Park and Recreation Executive (CPRE) exam he/she must submit the *ESL Request Form* which includes additional fee information at the time of application (available online at www.nrpa.org/cpre).

Translation Dictionary – If a candidate's primary language is not English and he or she wants to provide and use a strict translation dictionary (word to word and in book form only, no electronic dictionaries allowed), he or she must submit an *ESL Request Form* at the time of application (available online at www.nrpa.org/cpre) 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.

The ESL Request Form must include the signature of a supervisor, professor, or the employee's human resources representative, as well as the appropriate fee if requesting a time extension. 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. The ESL Form must be submitted to NRPA at the time of application

Copyright Information

All examination questions are the copyrighted property of NRPA/AMP. It is forbidden under federal copyright law to copy, reproduce, record, distribute or display these examination questions by any means, in whole or in part. Doing so may subject you to severe civil and criminal penalties.

Duplicate Score Report

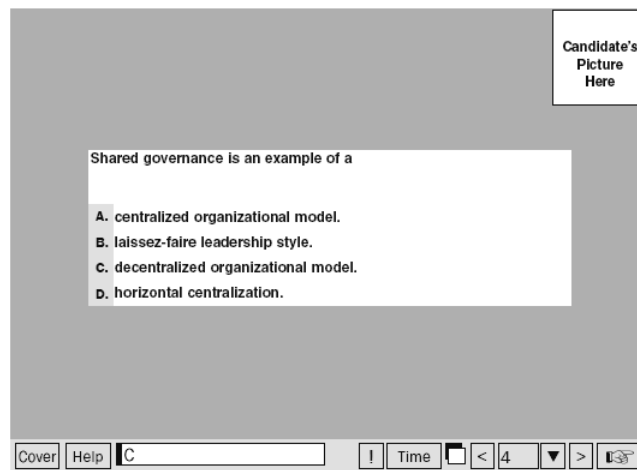
You may purchase additional copies of your results at a cost of \$25 per copy. Requests must be submitted to AMP in writing. The request must include your name, mailing address, telephone number, date of examination and examination taken. Submit this information with the required fee payable to AMP in the form of a money order or cashier's check. Duplicate score reports will be mailed within approximately five business days after receipt of the request and fee. Requests must be submitted within one year of your examination to be processed.

Examination Administration

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 the 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 type of temporary identification are not acceptable. The secondary form of identification must display your name and signature for signature verification (e.g., credit card with signature, social security card with signature). **YOU MUST HAVE PROPER IDENTIFICATION (THAT MATCHES THE INFORMATION PROVIDED TO NRPA) TO GAIN ADMISSION TO THE ASSESSMENT CENTER.**
- After your identification has been confirmed, you will be directed to a testing carrel. You will be instructed on-screen to enter your identification number. You will take your photograph which will remain on screen throughout your examination session. This photograph will also print on your score report. Prior to attempting the examination, you will be given the opportunity to practice taking an examination on the computer. The time you use for this practice examination is NOT counted as part of your examination time or score.

If you wish to see and practice navigating within the computer-based testing environment before your examination date, a free online computer-based testing tutorial is available. Visit our store at www.LXR.com and follow the instructions to access a Sample Web Test.
- When you are comfortable with the computer testing process, you may quit the practice session and begin the timed examination. Three (3) hours are allotted to complete the examination. Following the practice examination, you will begin the timed examination. Before beginning, instructions for taking the examination are provided on-screen.



- The computer monitors the time you spend on the examination. The examination will terminate if you exceed the time allowed. You may click on the "Time" box in the lower menu bar on the screen to monitor your time. A digital clock indicates the time remaining for you to complete the examination. The Time feature may be turned off during the examination.

Only one examination question is presented at a time. The question number appears in the lower right of the screen. Choices of answers to the examination question are identified as A, B, C or D. You must indicate your choice by either typing in the letter in the response box in the lower left portion of the computer screen or clicking on the option using the mouse. To change your answer, enter a different option typing in the letter in

the response box or by clicking on the option using the mouse. You may change your answer as many times as you wish during the examination time limit.

To move to the next question, click on the forward arrow (>) in the lower right portion of the screen. This action will move you forward through the examination question by question. If you wish to review any question(s), click the backward arrow (<) or use the left arrow key to move backward through the examination.

An examination question may be left unanswered for return later in the examination session. Questions may also be bookmarked for later review by clicking in the blank square to the right of the Time button.

To identify all unanswered and/or bookmarked questions, click on the hand icon. When the examination is completed, the number of examination questions answered is reported. If not all questions have been answered and there is time remaining, you may return to the examination and answer those questions. Be sure to provide an answer for each examination question before exiting the examination. There is no penalty for guessing.

- No personal items, valuables or weapons should be brought to the Assessment Center. Only wallets and keys are permitted.

Large coats and jackets must be left outside the testing room. You will be provided a soft locker to store your wallet and/or keys with you in the testing room. The proctor will lock the soft locker prior to you entering the testing room. You will not have access to these items until after the examination is completed. Please note watches, hats, wallets, and keys will not be allowed in the testing room except securely locked in the soft locker.

Once you have placed your personal belongings into the soft locker, you will be asked to pull out your pockets to ensure they are empty. If you bring personal items that will not fit in the soft locker, you will not be able to test. The site will not store or be responsible for your personal belongings. If any personal items are observed or heard (e.g., cellular/smart phones, alarms) in the testing room after the examination is started, you will be dismissed and the administration will be forfeited.

- AMP administration and security standards are designed to ensure all candidates are provided the same opportunity to demonstrate their abilities. The Assessment Center is continuously monitored by audio and video surveillance equipment for security purposes. The following security procedures apply during the examination:
 - Examinations are proprietary. No cameras, notes, tape recorders, pagers or cellular/smart phones are allowed in the testing room. Possession of a cellular/smart phone or other electronic devices is strictly prohibited and will result in dismissal from the examination.
 - Only silent, non-programmable calculators without alpha keys or printing capabilities are allowed in the testing room.
 - No guests, visitors or family members are allowed in the testing room or reception areas.
- Examination restrictions include the following:
 - Pencils will be provided during check-in
 - Candidates will be provided with one piece of scratch paper at a time to use during the examination; you must return the scratch paper to the proctor at the completion of testing or you will not receive your score report.
 - No documents or notes of any kind may be removed from the Assessment Center.
 - No questions concerning the content of the examination may be asked during the examination.
 - Eating, drinking or smoking is not permitted in the Assessment Center.
 - You may take a break whenever you wish, but you will not be allowed additional time to make up for time lost during breaks.
- During the examination, comments may be provided for any question by clicking on the button displaying an exclamation point (!) to the left of the Time button. This opens a dialogue box where comments may be entered. Comments will be reviewed, but individual responses will not be provided.

Following the Examination and Scoring of Results

After finishing the examination, you are asked to complete a short survey. Then, you are instructed to report to the examination proctor to receive your score report. This is for your records. The sum of your content area scores equals the number of items you answered correctly on the entire examination. The reason for reporting content area scores is to enable you to evaluate your performance on each part of the test.

NRPA will also be informed of the examination results (pass/fail only) for its applicants by the professional testing company. The passing score for the examination reflects the amount of knowledge 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, not the other individuals taking the test. The passing score for the CPRE examination is within a few points of 97.

Statement of Non-Discrimination

The NRPA and AMP do not discriminate among applicants on the basis of age, sex, race, religion, national origin, disability, marital status, or any other protected characteristic.

Your Status as a NCB Certified Park and Recreation Executive

If you pass the CPRE Examination you will be awarded the CPRE designation as a Certified Park and Recreation Executive. NRPA will issue a Certified Park and Recreation Executive 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 three (3) years. Professionals are required to obtain 3.0 CEUs from the date they passed the exam to the expiration date of their certification. CEUs taken must be classified within the Executive Level Core Competencies (Communication, Finance, HR, Planning and Policy-notice these are different from examination levels) at the time of renewal.

Certified Park and Recreation Executives are **required** to advise NRPA of any email or address changes.

Release of Information

The NRPA and its testing agency are committed to protecting the confidentiality of candidates' results and have adopted policies to ensure privacy. Information about candidates' examination results are not routinely released to any third party absent special, compelling circumstances. Successful candidates are added to the NRPA CPRE registry available at www.nrpa.org within 6-8 weeks of examination.

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 www.nrpa.org/certification/ or by sending an e-mail message to certification@nrpa.org

Scores Cancelled by NCB and NRPA

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 exam administration and 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 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.

If you engage in any of the following conduct during the examination you may be dismissed, your scores will not be reported and examination fees will not be refunded. Examples of misconduct are when you:

- create a disturbance, are abusive or otherwise uncooperative;
- display and/or use electronic communications devices such as pagers, cellular/smart phones;
- talk or participate in conversation with other examination candidates;
- give or receive help or are suspected of doing so;
- leave the Assessment Center during the administration;
- attempt to record examination questions or make notes;
- attempt to take the examination for someone else;
- are observed with personal belongings, or
- are observed with unauthorized notes, books or other aids not listed on the roster.

Appeals

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

Name Change

The NRPA and NCB use a professional's full, official name in the records. To complete a name change, professionals must notify NRPA in writing.

Please send the change and documentation of the change (i.e. copy of marriage certificate, naturalization papers, court order of name change, etc.) to:

National Recreation and Park Association
22377 Belmont Ridge Rd.

Ashburn, VA 20148

Fax: (703)858-0794

Email: certification@nrpa.org (only if documentation can be provided as a PDF attachment)

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.

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 parks and recreation baccalaureate program are most useful.

Test-taking Advice

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

Exam 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 exam 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, allowing meaningful data to 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 exam are accurate.

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.

Reference Materials - reference materials can be found online, in the NRPA headquarters, and most of the larger accredited university libraries would also carry these reference materials.

Moiseichik, M. (2010) Management of Parks and Recreation Agencies (3rd Edition). Ashburn, VA: NRPA

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

Kraus, R. & Curtis J. (2000). Creative Management in Recreation, Parks and Leisure Services (6th & 7th ed). St. Louis, MO: McGraw-Hill.

Flynn, R. (1993). Facility Planning for Physical Education, Recreation and Athletics. Reston, VA: American Alliance of Health, Physical Education, Recreation and Dance.

Noe, R. (1997). Readings in Human Resource Management. Irwin.

Hurd, A., Mulvaney, M., Rossman, J.R. & McKinney, W. (2007) The Official Study Guide for the Certified Park and Recreation Professional Examination (3rd ed.) Ashburn, VA: NRPA

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

Goodman & McGregor (1994). Legal Liability and Risk Management. New York, Ontario: Risk Management Associates.

Rodney, L. & Toalson, R. (1985). Administration of Recreational Parks and Leisure. Macmillan.

Rossman, J.R. & Schlatter, B.E. (2011). Recreation Programming: Designing and Staging Leisure Experiences (6th ed.). Champaign, IL: Sagamore Publishing

Operational Guidelines for Grounds Maintenance.

Detailed Exam 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 items testing finance may address any of the four tasks listed in this detailed outline. It is unlikely that any task would be tested more than once.

Responsibilities in Communication - 18%

- Collaborate with external groups, committees, advisory boards, and councils
- Formalize relationships with outside organizations (e.g., leagues, associations, clubs, non-profits, school districts, faith-based organizations)
- Develop marketing strategic plan (e.g., press releases, advertising, presentations)
- Foster internal/external departmental relationships
- Provide input for reports
- Communicate organization's vision and mission to personnel and stakeholders

Responsibilities in Finance - 11%

- Research, provide input, or prepare requests for alternative support (e.g., grants, donations, sponsorships, in-kind services, matching funds)
- Conduct cost recovery analysis for a specific area in order to recommend fee schedules
- Manage area specific contracts
- Prepare and manage budget for areas of responsibility

Responsibilities in Human Resources - 23%

- Perform personnel actions(e.g., disciplinary actions, coaching, recognitions, terminating, grievances)
- Develop job descriptions
- Evaluate personnel performance (e.g., develop goals, recommendations, work plans)
- Design and conduct training for staff, board members, advocacy groups, volunteers
- Enforce HR/Union policies and procedures
- Supervise interns and field workers (e.g., coach, mentor, evaluate)
- Manage time cards, payroll and/or employee records
- Conduct hiring process for new employees (e.g., recruitment, reviewing applications, interviewing, hiring)

Responsibilities in Operations - 31%

- Enforce participant Code of Conduct
- Manage properties (e.g., parks, facilities, areas)
- Monitor capital improvements (e.g., renovations, building new facilities)
- Implement emergency management plan
- Conduct inventories of programs (internal and external) being offered
- Manage customer relationships (e.g., service recovery, recognition, retention)
- Provide input for risk management, safety, security plans, policies and procedures
- Collect input and update standard operating procedures/manuals
- Compile adequate information to defend agency in the event of accidents, risk management context
- Develop energy efficient and environmentally friendly procedures (e.g., disposal methods, purchasing of efficient supplies, Green initiatives, LEED, recycling)
- Analyze operating data (e.g., attendance, revenue, expenditures, maintenance, marketing)
- Implement plan to include participants with disabilities

Responsibilities in Planning - 18%

- Assist with development of emergency management plan
- Provide input/updates for agency strategic/master plan (e.g., area specific work plan)
- Identify needs for new facilities, services, and capital improvements
- Analyze trends and best practices
- Develop comprehensive program plan
- Collect public input (e.g., public hearings, focus groups, surveys)
- Develop a plan to include participants with disabilities

Sample Items

1. Communication

Periodic meetings among personnel from various recreational providers in a particular community promotes the

- A. staffing of each provider's programs.
- B. standardization of fee schedules and budgets among providers.
- C. development of personnel intervention procedures for each provider.
- D. coordination of activities and services offered by each provider.

2. Finance

When an individual wishes to donate securities, stocks and bonds to an agency, they are donating

- A. assets.
- B. commodities.
- C. current income.
- D. personal property.

3. Human Resource

A patron lodges a complaint alleging a golf pro made inappropriate sexual remarks to customers in a pro shop. The city has a zero tolerance policy for sexual harassment. The first thing the agency should do is

- A. dismiss the golf pro in accordance with the city's zero tolerance policy.
- B. email the person making the complaint to verify the allegations.
- C. put the golf pro on paid administrative leave and conduct an investigation.
- D. suspend the golf pro and direct staff to write a formal letter of apology.

4. Operations

Which of the following is generally considered the most effective document to limit the ability of a participant to bring litigation against an agency?

- A. agency's policy and procedures manual
- B. a waiver contract
- C. facility inspection form
- D. brokers certificate of insurance

5. Planning

A park and recreation professional is preparing a capital improvement plan. Which of the following should the professional do to develop a program for improvements?

- A. justify and prioritize by cost of projects
- B. give first priority to last year's unfunded projects
- C. recommend incremental increases to existing projects
- D. assess and prioritize needs

Answers

- 1. D
- 2. A
- 3. C
- 4. B
- 5. D

Notes