Examination and Program Handbook

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ABOUT THE AONL-CC

The American Organization for Nursing Leadership Credentialing Center (AONL-CC) an activity of the American Organization for Nursing Leadership (AONL) administers the Certified Nurse Manager and Leader (CNML) program. The CNML program is governed by the AONL-CC Steering Committee.

The CNML credentialing program in development or in operation with the AONL-CC Certification Program Committee that serves as content expert, program resource, and consultant to the AONL-CC Steering Committee regarding program development, examination content, test development, test administration and evaluation. Members are appointed by the AONL-CC.

Members of the Steering Committee and the Certification Program Committee for the CNML program are listed on the AONL website www.AONL.org/certification

CONSULTING AGENCIES

The AONL-CC contracts with the American Hospital Association Certification Center (AHA-CC) for project management and quality assurance services in support of the CNML Program. In turn, the AHA-CC engages Applied Measurement Professionals, Inc. (PSI/AMP) to assist with the development, administration, scoring, score reporting and analysis of the CNML Examination.

ADHERING TO PROFESSIONAL STANDARDS OF CONDUCT

The AONL-CC is responsible to its candidates, certificants, employers, the profession and the public for ensuring the integrity of all processes and products of its Certification Programs. As such, the AONL-CC adheres to the AHA-CC requirements for Professional Standards of Conduct by all who have achieved certification through successful completion of its programs.

PROFESSIONAL STANDARDS OF CONDUCT

A certificant who is awarded certification by the AONL-CC agrees to conduct himself / herself in an ethical and professional manner. This includes demonstrating practice-related behavior that is indicative of professional integrity. By accepting certification, the certificant agrees to:
- Maintain professional competence;
- Demonstrate work behavior that exemplifies ability to perform safely, competently and with good judgment;
- Conduct professional activities with honesty and integrity;
- Avoid discriminating against any individual based on age, gender, race, color, religion, national origin, disability or marital status or any other protected characteristic;
- Avoid conflicts of interest;
- Abide by the laws, rules and regulations of duly authorized agencies regulating the profession; and
- Abide by rules and regulations governing programs conducted by the AONL Credentialing Center.

Infraction of these Professional Standards of Conduct is misconduct for which granting of a certification or renewal of a certification may be delayed or denied, or for which a certification may be revoked by the AONL-CC.

REPORTING VIOLATIONS

To protect the national credentials and to ensure responsible practice by its certificants, the AONL-CC depends upon its candidates and certificants, professionals, employers, regulatory agencies and the public to report incidents that may be in violation of these Professional Standards of Conduct. A certificant who has violated these Standards should voluntarily surrender his / her certification.

Complaints may be submitted by any individual or entity.

Complaints should be reported in writing and should include: the name of the person submitting the complaint; the name of the person the complaint is regarding; other relevant identifying information; a detailed description of factual allegations supporting the charges; any relevant supporting documentation. Written complaints regarding violations of certification policies and/or the Professional Standards of Conduct should be mailed to:

CEO
American Organization for Nursing Leadership
155 North Wacker Dr.
Suite 400
Chicago, IL 60606

Only signed, written communication will be considered.

The AONL-CC will become involved only in matters that can be factually determined, and commits to handling any situation as fairly and expeditiously as possible. During its investigation and decision, the AONL-CC will protect the confidentiality of those who provide information to every possible extent. The named individual will be afforded every opportunity to respond in a professional and legally defensible manner, in accordance with policies established by the AONL-CC.

The CNML Steering Committee will review, investigate and make determinations regarding CNML certificants. In the event a certificant violates the Professional Standards of Conduct and/or the CNML Steering Committee certification rules, requirements, and/or policies the CNML Steering Committee may reprimand or suspend the individual or may revoke certification.

A complete copy of the Disciplinary & Complaints policy and procedures is available from the AONL-CC upon request.

A candidate's signature on an application for examination attests to adherence to Professional Standards of Conduct.

STATEMENT OF NONDISCRIMINATION

The AONL-CC does not discriminate among candidates on the basis of age, gender, race, color, religion, national origin, disability, marital status or any other protected characteristic.

TARGET PRACTITIONER DEFINITION

A formal nurse leader who has the skills knowledge and abilities to facilitate delivery of high quality, evidence based, collaborative care to a wide range of patients/clients in a variety of settings across the care continuum. Typically, nurse manager/leader have clinical and administrative accountability for their unit(s) during all hours of operations. Responsibilities include financial management, human resources leadership and management, performance improvement, leveraging technology to enhance care delivery and strategic management. The nurse manger/leader possesses broad based competency in communication, mentoring advocacy, systems, thinking, critical thinking and synthesis and the elements of a healthy work environment.

ELIGIBILITY REQUIREMENTS

Each eligibility requirement has been established to ensure that individuals certified by AONL-CC have an acceptable level of knowledge and skill. In establishing these requirements the Steering Committee acknowledges that a combination of both work experience and demonstrated knowledge are essential for individuals earning the CNML credential.

An individual who meets eligibility requirements and passes the CNML examination attains the Certified Nurse Manager and Leader (CNML) designation.

To be eligible for the Certified Nurse Manager and Leader (CNML) examination, a candidate must meet the target practitioner definition and fulfill one of the following requirements for education / work experience.

- A valid and unrestricted license as a Registered Nurse; and
- A baccalaureate in nursing degree or higher plus one year of experience in a nurse manager/leader role

OR

- A valid and unrestricted license as a Registered Nurse; and
- A non-nursing baccalaureate degree or higher plus 3 years of experience in a comprehensive leadership support role.

CANDIDATES WITH DISABILITIES

The AONL-CC complies with the Americans with Disabilities Act and strives to ensure that no individual with a disability is deprived of the opportunity to take the examination solely by reason of that disability. Through its agents, the AONL-CC will provide reasonable accommodation for a candidate with a disability who requests accommodation.

Wheelchair access is available at all Assessment Centers.

EXAMINATION CONTENT AND TIMING

HOW THE EXAMINATION IS DEVELOPED

The CNML Steering Committee participates in and provides oversight for the development and ongoing maintenance of the examinations via the CNML Certification Program Committee. The Steering Committee, Certification Program Committee, and certification director work in partnership with Applied Measurement Professionals (PSI/AMP) to ensure the examinations are developed and maintained in a manner consistent with generally accepted psychometric principles, educational testing practices, and national accreditation standards for certification programs.

The CNML Steering Committee and certification director select diverse groups of qualified subject matter experts (SMEs) to participate in exam development activities throughout the examination development process. SMEs are selected based on their demonstrated expertise, experience level, geographic representation, and specialty area and serve on the Certification Program Committees for each credential. SMEs participate in writing and reviewing examination questions, reviewing examinations, and establishing the passing point for the examinations.

Job Analysis /Role Delineation Studies are conducted periodically to identify and validate the knowledge and skills which are measured by the examinations. Each job analysis study includes a survey developed by SMEs and testing consultants and distributed to a broad group of professionals. The results of the Job Analysis /Role Delineation Studies serve as the basis for the examination and are used to develop the content outline included in this handbook.

The methodology used to set the minimum passing score is the Angoff method, in which expert judges estimate the passing probability of each question on the examination. These ratings are averaged to determine the preliminary minimum passing score (i.e., the number of correctly answered questions required to pass the examination). This method takes into account the difficulty of the examination. The preliminary minimum passing score is validated by the performance of candidates. The passing standard is applied consistently across all candidates who take the same form of the examination.

All examination questions are the copyrighted property of the AONL-CC. 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 result in severe civil and criminal penalties.

EXAMINATION FORMAT AND TIMING

The examination is composed of 115 multiple-choice questions. A candidate's score is based on 100 of these questions; 15 are "trial" or "pretest" questions that are interspersed throughout the examination. A candidate is allowed two (2.0) hours in which to complete the examination.

The examination is based on four major content areas. Each content area is described by the list of tasks that follows the content heading in the Examination Content Outline. In addition, the number of examination questions devoted to each major content area is indicated.

Each question on the examination is also categorized by a cognitive level that a candidate would likely use to respond. These categories are:

- **Recall:** The ability to recall or recognize specific information;
- **Application:** The ability to comprehend, relate or apply knowledge to new or changing situations; and
- **Analysis:** The ability to analyze and synthesize information, determine solutions and/or evaluate the usefulness of a solution.

PREPARING FOR THE EXAMINATION

CONTENT

Study should begin by reviewing the Examination Content Outline (see page 23). Review the content categories and related tasks, identifying those tasks that are not performed regularly and are not familiar. Then, focus study on those unfamiliar tasks. Remember that all questions in the CNML Examination are job-related and test application and analysis of information, not just recall of isolated facts.

OTHER STUDY RESOURCES

The AONL-CC recommends that review for the CNML Examination focus on references and programs that cover the information summarized in the CNML Examination Content Outline. It should not be inferred that questions in the examination are selected from any single reference or set of references or that study from specific references guarantees a passing score on the examination. For information about references, study guides and study sessions that address content contained in the CNML Examination Content Outline visit www.AONL.org.

THE APPLICATION AND SCHEDULING PROCESS

FEE SCHEDULE

AONL Member $300
Nonmember $425
Rescheduling Fee $100

APPLICATION

There are two ways to apply for the CNML Examination after eligibility requirements are satisfied. An application will be considered incomplete if any of the requested information is

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missing, illegible, or the appropriate fee is not included. Applications must be complete before they are processed and approved.

Online Application and Scheduling (for computer administrations at PSI/AMP Assessment Centers only): Complete the application and scheduling process in one online session by visiting www.AONL.org. Click on "Certification," then click on "Online Application and Scheduling" and follow the online instructions.

To be eligible for the reduced CNML Examination fee, click on "Member," then enter your membership number, name and address exactly as they appear in the AONL membership database. Your preferred mailing and email addresses designated in the membership database will be used for all records and communications. For information on your membership record, please contact the AONL Membership Services Department at 312.422.2800.

After the application information and payment using a credit card (VISA, MasterCard, American Express, Discover) have been submitted, eligibility is confirmed or denied and the candidate is prompted to schedule a preferred examination appointment (preferred appointments are not guaranteed to be available at the time of scheduling the examination) or supply additional eligibility information.

If special accommodations are being requested, please contact PSI/AMP at 888.519.9901 before scheduling an examination appointment.

OR

Paper Application and Scheduling (for all administrations): Complete and submit to PSI/AMP a paper application and appropriate fee (credit card, company check, cashier's check or money order). The candidate may complete the paper application included in this Handbook or obtained by:

- Downloading copy from www.AONL.org; or
- Contacting Applied Measurement Professionals, Inc. (PSI/AMP) at 913.895.4600.

An application is considered complete only if all information requested is complete, legible and accurate; if the candidate is eligible for the examination; and if the appropriate fee accompanies the application. An application that is incomplete will be returned, along with any fee submitted minus a $50 processing fee.

Required information includes:

- Personal Information;
- Selection of Examination Type. For a special domestic administration, enter the scheduled date. (Administration dates and deadline dates for applying are posted on www.AONL.org.);
- Indication of Application Status;

- Indication of Eligibility for Examination, including state in which your current nursing license was issued and name under which your current nursing license was issued;
- Indication of the Membership Status, applicable Examination Fee. If requesting the member fee, enter the membership number;
- Signature.

REQUEST FOR SPECIAL ACCOMODATIONS

A candidate with a visual, sensory or physical disability that prevents taking the examination under standard conditions may request special accommodations and arrangements. For either a computer administration or a special administration, complete the *Request for Special Examination Accommodations* form included in this Handbook and submit it to PSI/AMP at least 45 days prior to the desired testing date with the examination application and fee.

PSI/AMP processes the application and within approximately two weeks sends a confirmation notice by e-mail and postcard including a toll-free telephone number and website address to contact to schedule a testing appointment. Be prepared to confirm a location and a preferred date and time for testing and to provide the unique identification number included in the confirmation notice. For a special administration, the confirmation notice reports the date, location and check-in time for the examination. **If a confirmation notice is not received within 4 weeks,** contact PSI/AMP at 913.895.4600.

PAYMENT

A candidate must submit the appropriate fee according to the fee schedule with when the application is made. Payment may be made by credit card (VISA, MasterCard, American Express or Discover), company check, cashier's check or money order made payable to PSI/AMP. Cash and personal checks are not accepted. Fees are nonrefundable. The application may be transferred to a future examination date by requesting a rescheduling of testing.

Credit card transactions that are declined are subject to a $25 handling fee. A certified check or money order for the amount due, including the handling fee, must be sent to PSI/AMP to cover declined credit card transactions.

EXAMINATION APPOINTMENT

For a computer administration at an PSI/AMP Assessment Center, a candidate's application is valid for 90 days, during which time the candidate must schedule an appointment to test on computer and take the examination. A candidate who fails to schedule an appointment within the 90-day period forfeits the application and all fees paid to take the examination. A complete application and examination fee are required to reapply for examination.

A candidate is allowed to take only the examination for which application is made and confirmation is received. Unscheduled candidates (walk-ins) are not tested.

RESCHEDULING OR CANCELING AN EXAMINATION

Fees are nonrefundable. A candidate who is unable to test as scheduled may opt to reschedule.

- A candidate may reschedule the examination once at no charge by calling PSI/AMP at 888.519.9901 at least 2 business days prior to a scheduled administration. For a computer administration at a PSI/AMP Assessment Center, the following schedule applies.

If the examination is scheduled on	PSI/AMP must be called by 3:00 PM Central Time to reschedule the examination by the previous
Monday	Wednesday
Tuesday	Thursday
Wednesday	Friday
Thursday	Monday
Friday	Tuesday

- A candidate who wishes to reschedule a second time may reschedule by calling PSI/AMP at 888.519.9901 and paying the $100 rescheduling fee. A new application is not required. The examination must be rescheduled within 90 days of the date of the originally scheduled testing session.
- A candidate who does not reschedule an examination within the 90-day period forfeits the application and all fees paid to take the examination. A new, complete application and examination fee are required to reapply for examination.
- A candidate who cancels his/her examination after confirmation of eligibility is received forfeits the application and all fees paid to take the examination. A new, complete application and examination fee are required to reapply for examination.

TELECOMMUNICATION DEVICES FOR THE DEAF

PSI/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. (CST) Monday-Friday at 913.895.4637. This TDD phone option is for individuals equipped with compatible TDD machinery.

INTERNATIONAL TESTING

Candidates who are eligible for the CNML Examination and wish to be tested outside of the U.S. may be accommodated for an additional fee. See www.AONL.org for a Request for International Examination Administration form. Click on *Certification* and then on *Request for International Examination Administration*.

THE EXAMINATION PROCESS

The CNML examination is administered on computer at PSI/AMP Assessment Centers and during special administrations. During a special administration, the examination may be offered on laptop or in paper-and-pencil format.

COMPUTER ADMINISTRATION AT PSI/AMP ASSESSMENT CENTERS

The primary mode of delivery of the CNML Examination is via computer at over 170 PSI/AMP Assessment Centers geographically distributed throughout the United States. Assessment Centers are typically located in H&R Block offices. Assessment Center locations, detailed maps and directions are available from www.AONL.org, by clicking on *Certification* and then on *Testing Centers.*

For computer administrations, there are no application deadlines. A candidate who meets eligibility requirements for the examination may submit an application and fee at any time. Ninety (90) days are allowed from confirmation of eligibility within which a candidate must make an appointment for testing and take the examination. The examination is administered by appointment only Monday through Saturday at 9:00 a.m. and 1:30 p.m. Candidates are scheduled on a first-come, first-served basis.

If PSI/AMP is contacted by 3:00 PM Central Time on	Depending upon availability the examination may be scheduled as early as
Monday	Wednesday
Tuesday	Thursday
Wednesday	Friday/Saturday
Thursday	Monday
Friday	Tuesday

SPECIAL ADMINISTRATION – LAPTOP OR PAPER-AND-PENCIL

On occasion, the CNML Examination may be offered on laptop or in paper-and-pencil format during membership meetings. A candidate who meets eligibility requirements and submits an application and fee for receipt by the posted deadline is allowed to test. **Online application is not available for special administrations.** Dates of special administrations and deadlines for receipt of applications are posted on www.AONL.org.

INCLEMENT WEATHER OR EMERGENCY

In the event of inclement weather or unforeseen emergencies on the day of examination, the AONL-CC, in concert with PSI/AMP, will determine whether circumstances warrant the cancellation, and subsequent rescheduling, of an examination. The examination usually proceeds as scheduled if testing personnel are able to conduct business.

Every attempt is made to administer an examination as scheduled; however, should an examination be canceled, the scheduled candidate will receive notification following the examination regarding a rescheduled examination date or reapplication procedures. In the case of cancellation, no additional fee is required to test.

For computer administrations at PSI/AMP Assessment Centers, candidates may visit PSI/AMP's website at www.goAMP.com prior to the examination to determine if any Assessment Centers have been closed.

In the event of a personal emergency on the day of examination, a candidate may request consideration of rescheduling the examination without additional fee by contacting the AONLCC in writing within 30 days of the scheduled testing session. A description of the emergency and supporting documentation are required. Rescheduling without additional fee will be considered on a case-by-case basis.

SECURITY

The AONL-CC and PSI/AMP maintain examination administration and security standards that are designed to assure that all candidates are provided the same opportunity to demonstrate their abilities. The testing environment is continuously monitored by audio and video surveillance equipment or examination personnel.

REPORTING FOR THE EXAMINATION

For a computer administration, report to the Assessment Center no later than the scheduled testing time. After entering the H&R Block office, follow the signs indicating PSI/AMP Assessment Center Check In.

For a special administration, report to the testing room at the time indicated on the confirmation notice. The examination will begin after all scheduled candidates are checked-in and seated or at the scheduled testing time whichever comes first. Follow the signs provided in the hotel/convention center to locate the testing room.

A candidate who arrives more than 15 minutes after the scheduled testing time is not admitted.

- A candidate who is not admitted due to late arrival has 90 days from the originally scheduled examination session to remit the $100 rescheduling fee and call PSI/AMP at 888.519.9901 to schedule a new appointment for a computer administered examination at an PSI/AMP Assessment Center. A new application is not required.
- A candidate who does not reschedule an examination within the 90-day period forfeits the application and all fees paid to take the examination. A complete application and examination fee are required to reapply for examination.

VERIFYING IDENTITY

To gain admission to the Assessment Center or testing room, the candidate is required to present:

1. Two forms of identification, one with a current photograph. Both forms of *identification must be current and include the candidate's current name and signature.* 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 temporary identification cards are NOT acceptable as primary identification, but may be used as secondary identification. Secondary identification must be current and must verify the candidate's name and signature.

2. Any confirmation notice provided by PSI/AMP. The confirmation notice contains a unique identification number required to sit for the examination. The candidate is required to sign a roster for verification of identity.

A candidate without proper identification is not permitted to test.

RULES FOR THE EXAMINATION

1. No personal items (other than keys, wallets and items required for medical or personal needs), books, papers, calculators, computers, dictionaries or other reference materials may be taken into the testing room. No valuables or weapons should be brought to the testing room. PSI/AMP is not responsible for items left in the reception room.
2. No personal pens, pencils, or other writing instruments are allowed in the testing room. Pencils will be provided during check-in.
3. Examinations are proprietary. No cameras, notes, tape recorders, Personal Digital Assistants (PDAs), pagers or cellular phones are allowed in the testing room.
4. No eating, drinking or smoking is permitted in the testing room.
5. No documents or memoranda of any kind are to be taken from the testing room. Each candidate will be provided one sheet of scratch paper that must be returned to the supervisor at the completion of testing.
6. No questions concerning the content of the examination may be asked during the examination.
7. Permission from the examination proctor is required to leave the testing room during the examination. No additional time is granted to compensate for time lost.

8. No guests, visitors or family members are allowed in the testing room or reception areas.
9. A candidate may be dismissed from the examination for misconduct. Specific examples of misconduct follow:
   - The candidate's admission to the examination is unauthorized.
   - The candidate creates a disturbance, is abusive or otherwise uncooperative.
   - The candidate uses outside notes, references or unauthorized aids.
   - The candidate gives or receives help or is suspected of doing so.
   - The candidate attempts to remove examination materials or notes from the testing room.
   - The candidate attempts to take the examination for someone else.

Violation of any of the above provisions results in dismissal from the examination session. The candidate's score on the examination is voided and examination fees are not refunded. Evidence of misconduct is reviewed by the Appeal Board of the AONL-CC to determine whether the candidate will be allowed to reapply for examination. If re-examination is granted, a complete application and examination fee are required to reapply.

All examination questions are the copyrighted property of the AONL-CC. 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 result in severe civil and criminal penalties.

TAKING THE EXAMINATION
After the identity of the candidate has been verified, the candidate is directed to a testing carrel for a computer administration or an assigned seat for a special administration. Each candidate is provided one sheet of scratch paper and a pencil for calculations that must be returned to the examination proctor at the completion of testing.

- For a paper-and-pencil administration, the candidate is provided oral and written instructions to guide the testing process.
- For a computer administration at a PSI/AMP Assessment Center or a laptop administration, the candidate is provided instructions on-screen. First, the candidate is instructed to enter his/her unique identification number. Then, the candidate's photograph is taken and remains on-screen throughout the examination session. Prior to attempting the examination, the candidate is provided a short tutorial on using the software to take the examination. Tutorial time is NOT counted as part of the 2 hours allowed for the examination. Only after a candidate is comfortable with the software, does the examination begin.

The following is a sample of what the computer screen looks like when a candidate is attempting the examination.
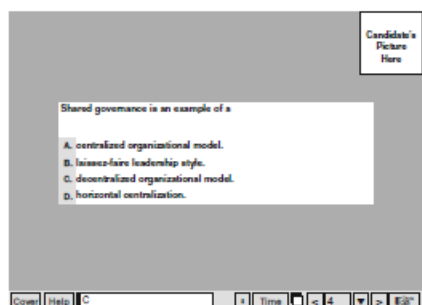
The computer monitors the time spent on the examination. The examination terminates at the 2 hour mark. Clicking on the "Time" button in the lower right portion of the screen or selecting the TIME key reveals a digital clock that indicates the time remaining. The time feature may also be turned off during the examination.

Only one examination question is presented at a time. The question number appears in the lower right portion of the screen. The entire examination question appears on-screen (stem and four options labeled A, B, C and D). Select an answer by either entering the letter of the option (A, B, C or D) or clicking on the option using the mouse. The letter of the selected option appears in the window in the lower left portion of the screen. To change an answer, enter a different option by pressing the A, B, C or D key or by clicking on the option using the mouse. An answer may be changed multiple times.

To move to the next question, click on the forward arrow (>) in the lower right corner of the screen or select the NEXT key. This action allows the candidate to move forward through the examination question by question. To review a question or questions, 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. Click on the hand icon or press the NEXT key to advance to the next unanswered or bookmarked question on the examination. To identify all unanswered or bookmarked questions, repeatedly click on the hand icon or press the NEXT key. When the examination is completed, the number of examination questions answered is reported. If fewer than 115 questions were answered and time remains, return to the examination and answer the remaining questions. Be sure to answer each examination question before ending the examination. There is no penalty for guessing.

CANDIDATE COMMENTS

For a computer administration, online 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.

For a paper-and-pencil administration, comments may be provided on the answer sheet on the day of the examination. Comments will be reviewed, but individual responses will not be provided.

SCORE REPORTING
- A candidate who takes the examination in paper-and-pencil format receives his/her score report by mail approximately five weeks after the examination.
- A candidate who takes the examination on computer at a PSI/AMP Assessment Center or on laptop receives his/her score report before leaving the testing facility.

Score reports are issued by PSI/AMP, on behalf of the AONL-CC. Recognition of certification and additional information related to renewing the certification are issued from the AONL-CC within 6 weeks after a final score report is issued.

Scores are reported in written form only, in person or by U.S. mail. Scores are not reported over the telephone, by electronic mail or by facsimile. Applicant / certificant files are retained by AONL-CC for 7 years after the file becomes inactive.

The score report indicates a "Pass" or "Fail." Raw score on the total examination determines Pass/Fail status. Additional detail is provided in the form of raw scores by major categories of the Examination Content Outline. A raw score is the number of questions answered correctly. Even though the examination consists of 115 questions, the score is based on 100 questions. Fifteen (15) questions are "pretest" questions and do not affect the candidate's score.

DUPLICATE SCORE REPORT
A candidate may purchase additional copies of the score report at a cost of $25 per copy. The request must be submitted to PSI/AMP, in writing, within 12 months after the examination; and must include the candidate's name, unique identification number, mailing address, telephone number, date of examination and examination taken. Submit this information with the required fee payable to PSI/AMP. The duplicate score report will be mailed within three (3) weeks after receipt of the request.

PASSING THE EXAMINATION
A minimum score of 70 is required to pass the CNML examination. A candidate who passes the CNML Examination is awarded the Certified Nurse Manager and Leader (CNML) credential. The AONL-CC reserves the right to recognize publicly any candidate who has successfully completed the CNML Examination. Recognition is awarded so as not to embarrass any candidate who is unsuccessful in an attempt to achieve certification.

FAILING THE EXAMINATION
There is no limit to the number of times an individual may take the CNML Examination. All exam fees apply.

SCORES CANCELED BY THE AONL-CC
The AONL-CC and PSI/AMP are responsible for the integrity of the scores reported. On occasion, occurrences, such as computer malfunction or misconduct by a candidate, may cause a score to be suspect. The AONL-CC is committed to rectifying such discrepancies as expeditiously as possible. The AONL-CC may void examination results if, upon investigation, violation of AONL-CC regulations is discovered.

DUPLICATE SCORE REPORT
A candidate may purchase additional copies of the score report at a cost of $25 per copy. The request must be submitted to PSI/AMP, in writing, within 12 months after the examination; and must include the candidate's name, unique identification number, mailing address, telephone number, date of examination and examination taken. Submit this information with the required fee payable to PSI/AMP. The duplicate score report will be mailed within three (3) weeks after receipt of the request.

CONFIDENTIALITY
Information about an individual's application status, personal applicant/certificant information, and examination results are considered confidential. Scores are never reported to anyone other than the candidate, unless the candidate directs such a request in writing. All application information is confidential and will not be shared with any party other than PSI/AMP for exam administration and certification processing purposes. Information about a candidate/certificant will only be released to that applicant/certificant unless release of the information is authorized in writing by the individual or is required by law.

FAILING TO REPORT FOR THE EXAMINATION
- A candidate who fails to report for an examination has 90 days from the originally scheduled testing session to remit the $100 rescheduling fee and contact PSI/AMP to schedule a new appointment for examination. Please submit a written request including your name, address, identification number and payment to PSI/AMP. If you are paying by credit card please include the credit card number, expiration date and 3-digit security code found on the back of your credit card. A new application is not required.
- A candidate who does not reschedule an examination within the 90-day period forfeits the application and all fees paid to take the examination. A complete application and examination fee are required to reapply for examination.

INFORMATION FOR THE NEW CERTIFICANT

CERTIFICATION VERIFICATION
An individuals' certification status is not considered confidential. The names of certified individuals are not considered confidential and may be published by the AONL-CC. The AONL-CC will provide confirmation of certification status to anyone who requests the information. Verification of certification status will include the individuals name, current certification status, credential(s), and current expiration date.

AGGREGATE DATA
The AONL-CC reserves the right to use information supplied by or on behalf of a candidate. Studies and reports concerning candidates contain no information identifiable with any candidate, unless authorized by the candidate. Demographic information about a candidate is shared only in cases where the candidate may benefit. Scores are never reported to anyone other than the candidate, unless the candidate directs such a request in writing. Aggregate

exam statistics (including the number of exam candidates, pass/fail rates, and total number of certificants) will be publicly available.

NAME AND ADDRESS CHANGE

If you move or change your name after obtaining certification, please notify the AONL Credentialing Center (AONL-CC), 155 North Wacker Dr. Suite 400, Chicago, IL 60606, Phone: 312.422.2807, Fax: 312.312.248.0861, Email: mmeadows@aha.org. Please provide a valid email address. Communication from the AONL-CC is primarily by email.

USE OF THE CERTIFICATION MARK

After receiving notification of CNML designation, the credential may be used as long as certification remains valid and in good standing. Individuals may not use the CNML credential until they have received specific written notification that they have successfully completed all requirements, including passing the exam. Certificants must comply with all recertification requirements to maintain use of the credential.

Certification is a non-transferable, revocable, limited, non-exclusive license to use the certification designation "CNML," subject to compliance with the policies and procedures, as may be revised from time to time.

After meeting all eligibility requirements and passing the examination, individuals may use their credential in all correspondence and professional relations. The credential is typically used after the certificant's name following any academic degrees and licensure (e.g. Jane Smith, BSN, RN, CNML).

The certification mark(s) may be used only as long as certification is valid.

THE RENEWAL PROCESS

Attaining certification is an indication of mastery of a well-defined body of knowledge at a point in time. Periodic renewal of the certification is required to maintain certified status. Initial certification or renewal of certification is valid for three (3) years.

PURPOSE & RATIONALE

AONL-CC supports the ongoing professional development of its certificants.

- The mandatory renewal process provides certificants with the opportunity to demonstrate the retention, reinforcement and expansion of their knowledge and skills.
- Renewal also provides encouragement to, and acknowledgement for, participation in ongoing professional development activities and continued learning.

To support this purpose, the recertification requirements require continuing education and professional activities that enhance ongoing professional development, recognize learning opportunities, and provide a process for both attaining and recording professional development achievements.

AONL-CC requires periodic renewal to promote professional development for certified nurse managers and to ensure that individuals who hold the credentials maintain an ongoing commitment to learning in their area(s) of practice to strengthen their knowledge and skills.

Professional development is accomplished by either obtaining the required number of continuing education credits or by passing the certification examination for which the content is periodically updated. Renewal by continuing education credits ensures that the individual has participated in professional development activities that are directly related to the body of knowledge for Certified Nurse Managers and Leaders (CNML) as defined by the respective exam content outlines. Since the examination is updated periodically, recertification by examination also ensures that the certificant has continued to build his/her knowledge and skills during the time since initial certification.

The 3-year time period established for recertification is based on both the scope of issues that face Certified Nurse Managers and Leaders (CNML) and the AONL-CC's belief that new practices, research, and information are introduced in the field with enough frequency that professional development activities should be conducted routinely so that certificants remain up to date with both current best practices and emerging knowledge.

EXPIRATION DATE

Certification expires on the last day of the month in which the credential expires. Renewal applications will not be accepted from individual's whose certification is in a state of suspension or has been revoked.

RECERTIFICATION REQUIREMENTS
A certificant may renew the CNML credential through one of two routes:

1. Successful re-examination; or

2. Documentation of 45 contact hours of continuing professional education over the 3-year period and payment of the renewal fee.

> AONL Member $200
>
> Non-member $275

Details of renewing the certification are provided to candidates who pass the examination in a certification package sent by the AONL-CC. The CNML Renewal Application is also available from www.AONL.org/certification

A certificant receives multiple notices of pending expiration from the AONL-CC, provided that a current e-mail address is on file with the AONL-CC.

VERIFICATION & AUDIT PROCESS
In order to maintain the credibility and integrity of the certification process AONL-CC reserves the right to verify any information provided on renewal applications. Requests for verification

may be made prior to recertification or at a future time. Certificants are advised to retain all renewal documentation for at least 180 days after their renewal deadline

FAILING TO RENEW

A certificant who fails to renew his/her certification is no longer considered certified and may not use the CNML credential in professional communications, such as on letterhead, stationery and business cards, in directory listings and in signature. To regain certification, the individual must retake and pass the CNML Examination.

A percent of certification renewal applications will be audited to ensure that all requirements are met. When applications are selected for audit, certificants will be notified and asked to submit documentation of all continuing education activities.

If any areas of non-compliance are identified during the any review of a recertification application the individual will have 30 days to submit any required information. If the required information is not provided the individual's certification will expire at the end of the 30 days or on the normal expiration date (whichever comes last). If an application is selected for audit and the certificant does not respond or does not submit the requested documentation, certification will not be renewed.

APPEALS

ELIGIBILITY, EXAMINATION & RENEWAL APPEALS

A candidate who believes he/she was unjustly denied eligibility for examination, who challenges results of an examination or who believes he/she was unjustly denied renewal of certification may request reconsideration of the decision by submitting a written appeal.

The candidate for certification or renewal of certification must provide convincing evidence that a severe disadvantage was afforded the candidate during processing of an application for examination or renewal of certification or prior to or during administration of an examination. The appeal must be made within 45 days of receipt of the adverse decision (for example, a score report or any other official correspondence related to certification or renewal of certification from the AONL-CC or its agents). The written appeal must also indicate the specific relief requested.

The appealing candidate is required to submit a $100 fee with the written appeal. The fee will be refunded to the candidate if deemed justified through action of the Appeal Board.

Complete copies of the appeals policies are available upon request from AONL-CC. Please email aonl@aha.org to request the full policy.

DISCIPLINARY APPEALS

Within thirty (30) days from receipt of notice of a determination by the Steering Committee that a certificant violated the certification program Professional Standards of Conduct and/or certification program policies and/or rules, the affected certificant may submit to the

Steering Committee in writing a request for an appeal.

A complete copy of the Disciplinary & Complaints Policy, which includes the Appeals policies and procedures, is available upon request from AONL-CC. Please email aonl@aha.org to request the full policy.

CERTIFIED NURSE MANAGER AND LEADER (CNML) EXAMINATION CONTENT OUTLINE

(RE = Recall, AP = Application, AN = Analysis)

			Questions			
			RE	AP	AN	Total
1.	**FINANCIAL MANAGEMENT:**		**4**	**9**	**5**	**18**

    A. **Recognize the impact reimbursement on revenue**
    B. **Anticipate the effects of changes on reimbursement programs for patient care**
    C. **Maximize care efficiency and throughput**
    D. **Understand the relationship between value-based purchasing and quality outcomes with revenue and reimbursement**
    E. **Create a budget**
    F. **Monitor a budget**
    G. **Analyze a budget and explain variance**
    H. **Conduct ongoing evaluation of productivity**
    I. **Forecast future revenue and expenses**
    J. **Capital budgeting**
        1. Justification
        2. Cost benefit analysis

			RE	AP	AN	Total
2.	**HUMAN RESOURCE MANAGEMENT**		**8**	**18**	**11**	**37**

    A. **Staffing needs**
        1. Evaluate staffing patterns/needs
        2. Match staff competency with patient acuity
    B. **Manage human resources within the scope of labor laws**
    C. **Apply recruitment techniques**
    D. **Staff Selection**
        1. Apply individual interview techniques
        2. Apply team interview techniques
        3. Select and hire qualified applicants
    E. **Scope of practice**
        1. Develop role definitions for staff consistent with scope of practice
        2. Implement changes in role consistent with scope of practice
    F. **Orientation**
        1. Develop orientation program
        2. Oversee orientation process
        3. Evaluate effectiveness of orientation
    G. **Performance management**
        1. Conduct staff evaluations
        2. Assist staff with goal-setting
        3. Implement continual performance development
        4. Monitor staff for fitness for duty
        5. Initiate corrective actions
        6. Terminate staff
    H. **Staff Development**
        1. Facilitate staff education and needs assessment
        2. Ensure competency validation
        3. Promote professional development of staff
        4. Facilitate leadership growth among staff
        5. Identify and develop staff as part of a succession planning program
    I. **Staff retention**
        1. Assess staff satisfaction
        2. Develop and implement strategies to address satisfaction issues
        3. Promote retention
        4. Develop methods to reward and recognize staff

(RE = Recall, AP = Application, AN = Analysis)

Questions

	RE	AP	AN	Total

2. HUMAN RESOURCE MANAGEMENT *Continued*   **8**   **18**   **11**   **37**

- **J. Manage conflict**
- **K. Situation management**
    1. Identify issues that require immediate attention
    2. Apply principles of crisis management to handle situations
- **L. Relationship management**
    1. Promote team dynamics
    2. Mentor and coach staff and colleagues
    3. Apply communication principles
- **M. Influence others**
    1. Encourage participation in professional acts
    2. Role model professional behavior
    3. Apply motivational theory
    4. Act as change agent
    5. Assist others to develop problem solving skills
    6. Foster a healthy work environment
- **N. Promote professional development**
    1. Promote stress management
    2. Apply principles of self-awareness
    3. Encourage evidence based practice
    4. Apply leadership theory to practice

3. PERFORMANCE IMPROVEMENT   **6**   **13**   **7**   **26**

- **A. Performance improvement**
    1. Identify key performance indicators
    2. Establish data collection methodology
    3. Evaluate performance data
    4. Respond to outcome measurement findings
    5. Comply with documentation requirements
- **B. Customer and patient engagement**
    1. Assess customer and patient satisfaction
    2. Develop strategies to address satisfaction issues
- **C. Patient safety**
    1. *Monitor and report sentinel events*
    2. *Participate in root cause analysis*
    3. *Promote evidence-based practices*
    4. *Manage incident reporting*
- **D. Maintain survey and regulatory readiness**
- **E. Monitor and promote workplace safety requirements**
- **F. Promote intra/interdepartmental communication**

(RE = Recall, AP = Application, AN = Analysis)

		Questions			
		RE	AP	AN	Total
4.	**STRATEGIC MANAGEMENT AND TECHNOLOGY**	**4**	**9**	**6**	**19**

    A.   Facilitate change
        1. Assess readiness for change
        2. Involve staff in change process
        3. Communicate changes
        4. Evaluate outcomes
    B.   Project management
        1. Identify roles
        2. Establish timelines and milestones
        3. Allocate resources
        4. Manage project plans
    C.   Contingency plans
        1. *Manage internal disaster or emergency planning and execution*
        2. *Manage external disaster or emergency planning and execution*
    D.   Demonstrate written and oral presentation skills
    E.   Manage meetings effectively
    F.   Demonstrate negotiation skills
    G.   Influence the practice through participation in professional organizations
    H.   Collaborate with other service lines
    I.   Shared decision-making
        1. *Establish vision statement*
        2. *Facilitate a structure of shared governance*
        3. *Implement structures and processes*
        4. *Support a just culture*
    J.   Support a culture of innovation

	RE	AP	AN	Total
Total	**22**	**49**	**29**	**100**

SAMPLE EXAMINATION QUESTIONS

1.

Patient Classification	Number of Patient Days	Average Care hours (per 24 hours)	Total Unit Workload
1	1,200	2.5	3,000
2	3,200	4.8	15,360
3	2,800	7.9	22,120
4	1,600	12.6	20,160
5	700	21.0	14,700
TOTAL	9,500	48.8	75,340

Based on the information in the table above, what is the average daily census on a 40-bed unit?

A. 26.0
B. 29.4
C. 31.7
D.

2. A Nurse Manager is requesting a new position of a nurse educator for the upcoming fiscal year. The Chief Nursing Officer has requested a business plan. The Nurse Manager should

A. develop marketing strategies for the position.
B. survey nursing staff to assess institutional need.
C. consult college/university faculty.
D. quantify long-term objectives.

3. A new Nurse Manager sees opportunities to improve several key performance indicators on the unit. Which of the following is the BEST strategy for the Nurse Manager to employ with staff?

A. Announce that staff are expected to complete initiatives to improve patient care.
B. Treat report results as private information to be reviewed by managers only.
C. Create a monitoring plan and report results frequently to staff.
D. Continue to observe indicators and develop a plan for future implementation.

4. Shared governance is an example of a

A. centralized organizational model.
B. laissez-faire leadership style.
C. decentralized organizational model.
D. horizontal centralization.

5. Which of the following is depicted by a Gantt chart?

A. tasks and progress in relation to time
B. tasks, duration, and dependency information
C. dependent tasks that together take the longest time to complete
D. a process being studied or used to plan stages of a project.

ANSWER KEY	
1.	A
2.	D
3.	C
4.	C
5.	A

The American Organization for Nursing Leadership Credentialing Center

Certified Nurse Manager and Leader (CNML)

EXAMINATION APPLICATION

To apply for the AONL CNML Examination, complete this application and return it with the examination fee to:
PSI/AMP
AONL CNML Examination
18000 W. 105th Street ● Olathe, KS 66061-7543 ● Phone 888.519.9901 ● FAX 913.895.4651

PERSONAL INFORMATION

AONL Membership Number

□ I am not a member of AONL

Name (last, first, middle initial) Enter as you wish it to appear on your certificate. Titles and designations will not be printed on the certificate

Former Name (if examination was taken under a previous name)

Name of facility or company

Title

Preferred mailing address (street, city, state/province, zip/postal code, country)

Daytime phone number

Preferred email address

EXAMINATION TYPE
□ I am applying for computer administration at a Psi/AMP Assessment Center
□ I am applying for a special domestic administration
□ I am applying for an international administration

APPLICATION STATUS
□ I am applying as a new candidate
□ I am applying as a reapplicant (retaking the examination)
□ I am applying for renewal of certification

ELIGIBILITY REQUIREMENTS
To be eligible for the CNML Examination, a candidate must fulfill one of the following requirements for education/work experience:

□ A valid and unrestricted license as a Registered Nurse AND A baccalaureate in nursing degree or higher plus one year of experience in an in a nurse manager/leader role.
OR
□ A valid and unrestricted license as a Registered Nurse and a non-nursing baccalaureate degree or higher plus 3 years of experience in a comprehensive leadership support role

List the state your current nursing license was issued

List the name under which your current nursing license was issued

EXAMINATION FEE
Payment may be made by credit card, company check, cashier's check, or money order made payable to Psi/AMP.
□ AONL Member………………………….$300
□ Non-member………………………………$425

For Payment
□ VISA □ Master Card □ American Express □ Discover

Card number

Expiration date

Name as it appears on the card

Signature

SPECIAL ACCOMODATIONS
Do you require special disability–related accommodations during testing?
□ No
□ Yes. Please complete the Request for Special Accommodations form included in the Handbook and submit with examination application and fee at least 45 days prior to the desired testing date.

Demographic Questions-*Please select only one response for each item.*	
1. Number of years of total nursing experience	**5. Area of Specialty**
□ 5-10 years	□ Progressive care
□ 11-15 years	□ Med-Surg
□ 16-20 years	□ Critical care
□ 21-25 years	□ OR/PACU
□ 26-30 years	□ Psych
□ Greater than 30 years	□ Ambulatory
	□ Emergency department
2. Highest degree held	□ OB/Peds
□ Diploma	□ Other _____
□ Associate	
□ Baccalaureate	**6. Facility size**
□ Master's in Nursing	□ fewer than 99 beds
□ Master's in Business Administration	□ 100-200
□ Master's other	□ 201-300
□ DNP	□ 301-400
□ PhD	□ 401-500
	□ Greater than 500
3. Position	
□ Nurse Manager	**6. Facility size**
□ Nurse Director	□ fewer than 99 beds
	□ 100-200
	□ 201-300
4. Number of years in nursing leadership	□ 301-400
□ Less than 5 years	□ 401-500
□ 5-10 years	□ Greater than 500
□ 11-15 years	
□ 16-20 years	**7. Number of FTEs in your department**
□ 21-25 years	□ Less than 20
□ Greater than 30 years	□ 20-40
	□ 41-60
	□ 61-80
	□ 81-100
	□ Greater than 100

SIGNATURE

I certify that I have read all portions of the CNML Candidate Handbook and Application and agree to abide fully by regulations contained therein. I certify that the information I have submitted in this application is complete and correct to the best of my knowledge and belief I understand that, if the information I have submitted is found to be incomplete or inaccurate, my application may be rejected or my examination results may be delayed or voided.

Name: (please print) _____

Signature: _____ Date: _____

REQUEST FOR SPECIAL EXAMINATION ACCOMMODATIONS

If you have a disability covered by the Americans with Disabilities Act (ADA), please complete this form and the Documentation of Disability-Related Needs on the next page so your accommodations for testing can be processed efficiently. The information you provide and any documentation regarding your disability and your need for accommodation in testing will be treated with strict confidentiality Please return this form with your examination application and fee to PSI/AMP within 45 days of the desired testing date.

CANDIDATE INFORMATION

AONL Member Number _____ □ I am not a member of AONL

_____ | _____
Name (last, first, middle initial) Enter as you wish it to appear on your certificate. Titles and designations will not be printed on the certificate | Former Name (if examination was taken under a previous name)

_____ | _____
Name of facility or company | Title

_____
Preferred mailing address (street, city, state/province, zip/postal code, country)

_____ | _____
Daytime phone number | Preferred email address

SPECIAL ACCOMMODATIONS

I request special accommodations for the_____examination.

Please provide (check all that apply):

___ Reader

___ Extended testing time (time and a half)

___ Reduced distraction environment

___ Large print test (paper and pencil administration only)

___ Circle answers in test booklet (paper and pencil administration only

___ Other special accommodations (Please specify)

_____

_____

_____

_____

Comments: _____

_____

_____

Please read and sign: I give my permission for my diagnosing professional to discuss with PSI/AMP staff my records and history as they relate to the special accommodation.

Signed: _____ Date: _____

Return this form with your examination application and fee to:
Examination Services, PSI/AMP, 180 00 W. 105th Street. Olathe, KS 66061-7543.
If you have questions call PSI/AMP Examination Service s at 888.519.9901
Fax 913.895.4651.

DOCUMENTATION OF DISABILITY-RELATED NEEDS

Please have this section completed by an appropriate professional (education professional, physician, psychologist psychiatrist) to ensure that PSI/AMP is able to provide the required examination accommodations. This information will be treated with strict confidentiality. Return this form with the Request for Special Accommodations form as well as your examination application and fee to PSI/AMP within 45 days of the desired testing date.

PROFESSIONAL DOCUMENTATION

I have known _____ since ___/___/___ in my capacity as a
<div style="text-align:center">Candidate name   Date</div>

_____.
<div style="text-align:center">Professional title</div>

The candidate discussed with me the nature of the examination to be administered. It is my opinion that, because of this candidate's disability described below, he/she should be accommodated by providing the special arrangements described on the Request for Special Accommodations form.

Description of Disability: _____

_____

_____

_____

Signed: _____ Title _____

Printed Name: _____ Date _____

License# (if applicable): _____

Address: _____ Phone: _____
     _____ FAX: _____
     _____

Email: _____

<div style="text-align:center">

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If you have questions call PSI/AMP Examination Service s at 888.519.9901
Fax 913.895.4651.

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