



American Organization
for Nursing Leadership™

CREDENTIALING CENTER



Examination and Program Handbook

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ABOUT THE AONL-CC

The American Organization for Nursing Leadership Credentialing Center (AONL-CC) is an activity of the American Organization for Nursing Leadership (AONL). The AONL-CC Steering Committee governs both the Certified in Executive Nursing Practice (CENP) and Certified Nurse Manager and Leader (CENM) certification programs.

The CENP credentialing program in development or in operation with the AONL-CC has a CENP Sub 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 Steering Committee.

Members of the Steering Committee and the CENP Sub Committee for the CENP program are listed on the AONL website.

www.AONL.org

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 CENP Program. In turn, the AHA-CC engages PSI to assist with the development, administration, scoring, score reporting and analysis of the CENP Examination.

ABOUT THE CERTIFIED IN EXECUTIVE NURSING PRACTICE (CENP) CREDENTIAL

The CENP certification is developed and administered by the AONL Credentialing Center (AONL-CC). The nurse executive/senior leader sets the vision for nursing practice in the delivery of safe, effective and efficient patient care. With an interdisciplinary approach, the nurse executive demonstrates leadership in business skills and principles, knowledge of the healthcare environment, communication and relationship management and professionalism.

CENP DEFINITION

The executive nurse sets the vision for nursing practice in the delivery of safe, effective, and efficient patient care. With an interdisciplinary approach, the executive nurse demonstrates leadership in business skills and principles, knowledge of the healthcare environment, communication and relationship management, and professionalism. This includes elements of leadership in strategic and change management, performance improvement, teamwork, evidence-based practice, ethics, and mentoring. The Nurse Executive advocates as the voice for the patient, family, nursing profession, and other members of the health care team.

CREDENTIAL LEVEL

The CENP credential level is that of specialty practice at the highest levels of leadership practice and measures the skills, knowledge and abilities (competency) of individuals meeting the CENP Definition.

PRACTICE SETTINGS

CENP certificant holders work in all practice setting across the care continuum where nursing care is provided. Settings include, but are not limited to, primary care clinics, acute and post-acute care facilities, and ambulatory settings.

GEOGRAPHIC SCOPE

The geographic scope of certification is predominately the United States (U.S.) and its territories.

The certification programs assess the leadership knowledge, skills and abilities of nurse leaders based on U.S. nursing practice, regulation and laws. Candidates with international credentials may apply so long as they can satisfy the verification requirements (see Eligibility Requirements).

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 American Hospital Association Certification Center (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 their 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 along with other relevant identifying information, a detailed description of factual allegations supporting the charges, and any relevant supporting documentation. Written complaints regarding violations of certification policies and/or the Professional Standards of Conduct should be mailed to:

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

OR

aonl@aha.org

Subject Line: AONL-CC

Only signed, 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 CENP Sub Committee will review, investigate and make recommendations to the Steering Committee for final determination regarding CENP certificants. In the event a certificant violates the Professional Standards of Conduct and/or the CENP Steering Committee certification rules, requirements, and/or policies the 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, sexual identity or any other protected characteristic.

Publicly available materials are reviewed for bias at least annually.

Examination materials are regularly reviewed to detect and eliminate bias in exam items.

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 Certified In Executive Nursing Practice (CENP) credential. An individual who meets eligibility requirements and passes the CENP examination attains the Certified in Executive Nursing Practice (CENP) designation.

Candidates who meet the eligibility requirements and pass the CENP examination attains the Certified in Executive Nursing Practice (CENP) designation.

TARGET PRACTITIONER DEFINITION

The nurse executive/senior leader sets the vision for nursing practice in the delivery of safe, effective and efficient patient care. With an interdisciplinary approach, the nurse executive demonstrates leadership in business skills and principles, knowledge of the healthcare environment, communication and relationship management and professionalism. This includes elements of leadership in strategic and change management, performance improvement, teamwork, evidence-based practice, ethics, and mentoring. The Nurse Executive advocates as the voice for the patient, family, nursing profession, and other members of the health care team.

To be eligible for the Certified in Executive Nursing Practice (CENP) examination, a candidate must meet the target practitioner definition and fulfill one of the following requirements for education/work experience.

Licensure Requirement	
Hold a valid and unrestricted license as a Registered Nurse <ul style="list-style-type: none">The AONL-CC maintains an exclusive partner for evaluating international credentials and licenses of nurses educated and licensed outside the US. To validate international credentials (license and education), applicants must present verification from CGFNS International, Inc. (http://www.cgfns.org/services/credentials-evaluation/). Verification documents from any other organization will not be accepted.	
Education and Work Experience Requirement (must satisfy Option 1 or Option 2)	
Option 1	Option 2
Hold a Master's degree or higher <ul style="list-style-type: none">At least one of the degrees must be in Nursing from an accredited institution.	Hold a baccalaureate in nursing degree <ul style="list-style-type: none">Degree must be from an accredited institution.
Have at least 4,160 hours of experience in an executive/senior nursing role	Have at least 8,320 hours of experience in an executive nursing role/senior nursing role
<i>Work experience must be consistent with the CENP definition (see AONL-CC Purpose and Scope).</i>	

AUDIT

10% of applications will be selected each year for a verification audit. Applicants who fail to demonstrate that they meet all eligibility requirements will not be permitted to take the exam. In the case of individuals who have already taken the exam, failure to demonstrate compliance with all eligibility requirements may result in the revocation of the credential.

If selected for an audit, the candidate will be asked to provide evidence that each eligibility requirement has been met including:

Licensure

Licensure will be verified through nursys® (<https://www.nursys.com/>) or the respective State Board of Nursing.

Education

Audited candidates must submit an official transcript or a copy of diploma for the degree which satisfies the eligibility requirement.

Experience

Audited candidates must submit a document from their employer verifying role specific hours of experience.

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 Steering Committee participates in and provides oversight for the development and ongoing maintenance of the examinations via the CENP Sub Committee. The Steering Committee, CENP Sub Committee, and certification director work in partnership PSI 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 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 Examination Development Committees for the CENP credential. SMEs participate in writing and reviewing examination questions, reviewing examinations, and recommend 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 175 multiple-choice questions. A candidate's score is based on 150 of these questions; 25 are "trial" or "pretest" questions that are interspersed throughout the examination. A candidate is allowed three and a half (3.5) hours in which to complete the examination.

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

PREPARING FOR THE EXAMINATION

CONTENT

Study should begin by reviewing the Examination Content Outline (see page 19). 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 CENP Examination are job-related and test application and analysis of information, not just recall of isolated facts.

OTHER STUDY RESOURCES

The AONL-CC recommend that review for the CENP Examination focus on references and programs that cover the information summarized in the CENP 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 CENP Examination Content Outline visit www.AONL.org.

THE APPLICATION AND SCHEDULING PROCESS

FEE SCHEDULE

Refer to the [AONL-CC](http://www.AONL-CC.org) website

APPLICATION

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 requires examination applicants attest that

information provided in the application, including eligibility requirements, are factual. If audited, applicants must provide proof of eligibility to the AONL-CC of academic degree earned, job description and employment history related to the specific role. If the application information is found to be incomplete or inaccurate, your application may be rejected or processing of it delayed or voided and if already achieved, the certification may be revoked.

Online Application and Scheduling

Complete the application and scheduling process in one online session by visiting [AONL-CC](#). Click on "Taking the CENP Exam", log in or create an account and follow the online instructions.

Changes in business contact information, organization firewalls, and internal delays in delivery of mail may impact the receipt of important information regarding your certification. It is highly recommended you use permanent mailing and email addresses as preferred sources of contact. This information is retained in the membership database and will be used for all records and communications.

The AONL Membership Services Department at 312.422.2800 can assist regarding your contact information and membership status.

After the application information, attestation of terms and conditions and payment using a credit card (VISA, MasterCard, American Express, Discover) have been submitted, the candidate will receive an Authorization to Test (ATT) email confirming eligibility and prompting you to schedule a CENP examination appointment or to supply additional eligibility information. The candidate must schedule a CENP examination date that is within 90 days of the CENP Examination application.

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. If special accommodations are requested, please complete the "ADA Accommodation" portion of the application before submitting.

Approximately ten (10) business days after the receipt of application, a notice is sent by email to the candidate stating the application has been received and approved. Generally, candidates receive their admission letter to the testing about two (2) to three (3) weeks prior to the CENP special administration date. The notice includes the date, location and check-in time for the CENP Examination. A candidate is allowed to take only the CENP Examination for which application is made and confirmation from AHA is received. Unscheduled candidates (walk-ins) are not allowed to take the CENP Examination.

Application Assistance

The American Hospital Association Certification Center (AHA-CC) provides contracted services to AONL-CC in support of the CENP program. For assistance in the application process contact AHA-CC at 312-422-3702.

APPLICATION PROCESSING AND CENP EXAMINATION SCHEDULING

Once eligibility is confirmed, candidates will receive their Authorization to Test notice by email with instructions on scheduling a testing appointment online or by phone.

EXAMINATION APPOINTMENT

When scheduling a CENP Examination at a PSI Test Center, be prepared to confirm a location and a preferred date and time for testing. For a computer administration at a PSI Test Center, a candidate's application is valid for 90 days from the date of eligibility. The candidate must schedule an appointment and take the CENP Examination within this 90-day period. A candidate who fails to schedule an appointment within the 90-day period forfeits the application and all fees paid to take the CENP Examination. A complete application and full examination fee are required to reapply for CENP 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

Although exam fees are nonrefundable. A candidate who is unable to test as scheduled may reschedule the CENP examination.

A candidate who wants to reschedule or cancel a CENP Examination after the 90-day period forfeits the application and all fees paid to take the CENP Examination. A new, complete application and full CENP Examination fee are required to reapply for the CENP

Examination.

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

If the examination is scheduled on	PSI 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 at 888.519.9901. 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.

INTERNATIONAL TESTING

Candidates who are eligible for the CENP 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 CENP examination is administered on computer at PSI Test Centers.

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.goPSI/AMP.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 AONL-CC in writing within 30 days of the scheduled testing session. A description of the emergency is required. Rescheduling without additional fee will be considered on a case-by-case basis.

SECURITY

The AONL-CC and PSI 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

Report to the assigned PSI Test Center 30 minutes before the scheduled testing time. After entering the Test Center follow the signs indicating PSI Test 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.

FAILING TO REPORT FOR THE CENP EXAMINATION

Showing up late or not at all for an already rescheduled CENP Examination, without the requisite advance two (2) business day notice, results in the candidate forfeiting all fees. A complete CENP Examination application and full CENP Examination fee are required to reapply for the CENP Examination. A candidate who does not reschedule a CENP Examination session that is within the 90-day period forfeits the application and all fees paid. A complete application and full exam fee are required to reapply for the exam.

ON-SITE SECURITY

AONL-CC and PSI 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 at PSI Test Centers is continuously monitored by audio and video surveillance equipment or exam personnel. Candidates may be subjected to a metal detection scan upon entering the examination room.

Identity Verification

To gain admission to the PSI Test Center or testing room the candidate must present two (2) forms of identification. The primary form must be government issued, current, and include the candidate's name, signature and photograph. The candidate will also be required to sign a roster for verification of identity. A candidate without proper identification will not be permitted to take the CENP Examination.

- Examples of valid primary forms of identification are current driver's license with photograph, current state identification card with photograph, current passport, or current military identification card with photograph.
- The secondary form of identification must display the candidate's name and signature for the candidate's signature verification. (e.g., credit card with signature, social security card with signature, employment/student ID card with signature, etc.)
- If the candidate's name on the registration list is different than it appears on the forms of identification, the candidate must bring proof of the name change (e.g., marriage license, divorce decree, or court order).
- No form of temporary identification will be accepted.

A candidate without proper identification is not permitted to test.

USE OF CALCULATORS

Some exam questions may require calculations. A silent, nonprogrammable calculator without paper tape printing capability or alpha keypad is permitted during testing. Use of a computer or a cell phone is not permitted. Calculators will be checked for conformance with this regulation before candidates are allowed admission to the Test Center or testing room. Calculators that do not comply with these specifications are not permitted in the PSI Test Center or testing room.

RULES FOR THE EXAMINATION

1. No personal items (including watches, hats and coats) valuables or weapons should be brought into the testing room. Only keys, wallets and items required for medical or personal needs are permitted. Books, papers, computers, dictionaries or other reference materials are strictly prohibited. If personal items are observed in the testing room after the examination is started, the exam administration will be forfeited. PSI is not responsible for items left in the reception room.
2. Pencils will be provided during check-in. No personal writing instruments are allowed in the testing room.
3. CENP Examinations are proprietary. CENP examination questions may not be recorded or shared with any individual in any manner. No cameras, notes, tape recorders, pagers or cellular/smart phones or other recording devices 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 CENP Examination.
4. Eating, drinking or smoking is not permitted in the testing room.
5. No documents or notes of any kind may 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 CENP examination may be asked of anyone during the examination.
7. There are no scheduled breaks. 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.
- No guests, visitors or family members are allowed in the testing room or reception areas.

Candidates observed engaging in any of the following conduct during the CENP Examination may be dismissed from the CENP Examination session, their score on the CENP Examination voided and the CENP Examination fees forfeited.

- Gaining unauthorized admission to the CENP Examination
- Creating a disturbance, being abusive or otherwise uncooperative
- Displaying and/or using electronic communications equipment including but not limited to pagers, cellular/smart phones, etc.
- Talking or participating in conversation with other CENP Examination candidates
- Giving or receiving help or being suspected of doing so
- Leaving the PSI Test Center or testing room during the CENP Examination
- Attempting to record CENP Examination questions in any manner or making note
- Attempting to take the CENP Examination for someone else
- Having possession of personal belongings
- Using notes, books, or other aids without it being noted on the roster
- Attempting to remove CENP Examination materials or notes from the PSI Test Center or the testing room

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 Steering Committee 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.

COPYRIGHTED CENP EXAMINATION QUESTIONS

All CENP 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 CENP Examination questions by any means, in whole or in part. Doing so may result in severe civil and criminal penalties.

TAKING THE EXAMINATION

After identity of the CENP candidate has been verified and his/her calculator has been approved, the candidate is directed to a testing carrel for a computer administration. Candidates are provided one sheet of scratch paper for calculations that must be returned to the examination proctor at the completion of testing. Failure to do so will result in the test score report not being released administration process.

For a **computer administration at a PSI Test Center**, the CENP 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 CENP Examination session. Prior to attempting the CENP Examination, the candidate is provided a short tutorial on using the software to take the exam. Tutorial time is NOT counted as part of the 3.5 hours allowed for the exam. Only after a candidate is comfortable with the software and chooses to start the Examination does the exam time begin.

The **computer monitors the time spent on the examination**. The CENP Examination terminates at the 3.5 hours mark. Clicking on the "Time" button in the lower right portion of the screen reveals a digital clock that indicates the time remaining. The time feature may also be turned off during the CENP Examination.

Only one CENP Examination question is presented at a time. The question number appears in the lower right portion of the screen. The entire CENP Examination question appears on-screen (question and four options labeled A, B, C and D). Select an answer either by entering the letter of the option (A, B, C or D) or using the mouse to click on the selected option. 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. This action allows the candidate to move forward through the CENP Examination question by question. To review a question, click the backward arrow (<) to advance to the next unanswered or bookmarked question on the CENP Examination.

A CENP Examination question may be left unanswered for return later in the testing 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 double arrows (>>) to advance to the next unanswered or bookmarked question on the CENP Examination. To identify all unanswered or bookmarked questions, repeatedly click on the double arrows (>>). When the CENP Examination is completed, the number of CENP Examination questions answered is reported. If fewer than 175 questions were answered and time remains, return to the CENP Examination and answer the remaining questions. Be sure to answer each exam question before ending the exam. There is no penalty for guessing.

Candidates may provide comments about a test item. Comments will be reviewed, but individual responses will not be provided.

- For a computer administration, online comments may be provided for any CENP Examination question by clicking on the Comment button to the left of the TIME button. This opens a dialogue box where comments may be entered.

CENP EXAMINATION SCORE REPORTS

Score reports are issued by PSI on behalf of the AONL-CC. A candidate who takes the examination on a computer at a PSI Test Center receives his/her score report on-screen. Scores are reported in written form only, in person or by U.S. mail.

The score report indicates a “Pass” or “Fail,” which is determined by the raw score on the total CENP Examination. The score report also includes raw scores for each of the major categories of the CENP Examination Content Outline. A raw score is the number of questions answered correctly. Responses to individual CENP Examination questions will not be disclosed to a candidate. Although the CENP Examination consists of 175 questions, the score is based on 150 questions. 25 questions are “pretest” questions and do not impact the candidate’s score.

Recognition of CENP certification and information about CENP certification renewal are issued from the AONL-CC generally in about four (4) to six (6) weeks of successfully completing the CENP Examination. This package is mailed to the address contained in the database.

HOW THE CENP EXAMINATION PASSING SCORE IS SET

The methodology used to set the initial minimum passing score is the Angoff method in which expert judges estimate the passing probability of each question on the CENP 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 CENP Examination. The preliminary minimum passing score is validated by the performance of candidates. The passing standard is applied consistently across all CENP candidates who take the same form of the CENP Examination. When new forms of the CENP Examination are introduced, a certain number of CENP Examination questions in the various content areas are replaced by new CENP Examination questions. These changes may cause one form of the CENP Examination to be slightly easier or harder than another form. To adjust for these differences in difficulty, a procedure called “equating” is used. For equated CENP Examinations that have different passing scores, the equating process helps ensure that the levels of CENP examinee knowledge are equivalent on the various CENP Examination forms.

PASSING THE EXAMINATION

An eligible candidate who passes the CENP Examination is awarded the CENP credential. Generally about four (4) to six (6) weeks after the candidate passes the CENP Examination, the AHA-CC mails to the candidate a certificate of recognition, a pin and information about CENP certification renewal requirements. The name on the certificate and the address to which the package is mailed is based on information the candidate’s membership record. It is the candidate’s responsibility to keep current this information. The AONL-CC, reserves the right to recognize publicly any candidate who has successfully completed the CENP Examination. Recognition is awarded so as not to embarrass any candidate who is not successful in achieving certification. Name, address, telephone number and email address of a candidate who passes the CENP Examination will be shared with the AONL. Scores are never reported. If you do NOT wish to have your personal information shared, please opt out by contacting the AONL-CC in writing via email at aonl@aha.org

FAILING THE EXAMINATION

Candidates who receive an unsuccessful result on a CENP® certification exam have the opportunity to retake the examination at a future date. Candidates can retake the exam no sooner than 90 days after their most recent exam date and a maximum of four times in a 2-year period. A new application will be available after the 90 days have passed.

CENP EXAMINATION SCORES CANCELED BY AONL-CC

The AONL-CC and PSI 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

Duplicate score reports can be obtained via request to info@psionline.com.

CENP EXAMINATION SCORE CONFIDENTIALITY

Information about an individual's application status, personal applicant/certificant information, and examination results are considered confidential. However, AONL-CC reserves the right to use information supplied by or on behalf of a candidate in the conduct of research. 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 when beneficial to the candidate. 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 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.

INFORMATION FOR THE NEW CERTIFICANT

CERTIFICATION VERIFICATION

An individual's 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 provides confirmation of certification status via [CENP verification portal](#) on the AONL website. Verification of certification status includes the individual's name, city, state and certification period.

RESEARCH & 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: 312.422.2800, Email: aonl@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 CENP designation, the credential may be used as long as certification remains valid and in good standing. Individuals may not use the CENP® 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 "CENP®," 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, DNP, RN, CENP).

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

CENP RECERTIFICATION PROCESS

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

PURPOSE & RATIONALE

AONL-CC requires periodic recertification to assure that individuals who hold the CENP credential maintain continuing competence in the specialty of nursing leadership.

Continuing competence is accomplished by either obtaining the required number of professional education hours or by passing the certification examination for which the content is periodically updated. Recertification by professional education hours ensures that the individual has participated in activities that are directly related to the body of knowledge for Certified in Executive Nursing Practice (CENP) as defined by the exam content outline. 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 leaders and the AONL-CC's belief that new practices, research, and information are introduced in the field with enough frequency that activities should be conducted routinely so that certificants remain up to date with both current best practices and emerging knowledge.

Eligible candidates who successfully complete the CENP Examination are provided information about recertification requirements in a certification package sent by the AONL-CC. The CENP Recertification Application must be submitted to the AHA-CC no more than (1) year prior to the expiration date. For an additional nonrefundable fee of \$50, certification renewals may be submitted up to 30 days past the expiration date. As a courtesy, the AONL-CC/AHA-CC emails notices to certificants of their pending certification expiration.

Certificants are responsible for keeping their contact information accurate. The AHA-CC is not responsible for communications not received due to incorrect contact information in a certificant's record.

EXPIRATION DATE

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

Eligible candidates who successfully complete the CENP Examination are provided information about recertification renewal requirements in a certification package sent by the AONL-CC/AHA-CC. **The CENP Recertification Application must be submitted to the AHA-CC no more than (1) year prior to the expiration date. For an additional nonrefundable fee of \$50, certification renewals may be submitted up to 30 days past the expiration date.**

As a courtesy, the AHA-CC emails notices to certificants of their pending certification expiration. Certificants are responsible for keeping their contact information accurate. The AONL-CC and AHA-CC are not responsible for communications not received due to incorrect contact information in a certificant's record.

RECERTIFICATION REQUIREMENTS

To be eligible to renew CENP certification, individuals must continue to hold a valid and unrestricted license as a Registered Nurse; to comply with the original eligibility requirement and assure the individual can continue practice in the nursing leadership specialty.

A certificant may recertify through one of the following routes:

1. **Successful re-examination.** To renew this way, successfully pass the CENP Examination no more than one (1) year prior to expiration of your CENP Certification (subject to usual fees and provisions for testing). An additional Certification Renewal Application fee is not required if a candidate selects this way to renew the CENP designation.
2. **Completion of 45 hours of eligible professional activities related to the exam content over the 3-year period and payment of the Recertification fee.** To renew this way, submit a completed CENP Recertification Application with the appropriate fee and report all eligible continuing professional education activities that you completed during

your certification period. Eligible activities include attending or teaching academic courses, completing online courses, attending professional organization conferences and completing AONLCC Self-Assessment Examinations, among other activities. Some activities have a limitation on maximum allowable hours. Refer to the current CENP Certification Recertification Application for a description of eligible activities and other provisions for renewing your certification.

Check the AONL website for current recertification fees

CENP Recertification Application processing is generally about two (2) weeks from receipt of application. Certificants who meet the renewal requirements receive in the mail (at the address in their membership record) a new certificate of recognition. Certificants are responsible for keeping current contact information in their membership record.

FAILING TO RENEW CENP CERTIFICATION

A certificant who fails to renew their CENP certification will receive written notification that they are no longer considered certified and may not use the CENP credential in professional communications including but not limited to letterhead, stationery, business cards, directory listings and signatures. To regain certification, the individual must retake and pass the CENP Examination (subject to the usual fees and provisions for testing).

VERIFICATION & AUDIT PROCESS

In order to maintain the credibility and integrity of the recertification process AONL-CC reserves the right to verify any information provided on recertification 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 one year after their recertification deadline.

A percent of recertification 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 professional 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, recertification is not granted.

APPEALS

ELIGIBILITY, EXAMINATION & RECERTIFICATION APPEALS

A candidate who believes they were unjustly denied eligibility for the CENP examination, who challenges results of the CENP examination or who believes they were unjustly denied CENP recertification may request reconsideration of the decision by submitting a written appeal via email to aonl@aha.org.

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

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.

CENP EXAMINATION CONTENT OUTLINE

		Items
1	Communication and Relationship Building	35
A	Relationship Management	
1	Develops relationships across the care continuum to build alliances and partnerships and achieve common goals.	
2	Manages conflicts and disagreements in a constructive manner.	
3	Identifies the internal and external relationships that impact the work of the organization to achieve organizational goals	
4	Interprets organizational and strategic realities (e.g., labor costs, different models of care delivery, supply chain disruption etc.) to navigate changes in organization.	
5	Recognizes the impact on staff of organization’s decisions and takes appropriate action.	
B	Effective Communication	
6	Communicates with clarity and integrity to build trust with all stakeholders.	
7	Identifies and understands different communication styles.	
8	Utilizes appropriate communication style when engaging different audiences.	
9	Practices transparency and honesty to demonstrate authenticity.	
10	Builds trust by listening to staff.	
C	Influencing Behaviors	
11	Collaborates with others to exchange ideas to accomplish goals.	
12	Uses information from multiple sources (e.g., evidence from research, data, reports) to gain consensus and commitment from stakeholders.	
13	Coaches staff in their development (e.g., conflict management, active listening, communication, etc.).	
14	Create policies and initiatives to promote desired organizational behaviors.	
2	Health Care Environment & Clinical Principles	30
A	Nursing Practice and Application	
1	Transforms care delivery models and environmental design to ensure the delivery of safe patient care that is evidence-based, accessible, affordable, and equitable.	
2	Recognizes the impact of internal and external factors on care delivery and the organizational finances.	
3	Integrates patient quality & safety measures into the care environment.	
4	Formulates objectives and priorities to implement plans across the continuum of care and practice settings consistent with long-term interests of the organization.	
B	Economics and Policy	
5	Aligns organizational strategies with current developments in healthcare economics, policy, and legislation.	
6	Employs a population health approach to improve outcomes.	
7	Influences health care policy as it affects safe quality, accessible and affordable health care through advocacy at all levels of government.	

C Regulation

- 8 Maintains knowledge of regulatory and accreditation standard/rule changes.
- 9 Seeks resources in support of the organization's compliance regarding regulatory requirements.
- 10 Ensures compliance with accreditation standards and local, state, and federal regulatory standards.
- 11 Participates with response to identified deficiencies.

D Evidence Based Practice

- 12 Ensures a process is in place to evaluate strengths and barriers in implementing evidence-based practices.
- 13 Promotes integration of evidence-based research into practice.
- 14 Supports staff by providing resources for implementation of evidence-based practices.

E Patient Safety and Quality

- 15 Maintains knowledge of patient safety and improvement sciences.
- 16 Ensures the incorporation of patient safety and improvement sciences with organization's practices.
- 17 Participates in risk assessment (e.g., FMEA, root cause analysis, etc.) to ensure safe, compliant and effective care delivery.
- 18 Develop processes that result in prompt escalation of potential performance gaps by system processes and staff.

3 Leadership

35

A Systems and Complex Adaptive Thinking

- 1 Builds a shared vision that articulates and influences others to translate vision into action.
- 2 Develops new insights into situations by questioning conventional approaches.
- 3 Encourages staff to develop new and innovative ideas.
- 4 Removes barriers to help implement new cutting-edge programs/processes.
- 5 Creates and executes strategies for complex situations (e.g., addressing safety issues with workload capacity, increase nursing time at bed side, selection, and deployment of Artificial Intelligence in nursing).
- 6 Leads nursing strategic planning and execution.
- 7 Participates in nursing and organizational strategy planning and execution.

B Change Management

- 7 Acts as a catalyst for change by seeking new information and ideas.
- 8 Adapts to new information, changing conditions and unexpected obstacles.
- 9 Assesses through analytics (e.g., gap analysis, swot, etc.) if change is necessary.
- 10 Utilizes common change models (e.g., KOTTER, LEWIN) and other tools for change (e.g., PDSA, LEAN methods).
- 11 Supports staff in managing organizational changes.

C Diversity, Equity, Belonging and Inclusion

- 12 Recognizes unconscious and systemic bias occurs in care delivery, business operations, and through external influences.
- 13 Leads and supports initiatives that address racism, discrimination and bias in care delivery and business operations
- 14 Encourages creative tension and differences of opinions.

- 15 Fosters an inclusive workplace where diversity and individual differences are valued and maximized to achieve the vision and mission of the organization.
- 16 Develops the ability of others to perform and contribute to the achievement of their goals consistent with the organization's vision and mission corresponding with individual needs.
- 17 Provides feedback and opportunities for others to learn through formal and informal methods corresponding with individual needs.
- 18 Creates, promotes, and protects a culture that supports staff, patients/clients and stakeholders at the organization/system level.

D Decision Making

- 19 Identifies and objectively analyzes organization's problems and issues.
- 20 Evaluates availability, relevance, and accuracy of information.
- 21 Generates and evaluates alternative solutions.
- 22 Makes decisions that impact organization's operations and incorporates an understanding of the impact and implications of their decisions.
- 23 Makes timely decisions even when data is limited.
- 24 Delegates responsibilities based on scope of practice, education, appropriate competence, and experience.
- 25 Fosters professional governance in both philosophy and structure.
- 26 Empowers team to make independent decisions that affect their practice.

E Transformation and Innovation

- 27 Actively looks for opportunities and takes calculated risks to advance organization's mission and vision.
- 28 Develops an organizational framework to advance innovation.
- 29 Allocate resources for the development of innovation teams or methods.
- 30 Supports the implementation of innovative ideas.

4 Professionalism

20

A Professional Accountability

- 1 Upholds professional ethical principles in decision-making through personal and organizational accountability.
- 2 Supports, promotes and role models standards of nursing and leadership professional practice (clinical, educational, certification and leadership) for colleagues and constituents.
- 3 Solicits feedback from trusted sources about personal strengths and opportunities for improvement and incorporates the information into practice
- 4 Maintains competency through nationally recognized leadership certification.
- 5 Participates in professional organizations that advance one's leadership practice and career development.
- 6 Encourages staff to engage in their career development.

B Organizational Accountability

- 7 Aligns behavior with personal values and determines fit with the organization's culture.
- 8 Ensures the voice of the patient is central and present in decision-making.
- 9 Ensures a culture of accountability by holding self and others accountable for measurable high quality and cost-effective outcomes.
- 10 Follows up regularly with staff to ensure that desired outcomes are being achieved.
- 11 Recognizes career opportunities for staff based on strengths and interests.
- 12 Exhibits leadership presence (e.g., attending team meetings, vocal, fostering discussions, lead rounds, etc.).

C Health Equity and Social Determinants of Health

- 13 Collaborates on the development of the needs assessment to identify if there are any current health equity issues.
- 14 Creates action plan to see how to close the gap on department/ unit health equity issues.
- 15 Provides staff with tools and resources to provide culturally competent care (e.g., translation resources, discharge materials, appropriate referrals).
- 16 Supports staff in participation of community-based activities that address community care.
- 17 Coordinates and facilitates orientation related to culturally competent care.
- 18 Evaluates culturally competent care through performance appraisals.
- 19 Monitors performance data to ensure the delivery of culturally competent care.

D Governance

- 20 Interacts and educates the organization's governing body regarding health care and the value of nursing.
- 21 Interacts and educates the organization's governing body regarding quality and patient safety principles.
- 22 Represents patient care issues to the organization's governing body
- 23 Represents nursing in the boardroom and C-suite.

5 Business Skills and Principles

30

A Financial Management

- 1 Manages budget by understanding and utilizing organization's financial processes.
- 2 Monitors budget to ensure accuracy of expenses and identify variances.
- 3 Maintains knowledge of reimbursement models that affect care delivery.
- 4 Maintains knowledge of health care economics and business models to set priorities and measurable goals.
- 5 Participates in creation of department/division budget.
- 6 Makes adjustment of budget as indicated by variances.
- 7 Supports financial health particularly as it is influenced by nursing and other clinical decisions and outcomes.

B Strategic Management

- 8 Collaborates with staff in the communication and implementation of high reliability concepts (e.g., safety huddles, use of evidence, deferring to expertise etc.) as identified by the organization
- 9 Utilizes multiple sources of evidence-based data in goal setting and decision-making.
- 10 Ensures organizational objectives are in place to achieve the strategic mission.
- 11 Participates in the negotiation, monitoring and management of contract and service agreements.
- 12 Aligns and creates nursing/clinical objectives, goals and tactics required to achieve the organization's strategic outcomes.
- 13 Recognizes and supports the benefit and impact of technology on care delivery, clinical information, and financial outcomes.
- 14 Uses evidence-based metrics to align department/unit's goals and objectives with patient outcomes.

C Human Resource Management

- 15 Builds and manages a diverse workforce based on organizational, professional nursing, clinical goals and outcomes, data, budget considerations, and staffing needs
- 16 Ensures that employees are recruited, selected, onboarded, educated, evaluated, and recognized according to established standards, applicable employment laws, and organization's mission vision and values.
- 17 Manages a multisector workforce and a variety of work situations.
- 18 Assesses the organization's culture to ensure the presence of a safe and healthy work environment.
- 19 Addresses any gaps associated with the cultural assessment of safe and healthy work environment.
- 20 Advances organizational policies that allow employees to practice at the top of education and or license.
- 21 Establishes mechanisms that provide for identification and mentoring of staff for career progression.

Total

150

CENP SAMPLE EXAMINATION QUESTIONS

1. Which of the following is the best example of a leader effectively controlling group discussions?
 - A. focusing on the person monopolizing the discussion
 - B. calling attention to a person who won't talk
 - C. emphasizing the idea of different rather than conflict
 - D. confronting angry or painful feelings whenever they surface

2. Which of the following is required before a nurse executive gives permission for a researcher to access staff nurses?
 - A. verbal approval from the medical director
 - B. written approval from the governing board
 - C. verbal approval from the impacted nurse manager
 - D. written approval from the Institutional Review Board

3. The newly-hired nurse executive desires to instill trustworthiness as an ethical principle in all patient care operations. Which of the following is the best way of inspiring trust in a staff?
 - A. React differently to similar situations.
 - B. Set a maximum time to listen to staff concerns.
 - C. Respond in a timely manner to requests.
 - D. Send requests to committees for consideration.

4. A nurse executive decided to use a Pareto analysis to design feedback mechanisms for adopting practice based upon outcomes. The use of such a tool is effective because it
 - A. develops the thinking process.
 - B. identifies the few causes responsible for the most problems.
 - C. selects one solution from among several available options.
 - D. generates several solutions.

5. Which of the following is essential planning information for any piece of capital equipment?
 - a. return on investment analysis
 - b. staff training
 - c. location of nearest field service office
 - d. cost of replacement parts

Answer Key

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

