



Certification Standards

Effective January 1, 2025

National Certification Council for Activity Professionals

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Welcome to the Certification Standards of the National Certification Council for Activity Professionals. We are the highest standard recognized by CMS for person-centered care that optimizes physical and cognitive function and psychosocial well-being.

NCCAP was created in 1986 by the National Association of Activity Professionals (NAAP) as the official credential of the Activity Profession. NAAP is recognized by CMS in F658 as competent in establishing professional standards of practice for the activity profession.

NAAP sets Professional Standards of Practice for the Activity Profession based on this authority. This includes the Modular Education Program for Activity Professionals (MEPAP), the national curriculum for Activity Professionals, and leads to NCCAP Certification.

NCCAP Certification is the only Certification that meets NAAP's Professional Standards of Practice for the Activity Profession and fulfills the highest CMS standard of F680.

NCCAP has three levels of Professional Certification:

1. **Activity Professional Certified (APC):** Meets professional standards of practice when working in an activities and life enrichment department.
2. **Activity Director Certified (ADC):** Meets Professional Standards of Practice to lead and direct an activities and life enrichment department.
3. **Activity Consultant Certified (ACC):** Meets Professional Standards of Practice to lead, direct, and provide consulting services to an activities and life enrichment department.

NCCAP also offers Engagement Certifications and Specializations that provide all caregivers, direct support staff, and family members the knowledge and skills to deliver person-centered care in various settings and address age-related diagnoses.

NCCAP complies with the National Commission for Certifying Agencies (NCCA) requirements and the Institute for Credentialing Excellence (ICE) for credentialing bodies. Related to this, we offer an Experiential Track and a Professional Equivalency Track for Allied Health Professionals such as AT-BC, MT-BC, COTA, CTRS, OTR, and others.

BENEFITS OF NCCAP CERTIFICATION

- Nationwide portability
- Highest Federal standard
- Only credentials meeting Professional Standards of Practice
- Nationwide evidence-based curriculum
- Validated by independent clinicians and academics
- Updated with regulatory changes, CMS guidelines, and best practices
- Ensures a high degree of regulatory compliance
- Improves resident and family satisfaction
- Increases employee retention and reduces staff turnover

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A. ELIGIBILITY CRITERIA

Since 1986, NCCAP Certification has been recognized and accepted by CMS and most states for the highest-level knowledge and skills to work in the Activity Profession. NCCAP Certification is the only credential that meets the Professional Standards of Practice for the Activity Profession set by the National Association of Activity Professionals (NAAP).

Eligibility Criteria for NCCAP Certification include:

1. EDUCATION

- a. The minimum level of education required is a High School Diploma or GED.
- b. All subject areas of degrees and college courses with a grade of "C" or higher are accepted and must come from an accredited college or university.
- c. There is no time limit for college degrees or credits.
- d. It may require non-US degrees or transcripts to be verified by an accrediting agency.
- e. Engagement Certificates do not require a minimum level of education.

2. EXPERIENCE

- a. ADC no longer requires work experience, effective January 1, 2025.
- b. ACC requires applicable work experience across the continuum of care, which may include:
 - At least 50% must be directly working with activity programming and documentation.
 - No more than 50% can indirectly work with activities such as Restorative, CNA, Dietary Aide, Rehab, etc.
 - No more than 30% can be volunteer work with activity programming.
- c. Documentation of activities and volunteer experience must be on official letterhead and include employee title, start and end dates, description of the population served, the total number of hours worked, and signed by your Administrator, Program Director, or Supervisor.

3. CURRICULUM

Professional Certification requires successful completion of the national curriculum of the Modular Education Program for Activity Professionals, "MEPAP," a training program consisting of class instruction and practicum experience.

- a. **MEPAP 1:** Validates that an individual meets Professional Standards of Practice to work in an activities and life enrichment department.
- b. **MEPAP 2: Activity Director Certified (ADC).** Validates that an individual meets Professional Standards of Practice to lead and direct an activities and life enrichment department as an Activity Director.

- c. **Engagement Certifications** have a curriculum focused on a specific care setting or diagnosis and are between 8 and 12 hours in length.

4. CERTIFICATION EXAM

- a. Required for all Certifications.
- b. Certification Exam for APC is offered online or in person by the instructor.
- c. The National Certification Exam for ADC and ACC is offered via remote proctoring.
- d. A score of 70% is required to pass a Certification Exam.

5. CONTINUING EDUCATION CLOCK HOURS (CE)

CE clock hours are required for the renewal of all Certifications and Specializations.

6. RENEWALS

All Certifications have a specific timeframe and require CE clock hours for renewal.

B. ACTIVITY PROFESSIONAL CERTIFIED (APC)

APC is the entry-level Certification that ensures an individual has the knowledge and skills to work in an Activities Department. APC Certification validates the competencies to deliver person-centered care that enhances quality of life, physical and cognitive function, and psychosocial well-being.

ACTIVITY PROFESSIONAL CERTIFIED (APC)	
Meets Professional Standards of Practice to work in an activities and life enrichment department.	
1. EDUCATION	High School Diploma, GED or higher.
2. CURRICULUM	MEPAP 1-APC.
3. CERTIFICATION EXAM	APC Exam.
4. RENEWAL	Every 2 years with 10 clock hours of Continuing Education.

C. ACTIVITY DIRECTOR CERTIFIED (ADC)

ADC Certification ensures an individual has the knowledge and skills to lead and direct an activities and life enrichment department. ADC Certification validates the competencies necessary to be an Activity Director including leadership, management, advocacy, care planning and documentation. NCCAP also offers a Professional Equivalency Track for Allied Health Professionals such as Art Therapists, Music Therapists, Occupational Therapists and Recreation Therapists. Individuals with significant work experience can apply for ADC using the Experiential Track.

ACTIVITY DIRECTOR CERTIFIED (ADC)	
Meets Professional Standards of Practice to lead and direct an activities and life enrichment department.	
1. EDUCATION	High School Diploma, GED or higher.
2. CURRICULUM	MEPAP 1-APC and MEPAP 2-ADC.
3. CERTIFICATION EXAM	National ADC Exam.
4. RENEWAL	Every 2 years with 20 clock hours of Continuing Education.

D. ADC PROFESSIONAL EQUIVALENCY TRACK AND EXPERIENTIAL TRACK

PROFESSIONAL EQUIVALENCY TRACK (ADC)	
Individuals with related education and experience such as: AT-BC, MT-BC, COTA, CTRS & OTR.	
1. EDUCATION	The degree mandated by your Professional Credential.
2. EXPERIENCE	10,000 hours directing, managing or supervising activities or working in an activities and life enrichment department.
3. CURRICULUM	10 clock hours of continuing education within the past 5 years related to activity documentation in MDS and Care Planning.
4. CERTIFICATION EXAM	National ADC Exam.

EXPERIENTIAL TRACK (ADC)	
Individuals with significant work experience who can demonstrate they meet Professional Standards of Practice to lead and direct an activities and life enrichment department.	
1. EDUCATION	High School Diploma, GED or higher.
2. EXPERIENCE	List and submit evidence of at least 10 years of work experience in an Activities Department with at least 5 years directing, managing or supervising a program that delivers the Social Model of Care.
3. ESSAYS	Write a 500-word essay for each of 8 Domains of Practice that clearly demonstrates your knowledge and ability to implement the competencies listed under each Domain.
4. CERTIFICATION EXAM	National ADC Exam.

E. ACTIVITY CONSULTANT CERTIFIED (ACC)

NCCAP offers an advanced level Certification for individuals who seek to offer consulting and services in the field of activities and life enrichment. Individuals who obtain specific levels of education, work and consulting experience, and undertake an independent study with a NCCAP Instructor are eligible to apply for Activity Consultant Certified (ACC).

ACTIVITY CONSULTANT CERTIFIED (ACC)			
Meets Professional Standards of Practice to lead, direct and provide consulting services to an activities and life enrichment department.			
	TRACK 1	TRACK 2	TRACK 3
1. EDUCATION	Master's or higher	Bachelor's or higher	Associate's or higher
2. EXPERIENCE	2,000 hours in an activities department within the past 5 years	4,000 hours in an activities department within the past 5 years	6,000 hours in an activities department within the past 5 years
3. CURRICULUM	MEPAP 1-APC and MEPAP 2-ADC	MEPAP 1-APC and MEPAP 2-ADC	MEPAP 1-APC and MEPAP 2-ADC
4. CERTIFICATION EXAM	National ADC Exam	National ADC Exam	National ADC Exam
5. CONSULTING EXPERIENCE	200 hours of activity consulting in past 3 years -or- completion of independent study with NCCAP Instructor	200 hours of activity consulting in past 3 years -or- completion of independent study with NCCAP Instructor	200 hours of activity consulting in past 3 years -and- completion of independent study with NCCAP Instructor

CONSULTING EXPERIENCE. 200 hours of consulting experience within the past 3 years may be earned by providing 1:1 activity consultation or teaching a class or workshop, subject to:

1. 1-hour actual teaching time.
2. Count only the first time the class or workshop has been delivered.
3. Subject matter must be from the NCCAP Body of Knowledge.
4. As part of teaching the MEPAP.
5. Acting as a MEPAP Practicum Supervisor can count to 20% of 200 (40 hours).
6. Proof of articles published in national or state publications, in print or online, qualify as 1 hour for every 500 words and can count up to 20% of 200 (40 hours).
7. 40 hours must be done outside the current place of employment.
8. 40 hours must be direct activity consulting.
9. Proof of consulting experience must be on official letterhead and include start and end dates, description and number of consulting hours, and signed by the Administrator, Program Director or Supervisor.
10. Proof of class or workshop must include the title of course, date, and location offered, number of clock hours, and copy of the certificate of completion awarded.

F. ENGAGEMENT CERTIFICATIONS AND SPECIALIZATIONS

1. All Engagement Certifications require a specialized curriculum and a final exam.
2. Each curriculum delivers the knowledge and skills for person-centered care in a specific setting or to address an age-related diagnosis.
3. Designed for all persons who work across the continuum of care, including direct support frontline workers and family members.
4. It may be used to meet community education, training, and in-service requirements or as proof of competency for Surveyors and Regulators.
5. Certification is valid for 1 year and is renewable with 5 CE clock hours.

NCCAP offers the following Engagement Certifications:

- A. **Validation® Memory Care:** A 12-hour curriculum developed in partnership with the Validation Training Institute to champion the pioneering principles of Naomi Feil.
- B. **Dementia Engagement:** An 8-hour curriculum that integrates the leading approaches, techniques, and methodologies to provide person-centered care to individuals with cognitive decline.

SPECIALIZATIONS

Certified Activity Professionals are eligible to receive Specializations that demonstrate advanced education and study related to person-centered care and the competencies for team approach, directing a team, and carrying out an activity program in the subject area of the Specialization.

NCCAP offers the following Specializations: Adult Day Services, Assisted Living, Education, Home Care, Memory Care, and Person-Centered Care.

Specializations are applied for and renewed at the same time as current APC, ADC and ACC and require an additional 10 CE clock hours related to the subject matter of the Specialization. Applicable subject matter related to each Specialization can be found in the NCCAP Body of Knowledge.

G. CONTINUING EDUCATION CLOCK HOURS (CE)

1. It is only required for renewals, not initial certification.
2. Must be completed within the timeframe of current certification.
3. Do not submit copies of CE documents, but save them for submission if audited.

QUALIFYING CONTENT

1. The subject matter of any CE must be from the NCCAP Body of Knowledge.
2. Each CE clock hour must be at least 60 minutes in length unless otherwise specified in the following “CE Type and Amount for Renewal” chart.
3. College and University courses must not have been used to meet other educational requirements for certification or a college or university degree.
4. One college credit is equal to 10 CE clock hours.
5. Allowable delivery methods include a group setting with a leader and discussion, an independent or online format, and approved methods such as community tours at state or national conferences.
6. Presenting at workshops, in-services, or other courses receive CE clock hours, subject to:
 - a. Must pertain to the Activity Profession.
 - b. Proof must be submitted, including agenda and marketing material.
 - c. CE clock hours up to double the total presentation time to allow for preparation time. That is a 1-hour presentation counts for 2 CE clock hours.
 - d. CE clock hours are only allowed for the initial presentation if the presentation is given more than once.
7. Authoring educational articles can receive CE clock hours as follows:
 - a. Must pertain to the Activity Profession.
 - b. Proof of publication in a national or state publication, in print or online.
 - c. 1 CE clock hour for every 500 words on average.
 - d. CE clock hours only allowed for 1 publication of the same article.
8. Activities that do not qualify for CE clock hours include:
 - a. Entertainment, reading, recreation, or travel.
 - b. Business and committee meetings.
 - c. Self-taught courses.
 - d. Activity experience or performing duties related to work.

H. CE RENEWAL REQUIREMENTS

	Certification	Certification Length	CE Clock Hours for Renewal
1.	APC	2 years	10
2.	ADC/ADCP	2 years	20
3.	ACC	2 years	30
4.	Engagement	1 year	5
5.	Specialization	2 years (renew with Certification)	10

CE TYPE AND AMOUNT FOR RENEWAL

ALLOWABLE TYPE AND AMOUNT OF CE	% LIMIT	TOTAL ANNUAL CE REQUIREMENT				
		5 Hrs	10 Hrs	20 Hrs	30 Hrs	40 Hrs
Health care skill-based related courses (CNA, CDL, CPR, etc.)	20%	1	2	4	6	8
Workplace in-services of at least 30 minutes in length. <u>Note:</u> APC requires at least 3 different topic areas. ADC requires at least 4 different topic areas. ACC requires at least 5 different topic areas. ADC and ACC must include at least one course on “management”.						
• Mandatory workplace in-service (any combination of in- person or virtual)	70%	3.5	7	14	21	28
• Additional non-mandatory workplace in-service	70%	3.5	7	14	21	28
Community-based teleconference, internet streaming video subscriptions (e.g., Primedia, Relias, Care2Learn, HealthStream, etc.)	70%	3.5	7	14	21	28
Non-traditional courses including online, correspondence and home study:						
• No NCCAP approval number (e.g., Skills Builder)	30%	1.5	3	6	9	12
• With NCCAP approval number	100%	5	10	20	30	40
Activity-related courses other than MEPAP including adult education, workshops, seminars, community tours as part of conference, state required training and educational sessions at professional events	100%	5	10	20	30	40
College or university courses including independent study and correspondence courses	100%	5	10	20	30	40
Published educational articles written by applicant (see text above for documentation requirements)	20%	1	2	4	6	8
Speeches, presentations and lectures delivered by applicant at workshops, in-services and courses (see text above for documentation requirements)	20%	1	2	4	6	8
Total CE Hours Required	100%	5	10	20	30	40

I. CERTIFICATION RENEWAL REQUIREMENTS

1. Renewals should be submitted online before expiration to avoid a Late Fee.
2. Your expiration date is the original date your certification was issued.
3. Late renewal does not change your certification date or timeframe.
4. CE clock hours for renewal must be earned during the current certification timeframe.
5. Do not send proof of CEs, such as certificates of completion. However, retain these records for submission in case you are audited. NCCAP periodically audits CEs to verify compliance. If audited, you have 10 days to submit proof of your CEs, or you will be charged a Late Fee and suspension of certification. Proof of CE clock hours include:
 - a. Evidence from college, university or other accrediting body used such as transcripts, course outline or syllabus.
 - b. Certificates of Attendance that contain your name, title, date of the course, location, number of clock hours, Instructor name, and title.
6. Renewal notification is emailed 120 days before expiration and monthly thereafter.
7. Submit renewal information 6 weeks before expiration date to allow sufficient time for review and processing.
8. Renewal fees are due at time of renewal.
9. Renewals with missing items or payments are deemed incomplete and will not be processed. You will receive an Email notification listing missing items. After 1 year you must reapply, pay current fees and meet current standards including required CEs.
10. Your Certification will be held in "Pending" status for up to 1 year until missing items are submitted and accepted. After 1 year you must reapply and meet current standards including required CEs.
11. Processing a Renewal can be expedited in 3 business days by paying a Fast-Track Fee.
12. Renewal information, including fees and forms, are on www.nccap.org.

J. LEVEL CHANGE

1. When Level Changing to a Higher Certification, you must complete a Level Change application that only requires additional information to support the Level Change.
2. If the Level Changes to ADC or ACC, you are required to pass the National ADC Exam, which requires a separate fee for the independent testing company.
3. See www.nccap.org for the Fee Schedule that lists applicable Level Change Fees.
4. The expiration date of the Certification remains the same as your last current expiration date.

K. BODY OF KNOWLEDGE

WORKING WITH RESIDENTS OR CLIENTS

1. Human Development and Late Adult Years
 - A. Life Span Potential
 - B. Theories of Aging
 2. Human Development and Aging
 - A. Human Behavior and Aging
 - B. Potential and Creativity
 - C. Wellness and Self-Esteem
 3. Spirituality of Aging
 - A. Reminiscing
 - B. Tasks of Life Review
 - C. Worship and Religion
 - D. Death and Dying
 - E. Palliative Care
 - F. Journaling
 - G. Ethics
 - H. Tasks of Vital Aging
 - I. Prayer and Scripture
 - J. Personal Growth
 - K. Wisdom in Aging
 - L. Comparative Religions
 4. Biology of Aging
 - A. Changes: Physical & Sensory
 - B. Sexuality
 - C. Medications
 - D. Nutrition
 - E. Healthy Aging
 - F. Illness and Dysfunction
 - G. Bariatric Issues
 - H. Behavioral Interventions
 - I. Pain Management
 5. Sociology of Aging
 - A. Involvement and Isolation
 - B. Dependence and Independence
 - C. Living Alone and Social Networks
 - D. Cultural Attitudes
 - E. Social Histories
 - F. Long-Term Care, Aging and Social Needs
 - G. Living Arrangements: Retirement Housing, Elder Communities, Long-Term Care, Adult Day Services, Assisted Living,
- Mental Health, Sub-Acute, Independent Living, Home Health, Aging in Place, Senior Centers
- H. Cultural Competency

- I. Person-Centered, Resident-Directed, and Relationship-Based Care
 - J. Baby Boomers and Generational Diversity
 - K. Diversity and Inclusion
 - L. LGBTQI
 - M. Sign Language and Foreign Languages
 - N. Elder Abuse
 - D. Personal Health Issues
 - E. Compassion Fatigue
6. Psychology of Aging
- A. Applied Behavioral Analysis (ABA)
 - B. Understanding Behavioral Expressions
 - C. Trauma-Informed Care
 - D. Memory Loss, Cognitive Decline and Dementia
 - E. Leisure & Aging
 - F. Psychological Choices: Depression, Anxiety, Fears
 - G. Drugs and Alcohol
 - H. Security
 - I. Successful adaptations
 - J. Hospice
 - K. Counseling Techniques
 - L. Stereotypes and Myths
 - M. Institutionalization
 - N. Aging in Place
 - O. Memory Care
7. Leisure and Aging
- A. Recreation: Definition, Types, Philosophy
 - B. Lifestyles
 - C. Retirement Living
 - D. Attitudes: Motivation
 - E. Analysis of Leisure Time
 - F. Client Interests
 - G. Client Rights: Different Categories
 - H. Volunteerism
 - I. Creativity in Aging
 - J. Leisure Education
 - K. Barriers to Leisure
 - L. Person Centered Programming
8. Basic Health
- A. Infection Control
 - B. First Aid and CPR
 - C. Health Precautions

- F. Geriatric Medications and Contra-Indications in the Activities Delivery systems
 - G. Nutritional Issues and Diabetes
9. Group Instruction or Leadership
 - A. Adult Learning Modes
 - B. Instruction Methods: Lecture, Handouts, Videos
 - C. Demonstrations, Samples, Slides, Discussion, Participation, Survey, Sharing Experience
 - D. Teaching Materials, Tools, Resources
 - E. Group Dynamics and Leadership
 - F. In-Service
 - G. Leader Listening
 - H. Esteem Building
 - I. Build Group Support and Group Leadership
 10. Therapy for the Disabled Aging
 - A. Overview of PT, OT, Speech Therapy, Art Therapy, Recreation Therapy, Dance Therapy, Music Therapy, Drama Therapy, Validation, Poetry Therapy, Reality Orientation, Re- motivation, Horticulture Therapy, Montessori
 - B. Restorative Programs: Feeding, Training, ADL Skills, etc.
 - C. Patient Physical Transfer Techniques
 - D. Therapeutic Approach: Meaningful, Purposeful and How it Helps
 - E. Therapeutic Feeding Techniques
 - F. Aroma Therapy
 - G. Massage Therapy
 - H. Therapeutic Swimming
 11. With Residents and Staff
 - A. Types of Communication
 - B. Listening Skills
 - C. Responding Skills
 - D. Communication with Frail
 - E. Communication with Confused
 - F. Intercultural Concerns
 - G. Morale Building
 - H. Dealing with Difficult Situations
 12. Public Speaking
 - A. Professional Image
- B. Leading Meetings
 - C. Business Etiquette

13. Public Relations
 - A. The Written Message
 - B. Media Use: Press releases, PSA, TV, Radio
 - C. Publicity and News
 - D. Letters of Appreciation
 - E. Volunteer Programs
 - F. Fund Raising
 - G. Marketing Activity Importance letters, Bulletin Boards, Posters, Graphic Techniques
 - H. Community Marketing and Activities Delivery Systems
14. Interpersonal Relationships
 - A. Staff Team Approach: Working Together
 - B. Coordination of Services: Staff, Families, Volunteers, etc.
 - C. Peer Relationships: Staff, Residents
 - D. Family Relationships: Various Age Needs and Attitudes
 - E. Empowerment, Managing Relationships, Personality Evaluation
 - F. Staff and Client Relationships
 - G. Consultant Relationships
 - H. Organizational Relationships
 - I. Organizational Structures in Different Levels of Care
 - J. Conflict Resolution
 - K. Dealing with Difficult People
 - L. Assertiveness Training
15. Motivation
 - A. Clients, Families, Staff, Volunteers
 - B. Professional Improvement
 - C. Motivational Techniques
16. Community Service, Support, Relations
 - A. Recreation Resources
 - B. Service Clubs
 - C. Religious Resources
 - D. Mainstreaming
 - E. Adult Health Services and Support Groups: Alzheimer's, MS, Ostomy, Parkinson's, Arthritis, Amputee, Cancer

- F. Business and Chambers of Commerce
- G. Family Open Houses
- H. Library Resources

17. Regulations

- A. State and Federal Activities, Regulations and Standards, OSHA, ADA, Professional Standards
- B. Survey Process
- C. Plan of Corrections
- D. Legislative Updating
- E. JCAHO, CARF, Specialty Standards
- F. Assisted Living Regulations, Memory Care, Enhanced Assisted Living Regulations
- G. Medical Adult Day Health Regulations
- H. Mental Health Adult Day, Adult Day Habilitation (MR/DD)
- I. Adult Home, Person Care and Boarding

Ordering

- I. Modes of Programming
- J. Operating Community Vehicles

PROGRAMMING

18. Individualized Care Planning

- A. Assessment: MDS, CAA's, CATS
- B. Interdisciplinary Team
- C. Care Planning, Approach, Progress Notes
- D. Professional Standards
- E. Legal, Ethical Issues
- F. Medical Terms
- G. Charting, Confidentiality
- H. Patient-Resident Involvement
- I. For Participant Learning
- J. Quality Indicators
- K. Individualized Service Plans
- L. Person Centered Care Planning and "I" Care Plans

19. Program Management

- A. Philosophy of Operation
- B. Expressive and Creative Program Scope: Physical, Mental, Social, Emotional, Community, Spiritual, Educational
- C. Program Planning: Resident Centered
- D. Organization and Calendar
- E. Program Implementation and Conducting Activities
- F. Evaluation Techniques
- G. Operating Audio and Visual Equipment and Personal Electronic Devices
- H. Equipment & Supplies: Control, Safety Precautions, Resource Materials,

- 20. Computer Skills
 - A. Word Processing
 - B. Database
 - C. Charting
 - D. Desktop Publishing
 - E. Games
 - F. Participant Learning
 - G. Internet
- 21. Program Types: Theory and Practice
 - A. Supportive
 - B. Maintenance
 - C. Empowerment
 - D. Exercise: General, Volleyball, Wheelchair, Reiki, Yoga, etc.
 - E. Social, Parties, etc.
 - F. Outdoor (e.g., Barbecues, Games, Walks, etc.)
 - G. Away from the Community (e.g., Visits to Community Places of Interest, etc.)
 - H. Religious (e.g., Bible Study, Services, etc.)
 - I. Creative (e.g., Crafts, Drama, Writing, Journaling, Scrapbooking, etc.)
 - J. Educational (e.g., Current Events, Alzheimer's Group, Adult Learning, etc.)
 - K. Residents with special needs (e.g., AIDS, DDs, MRs, MS, etc.).
 - L. Resident Planned (e.g., Resident Council or any Activity, etc.)
 - M. In-Room (e.g., Adapt Out-of-Room Activities, etc.)
 - N. Sensory (e.g., Braille Materials, Any Sensory Stimulation, Pet, Food Related, Snoezelen™, Meditation, Massage, Reflexology, etc.)
 - O. Reality Awareness
 - P. Entertainment (e.g., Games, Entertainer Resources, etc.)
 - Q. Self Help (e.g., Independent Activities)
 - R. Music: Basic & Adaptive Techniques
 - 1. Accompaniment Instrument-Chord Structure, Ear Training
 - 2. Recreational- Rhythm Instruments, Musical Games, Movement, Literature for Aged
 - S. Community Oriented (e.g., Intergenerational, Community Groups in the Community, etc.)
 - T. Computer Based and Live Teleconferencing

- U. Lesson Planning
- V. Technological Advancements
- W. Wii
- X. Outings Policies and Procedures
- Y. Recreational, Leisure Vehicle Training
- Z. Bar Tending, Mixology, Wine Tasting
- AA. Proper Food Handling

**MANAGEMENT, PERSONNEL, ETHICS AND
LEGAL ISSUES**

- 22. Personal Employment
 - A. Recruiting, Interviewing, Hiring, Termination, Development, Recognition, Evaluation: Staff and Volunteers
 - B. Job Search: Resume Writing, Interview Preparation
- 23. Management and Leadership
 - A. Interdisciplinary Care Plan Team
 - B. Leadership Styles
 - C. Program Management
 - D. Program Evaluation
 - E. Supervision Philosophies and Techniques
 - F. Delegating and Enabling Staff Ability
 - G. Self-Analysis
 - H. Time Management
 - I. Activity Staff In-Service
 - J. How to Conduct Meetings: Staff, Association
 - K. Problem Solving
 - L. Resident Council and Family Council
 - M. Record Keeping
 - N. Dealing with Challenging People
 - O. Stress Management
 - P. Memory Improvement
 - Q. Violence in the Workplace
 - R. Controlling
 - S. Advocacy and Ombudsman
 - T. Universal Worker Concepts
 - U. Culture Change and Greenhouse Concepts
 - V. Management and Management Techniques

- W. Generational Diversity/Gender Issues
- X. Quality Assurance, CQI, TQM, etc.
- Y. Association Management and Conferences
- Z. Committee Development
- AA. Customer Service

- 24. Management Writing Skills
 - A. Documentation Chart Auditing
 - B. Job Descriptions
 - C. Policies and Procedures Manuals
 - D. Incident Records/Reports
 - E. Letters of Request, Direct Mail
 - F. Grant Writing
 - G. Public Relations
 - H. E-mail and Internet Etiquette
 - I. Form Development
- 25. Financial Management
 - A. Reimbursement
 - B. Record Keeping
 - C. Expense Control
 - D. Establishing Non-Profit Status
 - E. Fund raising
 - F. Donation Management
 - G. Establishing Budgets
- 26. Professional Development
 - A. Certification
 - B. Professional Attitude Toward Residents
 - C. Professional Associations
 - D. Business Expectations
 - E. Professional Standards, Ethics
 - F. Professional Affiliations
 - G. Professionalism
- 27. Consulting
 - A. Consultant's Role, Goals, Knowledge
 - B. Consultant's Education
- 28. Resources
 - A. How to Work with Volunteers
 - B. How to Work with Supervisors
 - C. How to Work with Consultants
 - D. How to Work as Middle Management
 - E. Intra-departmental Skills
 - F. How to work with Vendors



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