



# 2019

## **Nurse Executive** Role Delineation Study Executive Summary

December 2019

# Nurse Executive Role Delineation Study

## Executive Summary

The American Nurses Credentialing Center (ANCC) contracted with PSI Services LLC to perform a role delineation study (RDS) for the Nurse Executive examination in 2019. An RDS (sometimes referred to as a job analysis, practice analysis, or work analysis) is a scientific inquiry conducted to identify the tasks and work activities performed, the context in which those activities are carried out, and the competencies (knowledge areas, skills, and abilities) required to perform a job role successfully<sup>1</sup>. The RDS results become the basis of a variety of human resource management initiatives. For certification, the results are used to create a validated assessment of required job competencies. This report introduces the methods and results of the RDS for the Nurse Executive certification examination.

### Methods

ANCC assembled 10 clinicians certified in Nurse Executive to serve on the content expert panel (CEP). The panel members feature a wide variety of work-related characteristics, such as years of experience, work setting, geographical location, and areas of expertise. This diversity helps develop a scope of practice reflective of the roles and responsibilities of the job and relatively free from bias.

The RDS process used in this study yields examination specifications that accurately reflect the scope of practice, allowing for the development of fair, accurate, and realistic assessments of candidates' readiness for certification. The process comprises three major activities, including:

1. **Content Expert Panel (CEP) Meeting** – A gathering of subject matter experts to discuss and develop a description of the scope of practice in terms of tasks, skills, and knowledge
2. **RDS Survey** – A large-scale survey of clinicians not involved with the CEP to validate the tasks, skills, and knowledge developed during the CEP meeting
3. **Development of Examination Specifications** – The development of the examination specifications by the CEP based on the survey results

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<sup>1</sup> Sackett, P. R., & Lazo, R. M. (2003). Job and work analysis: Industrial and Organizational Psychology. In Borman, W. C., Ilgen, D. R. & Klimoski, R. J. (eds.), *Comprehensive Handbook of Psychology, Volume 12, Industrial and Organizational Psychology*. New York, NY: John Wiley and Sons.

On August 19 and 20, 2019, PSI conducted a two-day, in-person meeting with the CEP at ANCC headquarters in Silver Spring, MD. With PSI facilitating, the CEP discussed the scope of practice, developed a list of tasks, skills, and knowledge statements that reflect the job role, organized the statements into a domain and subdomain structure, reviewed rating scales to be used on the subsequent survey, developed demographic questions for the survey, and conducted a linkage analysis. The current ANCC Nurse Executive Test Content Outline (TCO), *Nursing Administration: Scope and Standards of Practice*<sup>2</sup>, *Nursing: Scope and Standards of Practice*, and the *Guide to the Code of Ethics for Nurses with Interpretive Statements*<sup>3</sup> were used as resources when developing the tasks, skills, and knowledge statements. For the linkage activity, the CEP identified links between the tasks and knowledge/skill statements to ensure that each task was covered by at least one relevant skill or knowledge area and that each skill and knowledge area had at least one associated relevant task. Linkages provide evidence that the knowledge and skills are applicable to the job.

The RDS survey included the task, skill, and knowledge statements, as well as demographic questions developed by the CEP. PSI programmed, administered, monitored, and analyzed the survey. Respondents provided ratings on the importance and frequency of each task and the importance of each skill and knowledge statement.

A pilot of the survey, conducted September 13-20, 2019, included 11 ANCC-certified nurse executives who reviewed the survey for functionality and clarity. Based on the feedback received, no modifications were made to the survey.

The live survey was administered September 30 to October 28, 2019. The invitation was sent using online survey software to 2,426<sup>4</sup> individuals. All invitees were active ANCC-certified nurse executives, selected using the stratified random sampling procedure based on region. Of the 1,413 individuals who opened the survey invitation, 483 (34.18%) completed the survey.

Examination specifications were developed during a one-day, web-based meeting on December 6, 2019. With PSI facilitating, the CEP reviewed the survey results, finalized the tasks, skills, and knowledge that would comprise the next TCO, and finalized the item allocations for the examination. Item allocations were determined through content

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<sup>2</sup> American Nurses Association (2016). *Nursing Administration: Scope and Standards of Practice, 2<sup>nd</sup> Edition*. Silver Spring, MD: ANA.

<sup>3</sup> American Nurses Association (2015). *Guide to the Code of Ethics for Nurses with Interpretive Statements*. Silver Spring, MD: ANA.

<sup>4</sup> Out of the 2,500 participants sampled in this study, 74 had emails which deemed invalid by the online survey software, so 2,426 emails were sent.

weighting (mean importance of the skill and knowledge statements) and CEP discussion of the results.

## **Results**

The resultant examination specifications include 9 knowledge areas and 11 skills across the following four competency areas (content domain level):

1. Human Resource Management
2. Quality and Safety
3. Business Management
4. Health Care Delivery

The mission of the American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association (ANA), is to promote excellence in nursing and health care globally through credentialing programs. ANCC's internationally renowned credentialing programs certify and recognize individual nurses in various practice areas. It recognizes health care organizations that promote nursing excellence and quality patient outcomes, while providing safe, positive work environments. In addition, ANCC accredits health care organizations that provide and approve continuing nursing education. It also offers educational materials to support nurses and organizations as they work toward their credentials.



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